

Research article

An Evaluation of Management Styles and their Impact on Employee Motivation at a Manufacturing Business in Kwa-Zulu Natal

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Note: KwaZulu – Natal is one of the nine provinces of the Republic of South Africa.



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ABSTRACT

Acts of misconduct, unethical behavior, globalisation, and technological changes have dramatically changed perceptions of management, specifically with regard to the respective roles played by the manager and the subordinate. The purpose of this research is to evaluate management styles and their impact on employee motivation at Izaka, a small to medium sized manufacturing organisation in the province of Kwa-Zulu Natal.

For the purpose of the study, a qualitative research methodology was used. The total population of 45 respondents was targeted with a response rate of 100%. A questionnaire was used to gather data from the target participants. This study was significant in that it provided valuable insights into the various management styles and of

motivation. The results of the study revealed that 48% agreed that their leaders promote open communication and sharing of information. A vast majority of 73% agreed that managers work with employees to solve problems. Fifty percent of the employees agreed that staff are consulted with and involved in decision making. Sixty three percent of employees disagree with the statement that they feel influenced by others within the organisation while a further 25% strongly disagreed. Fifty five percent of the participants agree that managers within the organisation treat their employees in a sensitive and considerate manner with 25% strongly agreeing.

Exactly half of the participants, that are 50%, agreed with the statement that they are motivated by a particular style of management, while a further 28% of the employees strongly agreed. Fifty eight percent of the participants agreed that they look forward to coming to work while 25% strongly agreed. Majority of the employees (55%) agreed that they feel a sense of satisfaction on completion of difficult tasks while 40% agreed with this statement. An equal amount of one employee each either disagreed or strongly disagreed. 38% of the participants disagreed that money is their only source of motivation while 23% strongly disagreed with this statement. Fifteen percent of the participants were not sure and an equal amount of only 13% of the employees either agreed or strongly agreed that money is their only source of motivation.

It was recommended that in order for the business to be sustainable, the managers must ensure that goals and objectives are developed for the organisation. Monthly meetings should be held to determine if these goals and objectives are being met. The onus is on management to ensure that the meetings are set to discuss the goals and objectives of the organisation. It was also further recommended that every manager should be trained or retrained with current management courses as training and development empowers the individual to become a better manager. Managers should also be trained in the current motivation theories which will enable them to assist staff and motivate staff to become successful individuals.

Given the data cited above and the conclusions reached in the study, it is obvious that Management Styles positively impacted on employee motivation at Izaka.

Keywords: Motivation; Employees; Managers; Management Styles; Impact; Evaluation; Training; Development.

Introduction

This study evaluates management styles and their impact on employee motivation at Izaka, a small to medium sized manufacturing organisation in Kwa-Zulu Natal. Most management theories are based on the relative importance assigned to the manager versus the subordinate in the accomplishment of the organisation's objectives. Today's managers and subordinates constantly face new challenges. Globalisation, technological changes, acts of misconduct

and unethical behavior has dramatically changed perceptions of management, specifically with regard to the respective roles played by the manager and the subordinate.

Objectives of the Study

The objectives are:

- To investigate the various management styles that exist at Izaka;
- To determine the impact of management styles on employee motivation; and
- To make recommendations on the appropriate management style suitable to Izaka.

Management need to be applied in the context of a rapidly changing environment. Organisations are likely to face even greater threats for survival due to the increasing competitive thrust of the global environment. To meet the challenges and survive in a new world order, the appropriate style of management will, therefore, give an organisation the edge when operating in a globally diverse environment.

LITERATURE REVIEW

This section of the study discusses the applicable literature required to define management styles and establish if they do in fact impact on employee motivation. The literature review was guided by the aim, objectives and the research instrument. Small to medium-sized manufacturing businesses are known for creating jobs and economic stability. These types of small to medium-sized manufacturing businesses therefore have a unique role to play within the local and global markets. This chapter defines manufacturing businesses, identifies key characteristics of the manufacturing type businesses, discusses management, leadership and motivation.

Definition of Management

Jones, George and Hill (2001:5) define management as "...the planning, organizing, leading and controlling of resources to achieve organisational goals effectively and efficiently." Cook and Hunsaker (2001:5) identify management to be a practice which involves "...directing, organizing, and developing people, technology, and financial resources to provide products and services through organisational systems." Kreitner and Kinicki (2001:6) define management as "... a process of working with and through others to achieve organisational objectives efficiently and ethically." Drucker (1989:14) argues that "...management is tasks. Management is a discipline. But management is also people. Every achievement of management is the achievement of a manager. Every failure is a failure of a manager."

Each of the above definitions highlights different aspects of management. If the above definitions are combined, a consolidated definition of management may be formulated:

Management is a discipline, a practice and a process which involves working with and through people. It involves planning, leading, organizing and controlling of both human and other resources so as to achieve organisational

goals efficiently, effectively and ethically. For the purposes of this study, the above definition will be used when referring to management.

Management Styles

Management style is the manner in which a manager uses authority to lead others. Every manager has a distinctive style, although each manager may not completely exhibit just one style but a variety of styles.

Autocratic Management

This style involves making decisions without consulting others. Subordinates are not allowed to express their views or suggestions, and are expected to follow instructions. Such a style may be effective in emergencies when absolute followership is needed, example when fighting fires, or when there are new, relatively unskilled workers who need clear direction and guidance.

Autocratic leaders take decisions without consulting their subordinates, are very directive and allow no participation. The leader usually oversees work from close quarters and exercises full control over subordinates. This style of leadership is appropriate only when decisions genuinely need to be taken quickly and when there is no need for input from the team (Rao and Krishna, 2006:641).

According to Lussier (2006:34) authoritarian leaders focus on directing and controlling behavior to ensure that tasks get done and closely oversee performance. According to Koontz and Weihrich (2010:314), an autocratic leader commands and expects compliance. Autocratic leaders are led by the ability to withhold or give rewards and punishment.

In this case there is no need to involve workers because it will delay the decision making process. Lussier (2006:34) further mentions that the autocratic style is highly appropriated when interacting with low-capability employees, by giving instructions and describing exactly what the task is, when, where and how to perform it. On the contrary, Nieman and Bennet (2005:102) mention that group sizes affect the style of leadership in that the larger the group, the more formal or autocratic the leadership needs to be.

Rao and Krishna (2006:641) identify the following features that describe autocratic leaders: power and decision making is centralized; there is close supervision and control; discipline through rewards or punishment is practiced; there is one-way communication; and there is total dependence of subordinates on superior.

Table 2.1: Advantages and disadvantages of the Autocratic leadership style.

ADVANTAGES	DISADVANTAGES
Decision can be made quickly.	It is difficult to develop motivation when the leader makes all the decisions.
Well-developed leadership skills can be applied directly to the group activities.	There is very little scope for developing the creative potential of people.
The leader can take direct control when there is a major problem.	Subordinates tend to develop defensiveness and they will look for ways to avoid responsibility.
It is consistent in procedures	One-way communication may lead to misunderstanding.

Rao and Krishna (2006:651)

The above table displays four advantages and disadvantages of autocratic management.

Democratic / Participative management

Democratic / Participative managers work with employees to make decisions.

At meetings, employees discuss management issues and together look for resolutions in a democratic manner.

Rao and Krishna, (2006:642) suggest that employee participation in decisions may not always increase effectiveness but it may increase job satisfaction.

Democratic leaders encourage subordinates to participate in the decision making process (Rao and Krishna, 2006:642). However, allowing teams to provide an input in decisions varies from leader to leader. A democratic leadership style is important when team agreement matters but it can be quite difficult to manage when there are lots of different perspectives and ideas.

According to Koontz and Wehrich (2010:314) the following features describe democratic or participative leaders: involve people in decision making and goal setting; attitudes, feelings, suggestions of members are considered while making decisions; freedom of thinking and action is available to a reasonable extent; two way, open communication between members; and the opportunity to use one's potential in the service of the organisation exists.

Table 2.2: Advantages and disadvantages of Democratic leadership style.

ADVANTAGES	DISADVANTAGES
Motivates people to do better.	Individuals may dominate the participation or make disruptive contributions.
Knowledge and experience of group members can be used in decision making.	This is very time consuming from the leader's view when quick decisions are need.
Individuals abilities developed through participation; and	Participation may be used to manipulate people to suit personal ends; and
Members feel more committed to group goals.	Decisions get diluted, when attempts are made to please everyone.

Rao and Krishna (2006:653)

The above diagram displays four advantages and disadvantages of Democratic / Participative Management.

Laissez-Faire management

This style involves managers setting objectives and employees being given the freedom to achieve those objectives by using methods of their choice.

In this case, the manager takes the role of consultant and encourages employee's ideas, and offering feedback or opinions when asked. The laissez-faire style may fail if employees do not pursue the same goals as the organisation. In organisations where manager's deal with professionals like doctors, engineers, or other highly motivated individuals, this style is most successful Rao and Krishna (2006: 643).

Rao and Krishna (2006:643) state that laissez faire leaders turn an entire problem or project to subordinates. In this type of leadership complete freedom is given to the group in such a way that they allow people within the team to take most of the decisions. This leadership style works well when the team is highly capable and motivated and when employees do not need close monitoring or supervision.

Koontz and Wehrich (2010:314) agree with Rao and Krishna (2006) that the Laissez Faire leader uses his or her power very little, and allows people within the team to make decisions. Such leaders depend largely on subordinates to set their own goals and the means of achieving them. In a family owned business the ultimate aim is to make a profit and this type of leadership style may not work to its fullest.

According to Koontz and Wehrich, (2010:314) “characteristics of laissez faire management style include group members set goals and decide things on their own; the leader is a passive observer of things; the leader does not decide, does not control or exercise influence over the group; the leader abdicates responsibility; members operate in an unrestricted environment; and communication is open and can take any direction.”

