

AN EVALUATION LEADERSHIP STYLES ON EMPLOYEE MOTIVATION AND COMMUNICATION IN A METERING COMPANY IN PINETOWN, DURBAN

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ABSTRACT

Employees are an integral part of the success of any organisation; therefore leaders must reflect a positive attitude within their leadership. The aim of the study was to evaluate the influence of leadership styles on employee motivation and communication in a metering company situated in Westmead, Pinetown, and Durban. The objectives for this study was to access the impact of the leadership styles identified at USC on the motivation levels of workers as well as on the communication within the organisation . Providing recommendations to the USC management based on the findings is also an objective. The methodology was supported by the quantitative research approach. The staff compliment within USC was 34 with a sample size of 18 for purposes of this study. The probability sampling method was used supported by a structured questionnaire which was the data collection instrument. It became apparent that there were various leadership styles within the company. Further highlighted was that the organisational position of the employees had a negative relationship to their job satisfaction. The findings further concluded that most employees due to lack of direction and poor communication from their leaders within USC experienced poor job satisfaction. There was an overall dissatisfaction with their leaders and there was an indication that employees were more satisfied with co-workers, fringe benefits and pay but were less satisfied with communication and motivation from their leaders.

The recommendations for USC Leaders is to always assist and listen to employees to be able to build a successful partnership and enhance two-way communication which will in turn help the employees maintain a positive attitude .

Key Words: Evaluation; Leadership Styles; Motivation; Communication; Positive Attitude; Job Satisfaction;

Introduction

Leadership styles are able to upset communication and efficiency (Bennis, 1980:68). Bureaucratic leaders change communication by ensuring that each part of the entire message is delivered by following stringent business procedures (Bennis, 1980:72). This can obstruct the message and stop employees from getting information required to do their jobs, (Bennis, 1980:72).

Bennis (1980:64) further states that leaders that do not ask for others input might misrepresent information to suite their own needs. The information which is circulated all through the business is therefore erroneous and futile.

Employee contribution is always appreciated in generating proficient work procedures and successful efficiency. Although the leadership style adopted by management might upset employee input, must be taken into consideration.

A manager that has a more democratic leadership style will listen to input from workers and acknowledge the relevant information to develop the work method. Managers can also terminate employee contribution as they refuse to make any changes to the regular way of doing things (Bennis, 1980: 64).

Kellerman (2004:54) highlights that unethical habits play a vital role when developing inadequate leadership and that power trips as well as narcissism are also two key factors which further give rise to poor leadership. The reasons might vary but the impact of poor leadership cannot easily be reversed. Those effects can be far reaching and long lasting. The number one effect off poor leadership is poor employee performance.

Currently USC's leadership impacts the organizational performance and there is risk of the organizational performance which relies on the proper behaviour from managers and employees to deteriorate. The leadership behaviour exhibited by USC's leaders prevents the employees from instilling an ownership mind set. Employees who believe they have a direct owner-style relationship with the organization often find ways to improve their attitude and productivity.

USC's business owners can use leadership skills to get their managers and employees on the same page and refocus on the original goal to help correct poor business practices or internal conflicts between employees. In the event that USC's leaders are overly dominant or become obsessed with achieving goals they may overlook various details within the business organization such as employees becoming less willing to help them with accomplishing their goals and objectives. This will in turn cause difficult business relationships.

Objectives of the study

The objectives of the study are as follows:

- 1) To assess the influence of the leadership styles identified at USC on the motivation levels of workers
- 2) To assess the influence of the leadership styles identified at USC on communication within the organization
- 3) To provide recommendations to the USC management.

Literature Review

As highlighted by Johns, (1989: 105) the manner in which people interconnect is linked to the way in which they behave as managers, and those managers who often practice such communication enhance productivity to benefit the organisation (Johns, 1989: 62).

Leadership, Motivation and Communication

Burns , (2010:78) argues that there are many definitions of leadership and that leaders sometimes lead by means of power and control, however outstanding leaders will lead by means of motivation, influence and networks . Burns , (2010:64) further states that being a good leader includes having self-awareness with an intimate knowledge of one's strength and weakness thereby understanding one's competences and boundaries therefore allowing them to push themselves to be able to reach a maximum potential. Direction allows a good leader to direct them effectively and powerfully, there is a clear understanding of how to plan tasks and also avoid delay. Leaders have the ability to create vigor for new objectives at work and also cool down circumstances when workers are infuriated (Burns, 2010:65). As a knowledgeable leader one can come to a verdict swiftly when needed, and can also take time to consider all the other options as well (Burns, 2010:79).

Leaders have a vision whilst persevering towards an objective which may be much greater than themselves. It might be a small success or a large success although either way it is more satisfying than working towards personal gain (Bass , 1974:82).An important characteristic of leaders is the ability to motivate (Burns , 2010:86). Leaders motivate people to get them to do what they want as oppose to telling them what must be done.

