



The Effect of Participative and Directive Leadership on Team Effectiveness among Administrative Employees in a South African Tertiary Institution

Clement Bell¹, Nicole Dodd² and Themba Mjoli³

*University of Fort Hare, Department of Industrial Psychology, King William's Town Road,
P. Bag X1314, Alice 5700, South Africa*

*E-mail: ¹<clementbell86@gmail.com>, ²<ndodd@ufh.ac.za>,
³<tmjoli@ufh.ac.za>*

KEYWORDS Administration. Directing. Effectiveness. Leadership. Participation. Team

ABSTRACT The paper examined the effect of participative and directive leadership style on team effectiveness among administrative employees in a South African tertiary institution. The paper employed a quantitative design, and a self-administered questionnaire was used to collect data. The respondents were selected using a non-probability sampling method to achieve a sample size of 246 out of the population size of 676 administrative employees of the university. The paper employed descriptive and inferential statistics in the form of Pearson's correlations and multiple regression methods in analysing data. The results showed that participative and directive leadership individually have a significant effect on team effectiveness among administrative employees of the university. They also revealed that a participative and directive leadership additively has a significant impact on team effectiveness among administrative employees of the university. The paper recommended that South African organisations should employ these leadership strategies in their quest for team excellence.