Table 2.3: Advantages and disadvantages of Laissez Faire leadership style

ADVANTAGES	DISADVANTAGES
Working independently can be motivational for some people.	Activities may suffer owing to lack of coordination.
This style may encourage suggestion, creativity and innovation in the group.	Group objective may be ignored and individual objectives may dominate activities.
Group is flexible and can adapt quickly to changes.	Lack of control may lead to disruptive behaviour.
Open and direct communication, with opportunity for self-expression.	Individuals may go their own resulting in confusion.

Rao and Krishna (2006:656)

The above diagram displays four advantages and disadvantages of Laissez Faire Management.

Employee-Centred management

Laissez Faire managers emphasize the employees' personal needs and the development of interpersonal relationships. The leader uses the group rather than individual decision making, encourages subordinates to set and achieve high performance goals and attempts to treat the followers in a sensitive, considerate manner (Grobler, 2001:268).

Production-Centred management

This leadership emphasizes tasks and the methods used to accomplish them. The leader sets high work standards, organizes tasks carefully, prescribes work methods to be followed and closely supervises the subordinates' work (Grobler, 2001:271). Employee-oriented leaders are associated with higher group productivity and higher job satisfaction while production-orientated leaders tend to be associated with low group productivity and lower job satisfaction (Robbins and De Cenzo, 2002:190).

Key Characteristics of Manufacturing

Traditional business improvement strategies, such as lean and agility, which many manufacturing companies initially follow in an attempt to become more robust and economically stable, allow manufacturing organisations to deliver bottom-line savings in production terms. Their effectiveness depends upon the volume and demand profile of their products. Lean is outlined as a primary means of reducing operating costs alongside the simultaneous implementation of product innovation strategies which allows the company to break into new markets as a means to achieving long-term economic sustainability and making it more robust to market changes. The development of a business within a business is described as an effective mechanism towards achieving business sustainability (Kohli and Chitkara, 2002).

Types of Management

Managers operate at different levels within an organisation as well as in different areas. There are three levels of management:

Level One - Top management

It assumes overall responsibility for the organisation. They determine the overall goals and strategy of the organisation establish the organisational structure and monitor the overall performance of the organisation (Jones 2000).

Level Two - Middle management

It assumes responsibility for a particular division or department of the organisation, and is responsible for the efficient utilization of resources within a particular department.

Level Three - First line management

It is often referred to as supervisory management and takes responsibility for the day-to-day operations of a particular section within a department or division (Jones, 2000).

In addition to managerial levels, managers usually operate within certain areas or departments, such as, marketing, human resources, manufacturing and finance.

Kanter (1989) argues that clear levels and areas of management are becoming irrelevant to the work of a manager. Kanter (1989:13) asserts that managers “are watching hierarchy fade away and the clear distinctions of title, task, department and even corporation becoming less prevalent than before....Faced with extraordinary levels of complexity and interdependency, they watch traditional sources of power erode....”. This has been brought on by

organisations becoming more flexible in their strategies and structures in response to the competitive pressures of the market.

Mintzberg (1990: 167) argues that Henri Fayol's description of managerial work where managers plan, organize, coordinate and control is too simplistic and vague. Mintzberg (1990) asserts that managerial work is "enormously complicated and difficult" and that it should be described in terms of roles or "organised sets of behaviours". He identifies various managerial roles:

Interpersonal Roles

These result from the manager's formal authority and involve interpersonal relationships (Mintzberg, 1990). These include figurehead, leader and liaison.

Although leadership is difficult to generalize, it is essentially a 'relationship through which one person influences the behaviour or actions of other people' (Mullins 2004:253). This means that the process of leading and the activities of groups with effective teambuilding cannot be separated. Leaders need to focus on people and organisations moving forward. This is done, by increasing the competency of staff and the co-operation of teams, so as to enhance organisational performance.

Roux, De Beer, and Ferreira (2006: 127) explain that leadership is the relationship between a leader and members of a group working together and are willing to achieve the objectives which the leader sets for him or herself, and also for the members. A focused organisational leader provides and establishes visionary leadership to the organisation. The leader understands and appreciates the dynamic nature of business management. He or she formulates responsive options to the changes in the management environment and develops viable strategies based upon sustainable competitive advantages.

Izaka comprises of a management team which works together in discussing the company's goals and objectives. They are the leaders of the company in their respective departments and collectively set the goals and vision for the company. Each member of the management team is given certain responsibilities and targets for their department as agreed upon by the entire team. On a monthly basis, a meeting is held to assess their progress and accomplishment of objectives. Thereafter suggestions are made on improvement and strategies are formulated to target problem areas and improve business practices.

RESEARCH METHODOLOGY

This section focuses on the research process utilized in the collection of data. The key aspects covered in this chapter are the research methodologies, the sampling strategies, the instrument for the data collection and how the data analysis was processed. The necessity for a pilot study and how it was conducted together with the limitations

are also included. In addition, this chapter provides an overview of other important areas that need to be considered when undertaking research.

According to Terre Blanche, Durrheim and Painter (2006:34), the research design is a strategic framework for action that serves as a bridge between the research questions and the execution or implementation of the research. Saunders, Lewis and Thornhill (2009:5) propose that research is something that people undertake in order to find out things in a systematic way, thereby increasing their knowledge. Welman, Kruger and Mitchell (2005:2) define research as a process that involves obtaining scientific knowledge by means of various objective methods and procedures.

Target Population

According to McMillan and Schumacher (2006:11) a population is a group of elements or cases, whether individuals, objects, or events that conform to specific criteria and to which the study intends to generalize the results of the research. Furthermore, this group is also referred to as the target population or universe.

The target population for this was all employees of Izaka which consisted of 45 employees.

Limitations of the Research

This study was limited to only one organisation. Due to time constraints to complete the dissertation, it was not possible to gather data from other manufacturing businesses in order to compare the management styles that are prevalent amongst various small to medium manufacturing type businesses.

RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

Introduction

This section presents the data obtained from the respondents that were selected for this study. Researchers have to communicate research results in a manner in which readers can view every response given but do not have to read every completed survey to get the overall picture (Fox and Bayat, 2007:104). The study gives precise information through graphical presentation and interpretation. This chapter represents an interpretation of all the results and links the findings to the literature review discussed in chapter 2.

Analysis of Data

Data from the primary findings were analyzed and interpreted to make meaningful sense. Responses were converted to percentages, which in turn was converted to the next whole number. Each item on the research instrument is discussed and aligned to the literature reviewed.

4.2.1 What is your gender?

Figure 4.1: Gender of Respondants.

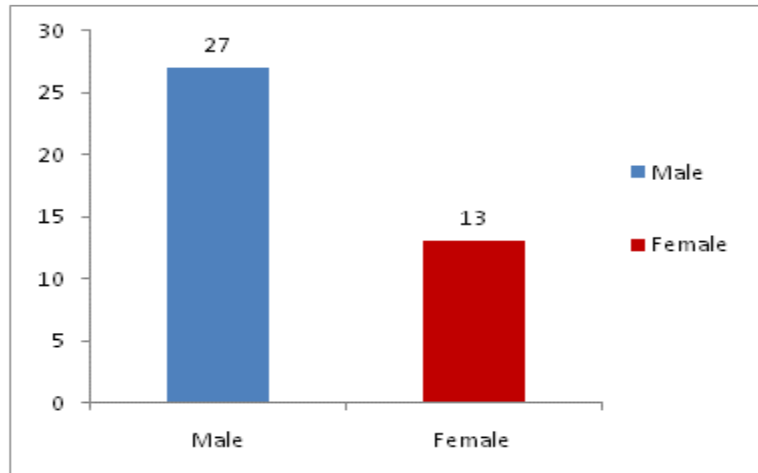


Figure 4.1 shows that the organisation has more males (27) than females (13).

4.2.2 What is your age?

Figure 4.2 Age of Respondants.

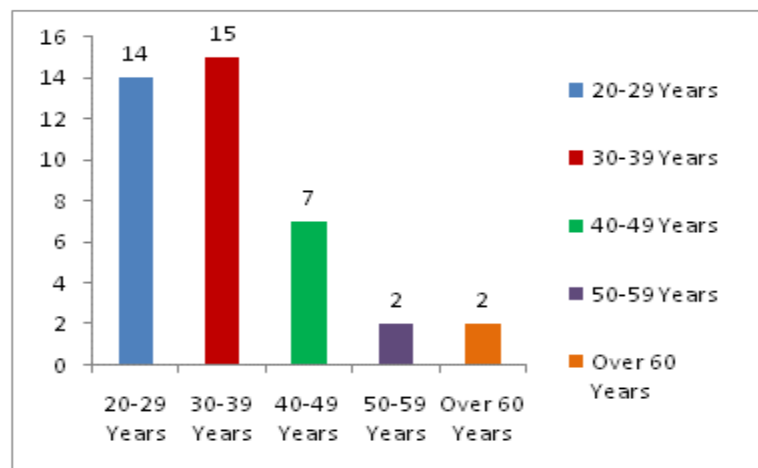


Figure 4.2 shows that 38% of the employees are between the ages of 30 to 39. Thirty five percent fall into the 20 to 29 years age group. 20% are between 40 to 49 years and 10% of the employees are more than 49 years old.

Fullerton (1995:28) mentions that there is a relationship between age and job motivation, which subsequently affects the organisational climate and overall organisational effectiveness. Kooij, Jansen, de Lange and Dikkers (2011:6) mention that staff between the 21-30 year groups, are more flexible to shift from task to task compared to the 31-60 year group. Hence, the diversity in age groups enhances team effectiveness.

4.2.3 What is your highest qualification?

Figure 4.3: Highest Qualification of Respondants.

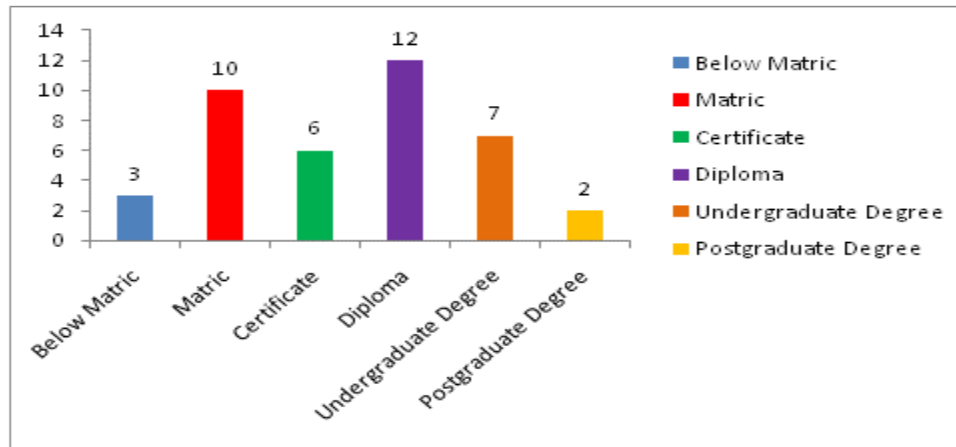


Figure 4.3 indicates that 30% of the employees have a diploma as their highest level of qualification, 25% have matric only, 20% have an undergraduate degree, 10% have not passed matric and only 5% have a postgraduate degree. Nadiadwala (2010:2) advises that the education level affects the way people think or work. Silman (2011:1) goes on further to state that “the individuals who pursue post-secondary education are perceived to be more ambitious, motivated, self-confident and teachable than their non-degreed associates”. According to the Association of Business Executives, even though experience counts, but if an individual shows potential to the employer based on his or her knowledge gained through acquiring a degree, then the particular individual will undoubtedly add value to the organisation (Fraser, 2012:1).

4.2.4 What is your race?

Figure 4.4: Race of Respondants.

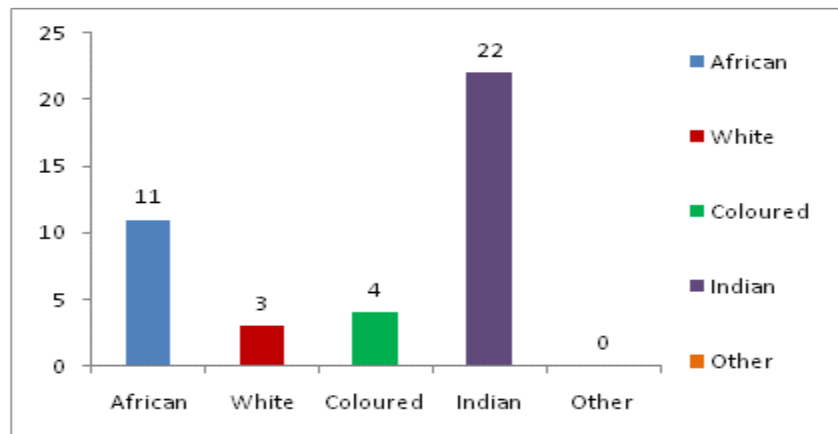


Figure 4.4 reveals that a significant number (55%) of the employees are Indian, 30% are African, 10% are Coloured and 1% are White. The organisation is privileged to have all races employed at the organisation as individuals from diverse backgrounds bring experience and various skills to an organisation (Holtzman and Anderberg, 2011:81).

Furthermore, all the cultures are respected equally with staff being encouraged to consider the cultural differences that may be represented amongst them, which includes basic customs, mannerisms and gestures.

4.2.5 How long have you been working for Izaka?

Figure 4.5: Length of service.

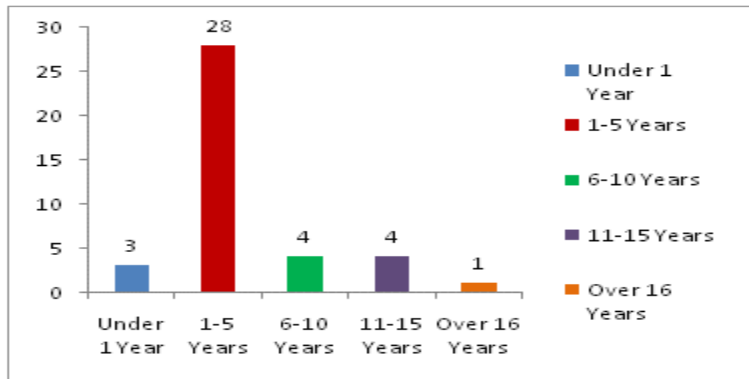


Figure 4.5 reveals that 10% of the respondents are with the organisation for under a year while a large percentage that is 70% are with the organisation for between 1-5 years. 10% of the employees are with the organisation for between 6-10 years, 10% for 11-15 years whilst 1 employee has been with the organisation for over 16 years.

Brundage and Koziel (2010:39) advise that the ability to retain staff over long periods of employment is strategic and usually low staff turnover contributes positively to the long term sustainability of any organisation. A culture based on retention promotes positive energy and the desire for employees to remain in their present job. People usually stay longer with an organisation when management communicates a clear vision for the future of the organisation.

4.2.6 Managers in my organisation promote open communication to share information

Figure 4.6: Item 1: Managers Promote Open Communication.

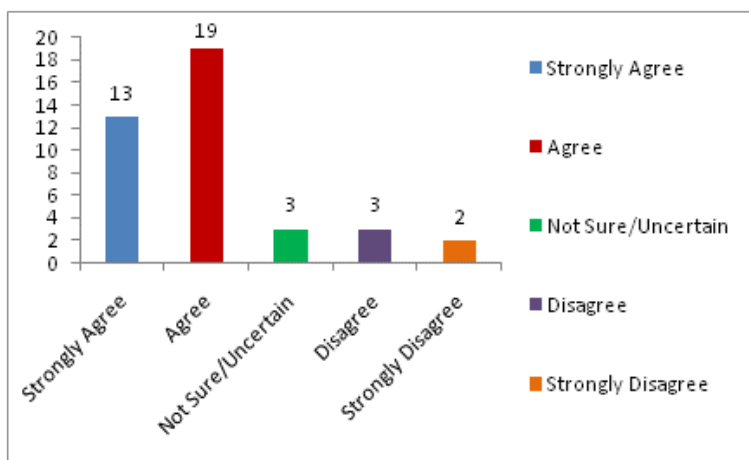


Figure 4.6 reveals that an overwhelming 48% agreed that their leaders promote open communication and sharing of information. A further 33% strongly agreed with this statement and only 2 out of 40 employees that are 5% strongly disagreed. Three employees (1%) were not sure/uncertain.

According to Koontz and Wehrich (2010: 314) a democratic leader is one who allows for a two-way open communication between members and allows people to be involved in decision making. When employees are involved in decision making they are able to share information amongst each other. Employees represent a source of knowledge and ideas, but quite often that resource remains untapped. Involving 40 employees in the decision-making process not only empowers them to contribute to the success of an organisation, but also saves the company time and money, in increased productivity and reduced outsourcing.

4.2.7 Managers in my organisation work with employees to arrive at solutions to problems

Figure 4.7: Item 2: Managers work with employees to solve problems.

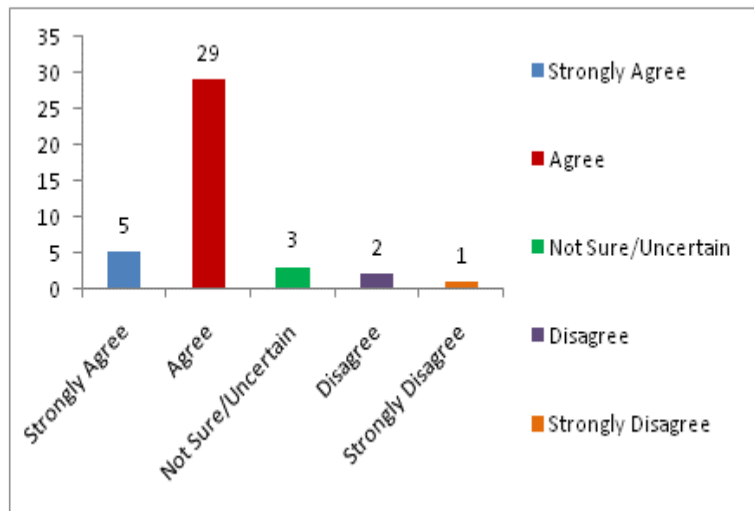


Figure 4.7 reflects that a vast majority of respondents (73%) agreed that managers work with employees to solve problems. Only 1 (0.25%) employee strongly disagreed with the statement.

Some writers suggest that employee participation in decisions may not always increase effectiveness however, it may increase job satisfaction.

Democratic leaders encourage subordinates to participate in the decision making process (Rao and Krishna, 2006: 642). However, allowing teams to provide an input in decisions vary from leader to leader. A democratic leadership style is important when team agreement matters but it can be quite difficult to manage when there are lots of different perspectives and ideas.

4.2.8 Managers in my organisation take decisions without consulting their staff

Figure 4.8: Item 3: Staff involvement in decision making.

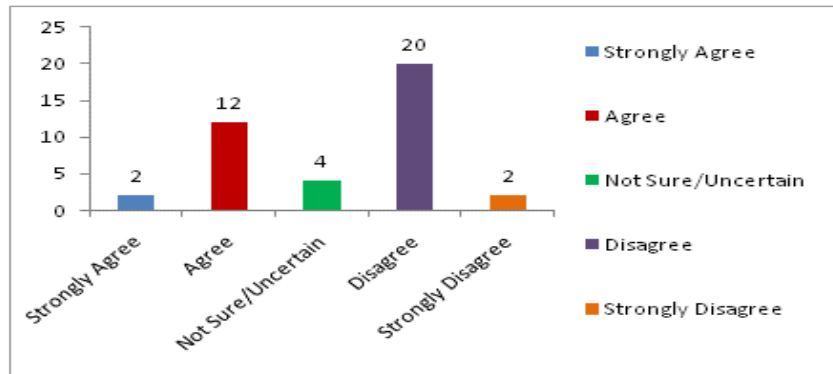


Figure 4.8 reflects that 50% of the employees disagreed that staff are not consulted with and involved in decision making. Thirty percent (12 respondents) agreed that managers in my organisation take decisions without consulting their staff, 10% were not sure/uncertain while two participants (0.5%) either strongly agreed or strongly disagreed. According to Lussier (2006: 34) authoritarian leaders' focus, on directing and controlling behavior to ensure that tasks get done and closely oversee performance. According to Koontz and Weihrich (2010: 314), an autocratic leader commands and expects compliance, is dogmatic and positive. Leaders under autocratic leadership are led by the ability to withhold or give rewards and punishment.

Rao and Krishna (2006: 641) identify the following features that describe autocratic leaders: power and decision making is centralized; there is close supervision and control; discipline through rewards or punishment is practiced; there is one-way communication; and there is total dependence of subordinates on superior.

Koontz and Weihrich (2010: 314) agree with Rao and Krishna (2006) that the Laissez Faire leader uses his or her power very little, and allows people within the team to make decisions. Such leaders depend largely on subordinates to set their own goals and the means of achieving them. In a family owned business the ultimate aim is to make a profit and this type of leadership style may not work to its fullest.

4.2.9: Managers in my organisation closely supervise and control their staff

Figure 4.9: Item 4: Close supervision and control of staff.

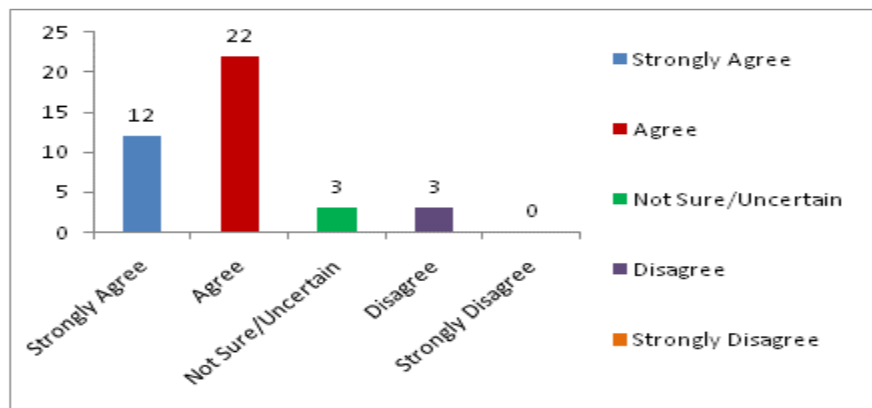


Figure 4.9 reveals that 55% of the participants agreed that there is close supervision and control of staff, 30% strongly agreed with this statement and no respondents strongly disagreed. Three employees (1%) each either disagreed or were not sure/uncertain.

Autocratic leaders are the one who take decisions without consulting their subordinates, are very directive and allow no participation. The leader usually oversees work from close quarters and exercises full control over subordinates. This style of leadership is appropriate only when decisions genuinely need to be taken quickly and when there is no need for input from the team (Rao and Krishna, 2006: 641).

4.2.10 Managers in my organisation often use financial reports for decision making

Figure 4.10: Item 5: Use of financial reports for decision making.

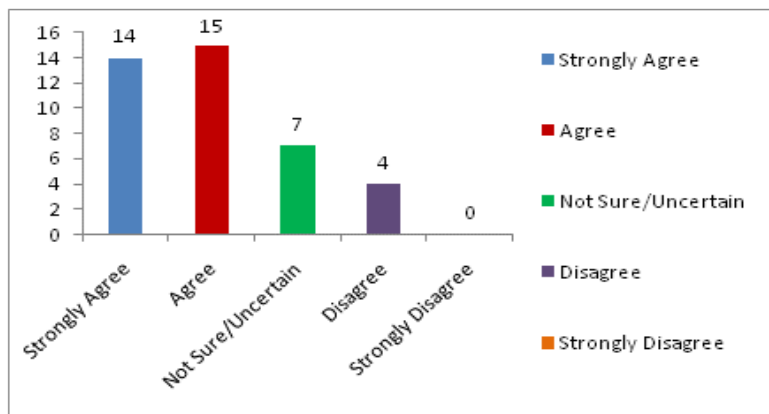


Figure 4.10 reveals that 38% of the respondents agreed that managers use financial reports, 35% of the respondents strongly agreed with this statement and no respondents strongly disagreed. Two percent of the respondents were not sure/uncertain and 10% disagreed with this statement. This means that most respondents either agree or strongly agree that managers often use financial reports for decision making.

4.2.11 Managers in my organisation gives workers the power to make important decisions

Figure 4.11: Item 6: Power to make important decisions.

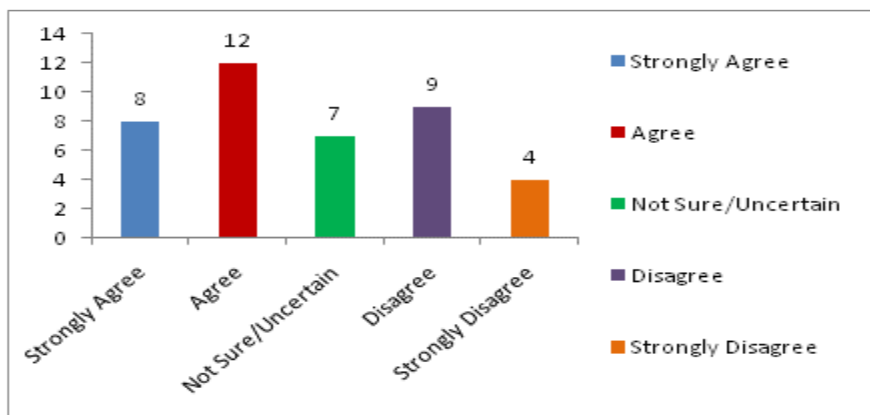


Figure 4.11 reveals that 30% of respondents agreed that they are given the power to make important decisions, 23% of the participants disagreed with this statement and 20% of participants strongly disagreed.

Democratic leaders encourage subordinates to participate in the decision making process (Rao and Krishna, 2006: 642). However, allowing teams to provide an input in decisions vary from leader to leader.

Rao and Krishna (2006: 643) state that laissez faire leaders turn an entire problem or project to subordinates. In this type of leadership complete freedom is given to the group in such way that they allow people within the team to take many of the decisions. The impact of this leadership style works well when the team is highly capable and motivated, and when employees do not need close monitoring or supervision.

4.2.12 Managers in my organisation ensure that clear reporting lines exist

Figure 4.12: Item 7: Existence of clear reporting lines.

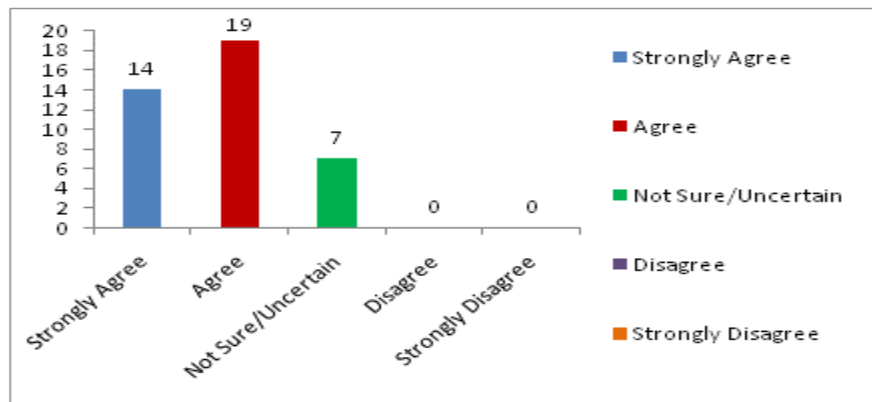


Figure 4.12 reflects that 48% agreed that clear reporting lines exist, a further 35% strongly agreed with this statement and 20% were uncertain. While it has been stated earlier in this study that clear reporting line seem to be disappearing, they do still exist at Izaka.

4.2.13 Management style depends on the number of employees in the department

Figure 4.13: Item 8: Management style dependant on number of staff.

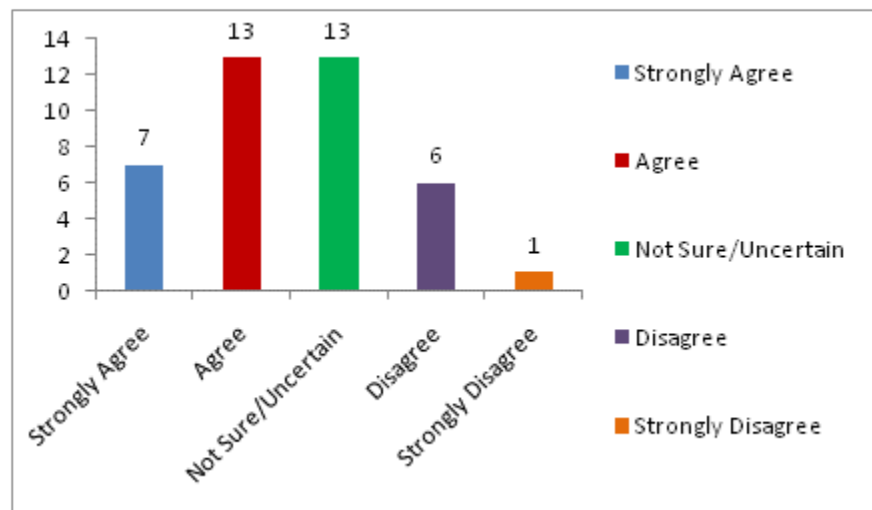


Figure 4.13 reflects that an equal number of 33% participants either agreed or were uncertain as to whether or not the style of management depends on the number of employees in the department, 20% strongly agreed and 15% disagreed.

McGregor (2002) maintained that an individual's attitudes towards human nature and work behaviour were instrumental in determining his/her management style (Mullins, 1999). McGregor identified 2 sets of assumptions which a manager may adopt:

- **Theory X** adopts a negative view and assumes that the average employee is inherently lazy, dislikes work and has limited ambition (Jones et al., 2000). In order to ensure that employees carry out their work, the manager needs to closely supervise employees and implement strict rules.
- **Theory Y** adopts a positive view of human nature and assumes that the average employee will exercise self-direction, accept responsibility and consider work to be as natural as play (Robbins, 2001). The manager will therefore not need to supervise the employee closely, but should rather decentralize decision making and create an environment which enables the employee to be creative and productive (Robbins, 2001).

4.2.14 being a manager means being in control

Figure 4.14: Item 9: Management means control.

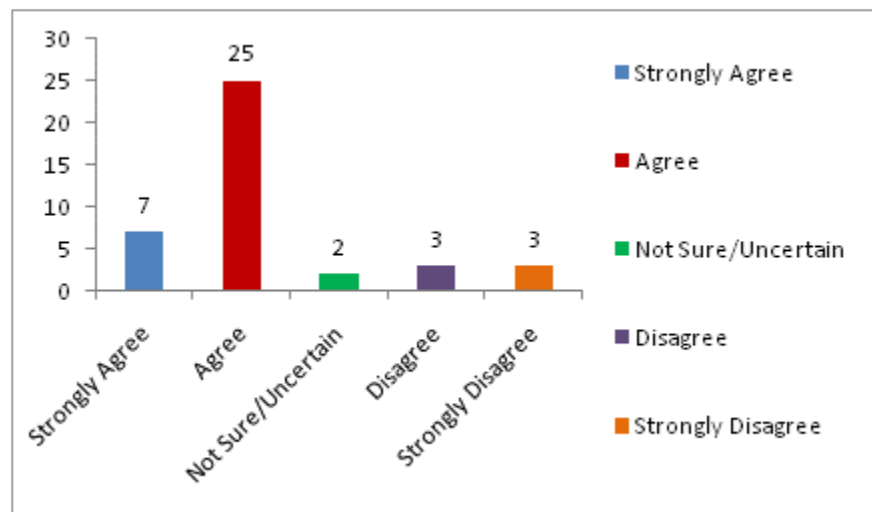


Figure 4.14 reflects that an overwhelming 63% of the employees agreed that being a manager means being in control and 18% strongly agreed with this statement. This means that management is viewed as being synonymous with control.

4.3.15 Management is very complicated and difficult

Figure 4.15: Item 10: Management is very complicated and difficult.

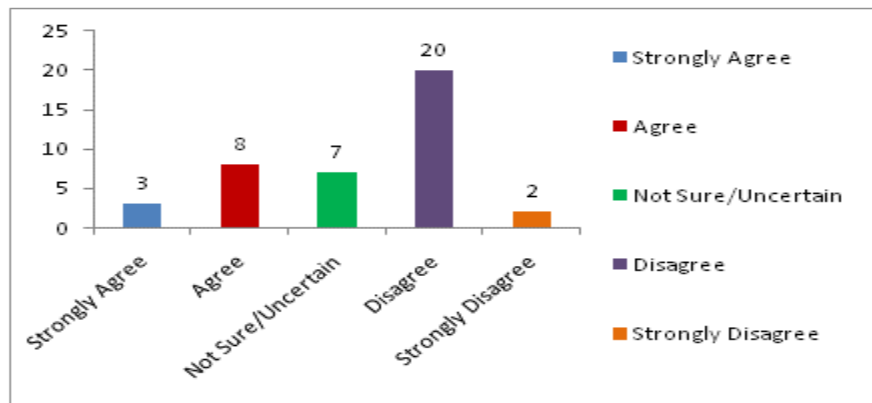


Figure 4.15 reflects that exactly half of the respondents that are 50% which is 20 out of 40 participants disagree with this statement and only 20% agree with the perception that management is very complicated and difficult. Managers take on a number of roles within the organisation, and require a considerable range of skills to be effective in these roles.

Mintzberg (1990: 167) argues that Henri Fayol's description of managerial work where managers plan, organize, coordinate and control is too simplistic and vague. Mintzberg (1990:168) asserts that managerial work is "enormously complicated and difficult" and that it should be described in terms of roles or "organised sets of behaviours". He identifies various managerial roles

4.3.16 Managers in my organisation is able to exploit their employees

Figure 4.16: Item 11: Exploitation of employees by managers.

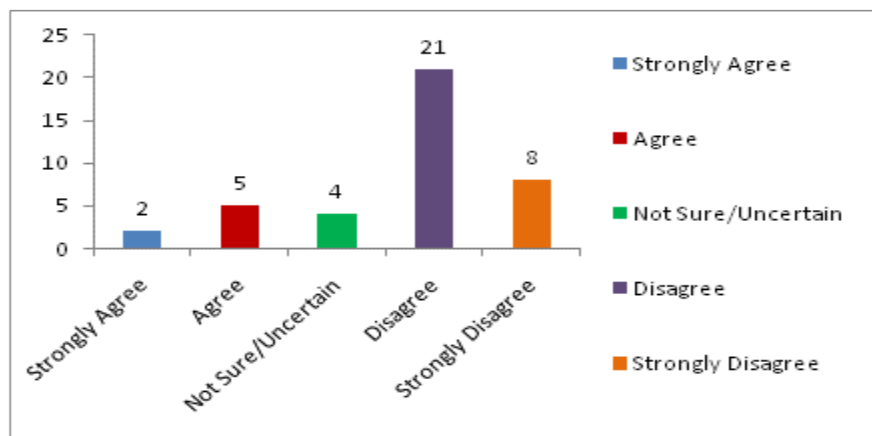


Figure 4.16 reflects that 53% of employees disagree with the statement that managers are able to exploit their employees while a further 20% strongly disagreed.

There have been many criticisms of the scientific management approach. The disadvantages which have been identified include:

- Scientific management tends to view the worker as a machine and fails to recognize the human element of the worker (Mullins, 1999).
- Scientific management approaches may lead to the exploitation of workers as it provides managers with a “dangerously high level of uncontrolled power” (Mullins, 1999: 50).
- The scientific management approach could result in the deskilling of the worker (Mullins, 1999).

4.3.17 I feel as if I am influenced by others within the organisation

Figure 4.17: Item 12: Influence by others in the organisation.

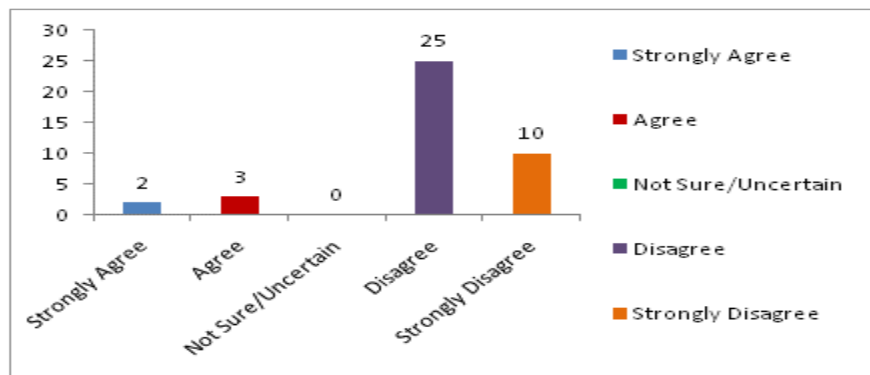


Figure 4.17 reflects that 63% of respondents disagree with the statement that they feel influenced by others within the organisation while a further 25% strongly disagreed. A small portion of respondents either strongly agreed (0.5%) or agreed (1%) with this statement.

Follett recognised the importance of individual and group behaviour at the time that scientific management dominated management thought (Robbins, 2001).

Follett (2000) argued that organisations should be based on a group ethic and that it was the manager’s task to coordinate group efforts (Robbins, 2001). She also maintained that “authority should go with knowledge...whether it is up the line or down” (Follett cited in Jones et al., 2000: 54), and in so doing indicated her horizontal perspective of authority and power.

This contrasts with the administrative management theorists who adopted a vertical perspective of authority and power.

Informal organisation, which refers to the systems of rules and behavioural norms which emerge in a group of employees, affect the performance of that group (Jones et al., 2000). Group standards, sentiments and security play a greater role than financial rewards in the determination of individual and group output (Robbins, 2001).

4.3.18 Managers in my organisation treats their employees in a sensitive and considerate manner

Figure 4.18: Item 13: Sensitive and considerate treatment of employees by managers.

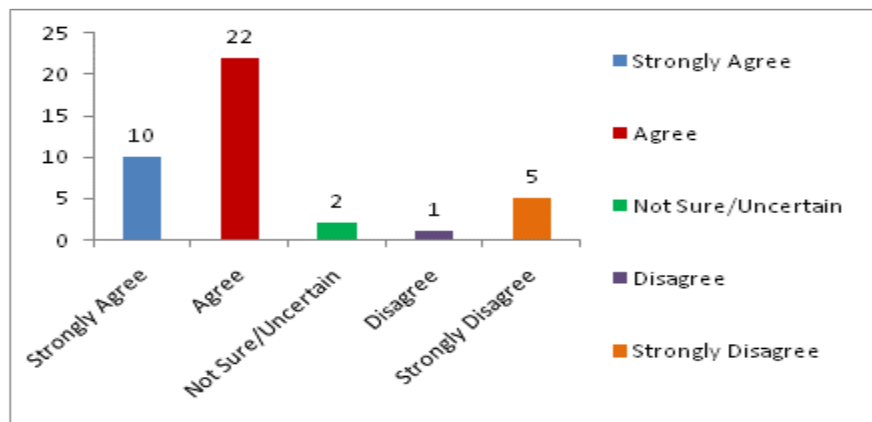


Figure 4.18 reflects that 55% of the participants agree that managers within the organization treat their employees in a sensitive and considerate manner with 25% of participants strongly agreeing. Only 1 participant disagreed. An employee-centred manager emphasizes the employees' personal needs and the development of interpersonal relationships. The manager uses the group rather than individual decision making, encourages subordinates to set and achieve high performance goals and attempts to treat the followers in a sensitive, considerate manner (Grobler 2001:268).

4.3.19 Leadership and management are very different from each other

Figure 4.19: Item 14: Leadership and management are very different from each other

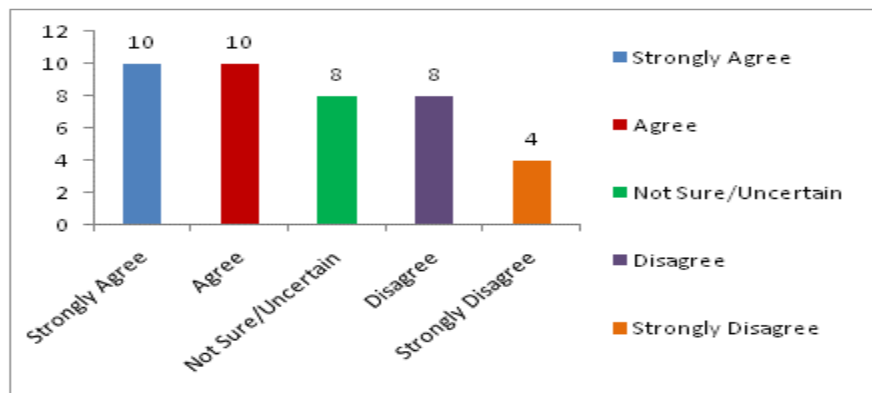


Figure 4.19 reflects that an equal amount of 25% of the participants either agreed or strongly agreed with the opinion that leadership and management are very different from each other and also an equal percentage of 20% employees either disagreed or were uncertain.

Until the 1980s, even experts often regarded good management and leadership as the same thing, some even considered leadership simply as a subset of management. However, the understanding of both disciplines has improved since then and today experts in both fields generally agree that leadership and management differ from one another substantially (Mike DeGrosky, 2012:1).

4.3.20 I am motivated by a particular style of management

Figure 4.20: Item 15: Style of management provides motivation.

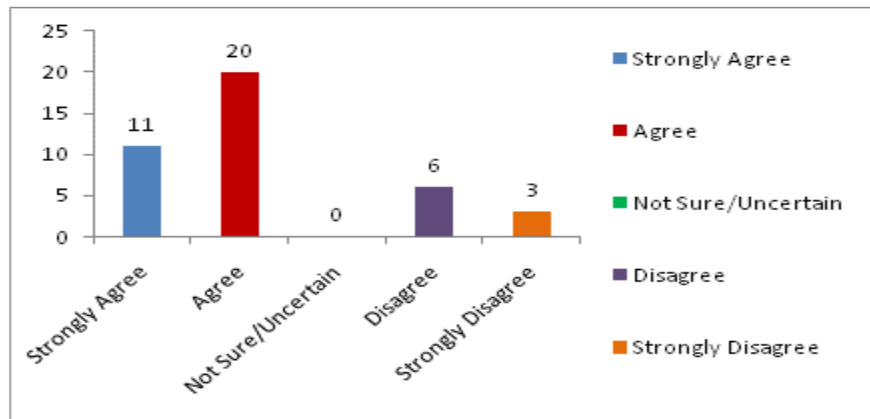


Figure 4.20 suggests that exactly half of the participants that are 50% of respondents agreed with the statement that they are motivated by a particular style of management, while a further 28% of the employees strongly agreed. This indicates that the staff at Izaka is highly motivated by a particular style of management.

Although leadership is difficult to generalize, it is essentially a 'relationship through which one person influences the behaviour or actions of other people' (Mullins 2002:253). This means that the process of leading and the activities of groups with effective teambuilding cannot be separated. Leaders need to focus on people and organisations moving forward. This is done, by increasing the competency of staff and the co-operation of teams, so as to enhance organisational performance.

Roux, De Beer, and Ferreira (2006: 127) explain that leadership is the relationship between a leader and members of a group working together and are willing to achieve the objectives which the leader sets for him or herself, and also for the members. A focused organisational leader provides and establishes visionary leadership to the organisation. The leader understands and appreciates the dynamic nature of business management. He or she formulates responsive options to the changes in the management environment and develops viable strategies based upon sustainable competitive advantages.

4.3.21 Organisational culture can determine the style of management

Figure 4.21: Item 16: Style of management dependant on organizational culture.

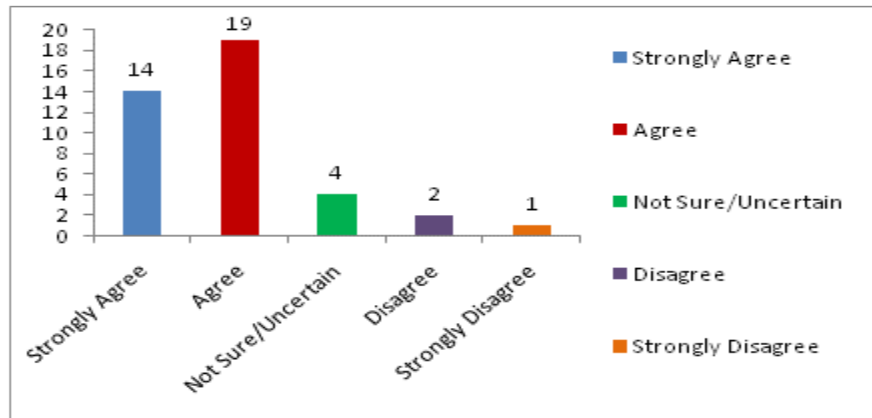


Figure 4.21 suggests that 48% of the participants agreed with the statement while 35% strongly agreed. Ten percent of respondents were not sure / uncertain and a combined 1% of the respondents either disagreed or strongly disagreed. This means that the majority of staff at Izaka believes that organizational culture determines the style of management.

Venter and Boshoff (2007: 44) believe that organisational culture can determine the style of leadership. Leaders who are willing to learn and adopt various cultures find that resistance from employees becomes minimal.

In organisations whose cultures are explicit and allow values and ideas to be clearly expressed and experienced by its members, a business can be managed effectively.

According to Patterson (2010:47) cultural differences can have a negative or positive influence on employees and their organisations. Cultural differences can be so powerful that they could sometimes incite employees to wage war against each other to protect and defend their cultures.

Positive influences occur when culture supports the values and ideals of the organisation and when it promotes the desired performance of the organisation whilst negative influences occur when culture encourages ideas and behaviours that are counter to the organisation (Patterson, 2010:47).

4.3.22 the purpose of management is to bring about change

Figure 4.22: Item 17: The purpose of management is to bring about change.

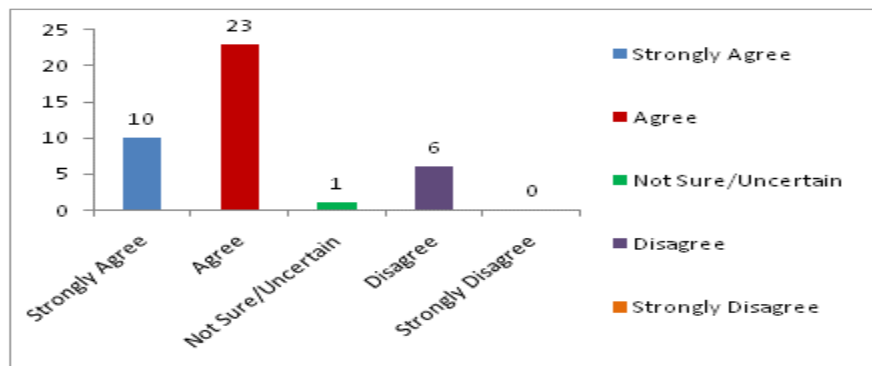


Figure 4.22 suggests that more than half of the participants that are 58% of the participants agreed with the statement while 25% strongly agreed. A further 15% disagreed while 1 (0.25%) participant was uncertain. This indicates that more than half the staff at Izaka agrees that the purpose of management is to bring about change.

Kotter (2001:39) stated that the purpose of leadership is to bring about movement and useful change, while the role of management is to provide stability, consistency, order and efficiency.

4.3.23 Good managers produce positive change

Figure 4.23: Item 18: Good managers produce positive change.

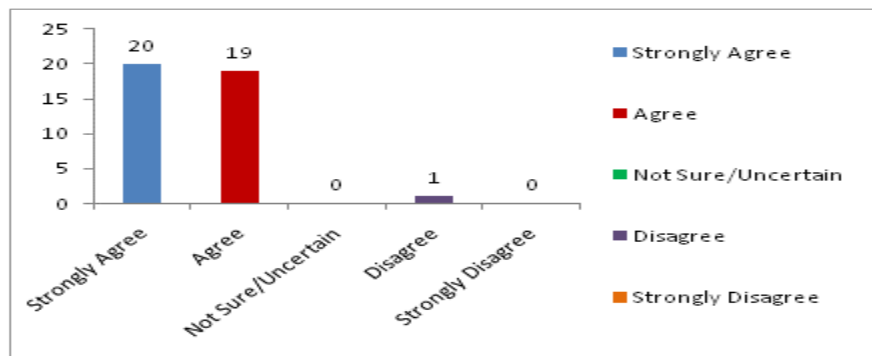


Figure 4.23 reflects that precisely half of the participants that are 50% of the participants strongly agreed that good managers produce positive change while a further 48% agreed. Only 1 (0.25%) participant disagreed with the statement.

Kotter (2001:39) adds that good managers produce orderly, predictable results; keep things on schedule and within budget; and make things work efficiently. Clearly, organisations benefit from good management. On the other hand, good leaders produce important, positive change by providing vision, aligning people's efforts with the organisation's direction, and keeping people focused on the mission and vision by motivating and inspiring them.

4.3.24 Good managers help an organisation to succeed.

Figure 4.24: Item 19: Good managers help an organisation to succeed.

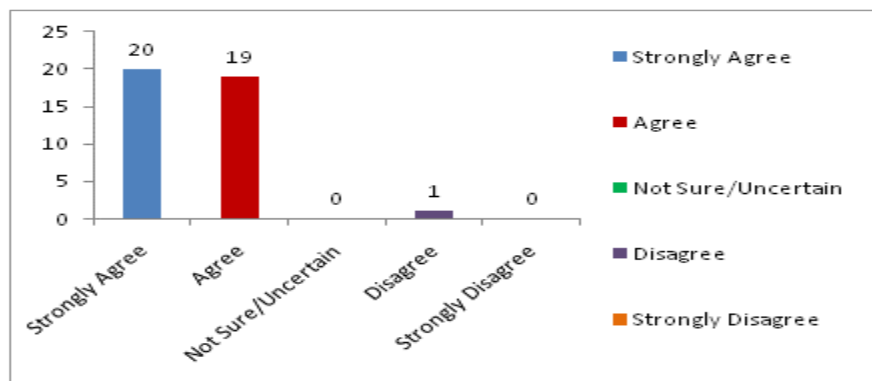


Figure 4.24 reveals that the responses to this statement that good managers help an organization to succeed are the same as for the previous statement that good managers produce positive change. This means that half of the

participants that are 50% of the participants strongly agreed that good managers produce positive change while a further 48% agreed. Only 1 (0.25%) participant disagreed with the statement.

4.3.25 my work provides me with a sense of security

Figure 4.25: Item 20: Work provides a sense of security.

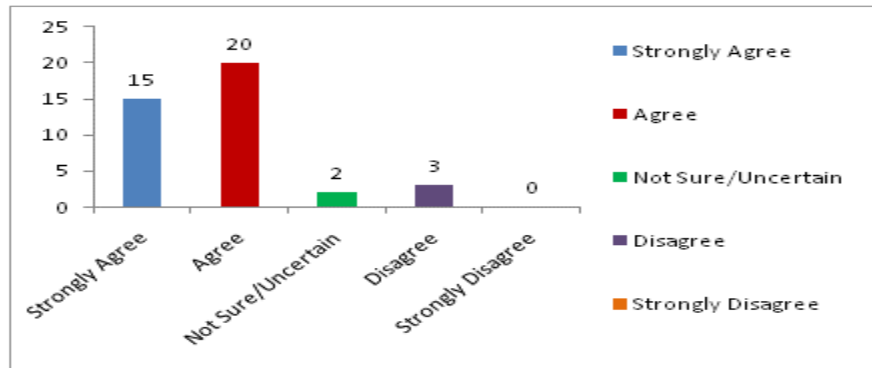


Figure 4.25 reflects that precisely half of the participants that are 50% of the participants agreed that their work provides them with a sense of security while a further 38% strongly agreed. This implies that the majority of respondents feel a sense of security is derived from their work.

Intrinsic motivation is behaviour which occurs as a result of forces within an individual (Jones et al., 2000) and involves performing work for its own sake. For example, a manager may perform work to obtain a personal sense of accomplishment and achievement.

On the other hand, extrinsic motivation is behaviour which results from external forces. These external forces take the form of external rewards or punishments (Jones et al., 2000). For example, a salesperson who works to obtain the reward of high commission is extrinsically motivated. Individuals can be intrinsically motivated, extrinsically motivated or both intrinsically and extrinsically motivated.

4.3.26 Too much is expected of me at work

Figure 4.26: Item 21: Excessive expectancy of employees.

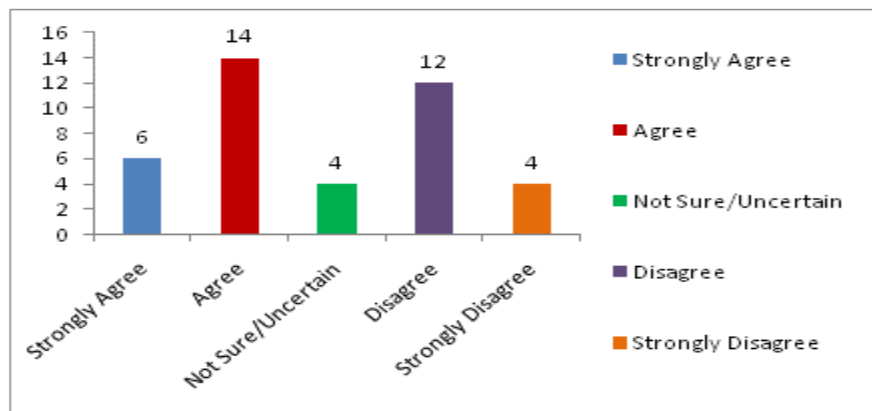


Figure 4.26 reveals that 35% of the employees agreed that too much is expected of them at work while 30% disagreed. 15% of the participants strongly agreed and an equal amount of 10% were either uncertain or strongly disagreed. This means that responses were evenly spread throughout the options with no majority response.

Equity theory is a model of motivation which explains how “people strive for fairness and justice in social exchanges or give-and-take relationships” (Kreitner and Kinicki, 2001). So it is not surprising then that the data in figure 4.3.26 above are evenly spread.

4.3.27 I look forward to coming to work

Figure 4.27: Item 22: I look forward to coming to work.

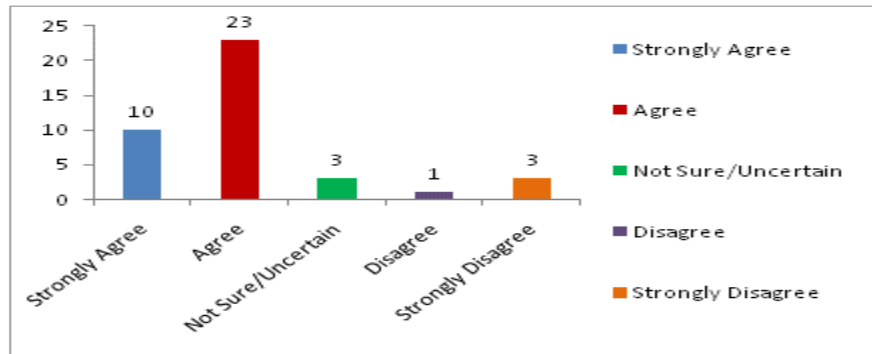


Figure 4.27 reveals that 58% of the participants agreed that they look forward to coming to work while 25% strongly agreed. 1% of the participants were not sure / uncertain, 0.25% (1 employee) disagreed and 8% of the participants strongly disagreed.

According to Maslow’s hierarchy of needs, individuals strive to fulfill needs from the most basic to the higher ended needs. This could very well be the reason that the majority of staff at Izaka looks forward to coming to work.

Job satisfaction can be accomplished by providing motivation to employees (Budiyanto and Oetomo, 2011:15) and it can also be created through a good work environment. Budiyanto and Oetomo (2011:15) state that employees prefer a good workplace because their conducive workplace will lead to physical enjoyment or pleasure. Job satisfaction of an employee can also be created through a proper application of management concepts.

4.3.28 I feel satisfied when I complete difficult tasks

Figure 4.28: Item 23: I feel satisfied when I complete difficult tasks.

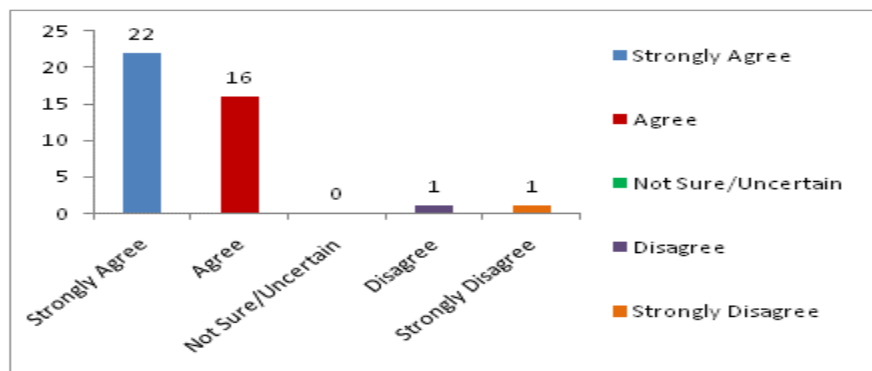


Figure 4.28 reveals that majority of the employees that is 55% of the participants agreed that they feel a sense of satisfaction on completion of difficult tasks while 40% agreed with this statement. An equal amount of 1 (0.25%) employee each either disagreed or strongly disagreed.

Self-actualization needs refer to realizing one's own potential, talents and abilities, and achieving everything one is capable of. Staff at Izaka has reached this self-actualization need according to the findings. Management can help workers to achieve this by providing training and development courses, and delegating more responsibility (Robbins et al., 1999).

4.3.29 I derive satisfaction from learning new things at my workplace

Figure 4.29: Item 24: I derive satisfaction from learning new things at my workplace.

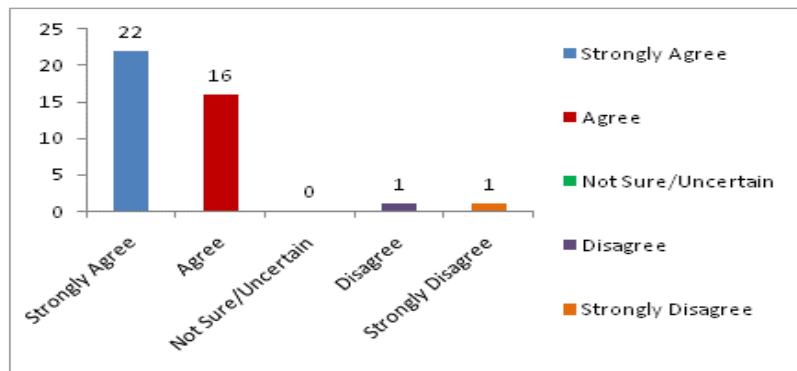


Figure 4.29 reveals that the responses to this statement that satisfaction is derived from learning new things at the workplace are the same as for the previous statement that satisfaction is derived from completing difficult tasks. This means that majority of the employees that is 55% of the participants agreed that they feel a sense of satisfaction from learning new things at the workplace while 40% agreed with this statement. An equal amount of 1 (0.25%) employee each either disagreed or strongly disagreed. Since the majority of staff at Izaka enjoy learning new things management should consider job rotation.

Motivation can also be described as the internal drive to fulfill a need (Stark and Flaherty, 2004:190). According to Gillen (2004:46) "motivation is that which causes us to take action". Motivation is the desire within a person that encourages him or her to perform an action, where one often takes an action to achieve a particular goal.

4.3.30 Money is my only source of motivation

Figure 4.30: Item 25: Money is my only source of motivation.

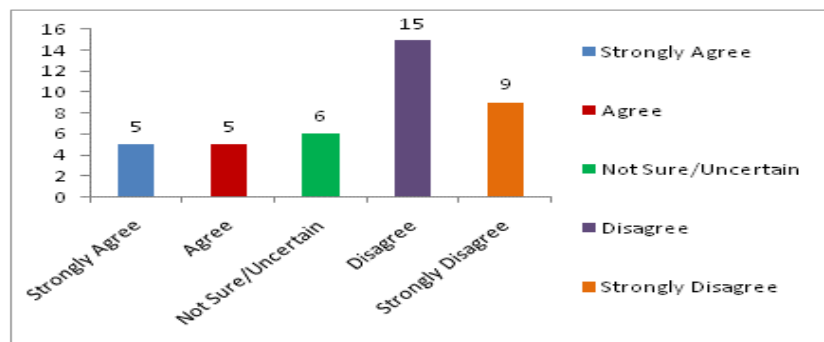


Figure 4.30 reveals that 38% of the participants disagreed that money is their only source of motivation while 23% strongly disagreed with this statement. 15% of the participants were not sure and an equal amount of 13% of the employees either agreed or strongly agreed. Majority of the respondents argued that money is not their only source

of motivation. This means that in order to motivate the staff at Izaka, management should consider other means such as the various management styles.

Jones et al. (2000) assert that pay can indeed motivate employee performance, and add that a number of the motivation theories support the relationship between pay and motivation. Jones et al. (2000) argues that, in the light of the various motivation theories, “to promote motivation, managers should base the distribution of pay to organisational members on performance levels so that high performers receive more pay than low performers.”

On the other hand, Kohn (1993) argues that the use of compensation to reward and motivate performance results only in temporary compliance and in the long-term proves to be detrimental in that it does not establish lasting commitment and often undermines productivity. Kohn (cited in Rinaldo, 1993) argues that “the average US company has come to resemble a game show: tell our employees about the fabulous prizes we have for them if their productivity improves.” In closing his argument Kohn provides the following advice on compensation: “pay people well and fairly, and then do everything to help them forget about money.”

Conclusion

This chapter analyzed the data from the primary findings. In this study it was found that various types of management styles were utilized in different situations. However the democratic and laissez faire leadership styles seem to be prevalent. A key management trait is the ability to inspire the employees. Managers must develop a relationship with their subordinates in order to motivate and inspire them. A successful manager motivates employees to become more than they might have been without motivation. By being an effective manager, employees can be motivated to accomplish and achieve more than they may ever have dreamed possible. Managers are required to use varying degrees of different management styles in order to manage a diverse workforce as is the case with Izaka.

CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter concludes the study and provides recommendations. The recommendations are based on both the primary and secondary data gathered. The appropriate application of a suitable management style is of high importance for any manager who relies on subordinates. Nevertheless, managers in small to medium manufacturing type entities seem to be especially dependent on the application of effective management styles as they face in some ways a distinctive environment.

Findings from the Study

Findings from the Literature Review

Small-to-medium sized manufacturing organisations, are the grassroots of the global economy, and are clearly the majority of all the businesses in the world (Heck and Trent, 1999:50). Adams et al. (2004) state that a business needs to be managed in a way that will help it to stay alive and the most common way to make sure that a business

survives is for it to make money. As a business owner, the most important resource in the business is the people and a different set of skills is often necessary to manage human capital (Pille, 2009: 1).

In a small-to-medium sized manufacturing organisation, Human Resource (HR) management does not necessarily require an HR department. Even where there is one, the responsibility for identifying and strengthening key personnel does not rest solely with the HR department (Pille, 2009:2). Many owners believe that because they have only a few employees, they do not need to focus on HR issues. However, the reality is that when a person is a business owner, more attention and support should be given to HR issues because, effectively, the employees can make or break a business (Pille, 2009:2).

Organisations benefit from good management. On the other hand, good managers produce positive change by providing vision, aligning people's efforts with the organisation's direction, and keeping people focused on the mission and vision by motivating and inspiring them. Good management helps an organisation to succeed. Most organisational theorists agree that effective management is one of the most important contributors to overall organisational success.

An organisation that has no effective management is like a ship on the high sea without a captain (Chima, 2007:2). Robbins (2000:40) defines management as the ability of superiors to direct, guide, and motivates people towards the attainment of a given set of goals in an organisation. Managers are the ones who set the tone of the organisation, define its values and norms, and create and maintain a persona of what the organisation is like (David and Ricky, 2006:61). In general, managers have a powerful source of influence on employees' work behaviors (Yukl, 2002:89). The manager sets the tone for his or her subordinates through his or her own visible behavior and through informal messages, which communicates assumptions and values to others (Lewine, 1995:49).

Venter and Boshoff (2007: 44) believe that organisational culture can determine the type of the style of management. Managers who are willing to learn and adopt various cultures find that resistance from employees becomes minimal. A business can be managed effectively, in organisations where cultures are explicit, and allow values and ideas to be clearly expressed and experienced by its members.

Primary Findings from the Study

It was found that 38% of the employees are between the ages of 30 to 39. A very slightly less 35% fall into the 20 to 29 years age group, 30% of the employees have a diploma as their highest level of qualification, 25% have matric only, 20% have an undergraduate degree, 10% have not passed matric and only 5% have a postgraduate degree. A significant amount of 70 % is employed at the organization between 1-5 years.

An overwhelming 48% agreed that their leaders promote open communication and sharing of information. A further 33% strongly agreed with this statement and only 2 out of 40 employees that are 5% strongly disagreed. A vast

majority of 73% agreed that managers work with employees to solve problems. Only 1 employee strongly disagreed with this statement. 50% of the employees agreed that staff are consulted with and involved in decision making. 63% of employees disagree with the statement that they feel influenced by others within the organisation while a further 25% strongly disagreed. 55% of the participants agree that managers within the organization treat their employees in a sensitive and considerate manner with 25% strongly agreeing.

Exactly half of the participants, that are 50%, agreed with the statement that they are motivated by a particular style of management, while a further 28% of the employees strongly agreed. 58% of the participants agreed that they look forward to coming to work while 25% strongly agreed. 25% of the participants strongly agreed and an equal amount of 8% that is 3 out of the 40 participants were either uncertain or strongly disagreed.

Majority of the employees that is 55% of the participants agreed that they feel a sense of satisfaction on completion of difficult tasks while 40% agreed with this statement. An equal amount of 1 employee each either disagreed or strongly disagreed.

38% of the participants disagreed that money is their only source of motivation while 23% strongly disagreed with this statement. 15% of the participants were not sure and an equal amount of only 13% of the employees either agreed or strongly agreed that money is their only source of motivation.

Conclusions

Literature has revealed that a business owner should take cognizance that the most important resource in the business is the people and that a different set of skills is often necessary to manage human capital in a manufacturing type of business. A team spirit environment should be created for people to work more effectively. When people work in teams they feel like part of a family and therefore they don't want to let others down.

The research instrument was a questionnaire with a five-point Likert scale to collect data. The findings revealed that the democratic and laissez faire leadership styles seem to be prevalent at the organisation under study. More transformational managers are needed to inspire and motivate followers through personal vision and energy. In addition transformational managers are managers who engage with subordinates, focus on higher order intrinsic needs, and raise consciousness about the significance of specific outcomes and new ways in which those outcomes might be achieved.

Recommendations

The primary findings have indicated that the Izaka has good managers. The following recommendations are made based on the findings:

Develop Goals and Objectives

In order for the business to be sustainable, the managers must ensure that goals and objectives are developed for the organisation. Monthly meetings should be held to determine if these goals and objectives are being met. The onus is on management to ensure that the meetings are set to discuss the goals and objectives of the organisation.

Training and Development

Every manager should be trained or retrained with current management courses. Training and development empowers the individual to become a better manager. Training should be planned immediately and should be compulsory for managers to attend. Managers should also be trained in the current motivation theories which will enable them to assist staff and motivate staff to become successful individuals.

Areas for Further Research

Being a fairly new topic, a suggested area for further research is to compare the management styles of other similar type businesses in the Kwa-Zulu Natal province to add to the body of knowledge.

Conclusion

Management is one of the most important contributors to overall organisational success. Thus, the quality of an organisation's management determines the quality of the organisation itself. Good managers produce important, positive change by providing vision, aligning people's efforts with the organisation's direction, and keeping people focused on the mission and vision by motivating and inspiring them. Good management, like good leadership, helps an organisation to succeed. In general, managers have a powerful source of influence on employees' work behaviors therefore the manager should set the tone for his or her staff through his or her own visible behaviour.

NOTE:

This article was extracted and compiled as a journal article from the work of the principal author who submitted a dissertation to the Regent Business School, Durban, South Africa in 2013, in partial fulfillment for the award of the Master of Business Administration (MBA) degree.

The dissertation was supervised by Dr. Clever Chisoro, academic, supervisor and examiner attached to the Regent Business School.

The manuscript was edited for publication by Professor Anis Mahomed Karodia, senior academic and researcher at the Regent Business School.

Kindly note that the full bibliography of the study is presented and the references cited for this publication are contained in the full bibliography.

Any person requiring the full completed dissertation must Email requesting same and furnishing reasons for wanting the full dissertation: Email – akarodia@regent.ac.za

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