Most leadership theories can be classified as one of the following seven: (Avolio, 1999:42):

1. "Great Man" Theories:

This is the theory of being "born to lead". This theory believes that great leaders are born with the vital traits and talents which make them natural born leaders to any organization. These theories describe the leader as a hero.

2. Trait Theories:

Trait theories adopt that people receive certain qualities which mould them into leadership roles. They become leaders due to their surroundings and mentoring.

3. Contingency Theories:

This theory allows the leader to change to suit the environment based on what is best suited at that particular moment and the success thereto depends upon the leadership style and qualities of the followers and aspects of the situation.

4. Situational Theories:

Situational theories recommend that the leader should choose the action based on the situational variables. When the leader is the most informed and skilled member of a group, then the authoritarian leadership style will be the most suitable.

5. Participative Theories:

Participative leaders inspire involvement from employees and help the employees to feel involved and therefore they become devoted to the objective of the business. The leader will always permit the contribution of all employees at all times.

6. Management Theories:

Management theories basically focus on managing people. This theory zones in on rewards and punishment for employees based on performance.

7. Relationship Theories:

Relationship theories focus on the networks established amongst leaders and their followers. Despite these leaders focusing on the output of the entire group they will also try to gratify each person's personal potential.

Leadership appears to be more often than not about "soft skills" rather than hard skills and a leader who understands what drives the bottom line and it is the leader who can get others to perform at their best who ultimately creates winning organizations (Bass, 1974:101). Effective leadership in most businesses will necessitate the understanding of how to communicate with most aspects of the business which will include employees, supervision, customers and stakeholders. Most groups will involve various communication and leadership styles. The leader must change to suit the group they are interacting with at that time (Bass, 1974:142). An effective ability to interact with employees is an important characteristic of any leader's abilities and knowledge.

Van and Field, (1990:68) states that a great leader will change his message style dependent on the spectators. When interacting with employees the leader will have a directive style as opposed to when the leader is conveying a performance to the public or clients. Leaders must be able to identify with the spectators along with their individualities and needs and thereafter adjust the message style based on the requirements of the audience and understand what will inspire them (Van and Field, 1990:70). During the progression of a day, the leader may have to adjust between a commanding style with employees and an inspirational elegance with stockholders.

A significant feature of being able to communicate is the ability to listen. Vigorous listening allows one to concentrate on the speaker only whilst being able to disregard all outside disruptions, which also include the listener's drifting thoughts. Good listeners also abstain from disturbing and allow the speaker to finish what they are saying. The listener often shows that they are paying attention by doing things like smiling and may imitate or rephrase back to confirm their understanding of what is being said (Van and Field, 1990:87).

Van and Field, (1990:63) argues that leaders must always understand that workers will take notice of the way they behave under various conditions. Van and Field, (1990:64) debates that employees will imitate the manner in which their leaders are behaving and should those employees see a leader using an energetic listening style and compassionate quality with clients, they will mimic the same behaviour. When leaders accept new ideas from others and offer praise to them the employees will tend to imitate similar behaviour. Van and Field, (1990:65) claims that when leaders speak they need to decide on whether they want their employees to speak in the same manner as them. If the leader does not want his employees to speak in that manner then the leader must immediately adjust the manner in which he is communicating.

Leadership Styles

The various Leadership styles according to Goleman, (2002: 132) are as follows:

1. **The pacesetter leader** requires and portrays excellence and works well when the group is interested and skillful and when the team needs urgent results.
2. **The authoritative leader** will always shift the group towards a shared objective and works well if the group requires some new direction as objectives have changed. Authoritative leaders are inspirational and enthusiastic and they build motivation in

entrepreneurs although this characteristic is sometimes not the most suited approach if working with specialists who are more experienced.

3. **The affiliative leader** creates sensitive connections that allow closeness and fitting to the business. Although this style should not be used exclusively, because a dependence only on applause and encouragement can produce average output and limit direction.
4. **The coaching leader** grows people for benefit of the future to ensure strengths are developed to make them more successful overall.
5. **The coercive leader** insists that employees agree to their requirements and is most effective in times of crisis. This style should be avoided as a permanent style as it can distance people and suffocate rigidity and imagination.
6. **The democratic leader** builds consensus through participation and is most effective when the leader needs the team to buy into a new idea.

Establishing connections with people who can help one achieve one's goals will increase ones chances of emerging as a leader in an organizational context. A great deal of a leader's development happens internally. Zaccaro, (2007:47) states that leadership does not solely focus on management. Management includes accomplishing tasks using the means of the business as well as using the procedures and rules that are within the business. Leadership believes in moving through changes and new objectives, which are not always popular with everyone.

There are a range of approaches to leading revolution in a business, which mostly depends on how the leader uses authority as well as the freedom given to juniors Zaccaro, (2007:68) argues that authoritarian approach involves a leader making the decisions themselves and then telling others what to do.

A counseling method allows people to be part of the decision making process and allows their views and ideas to be incorporated whilst notifying them of changes which might take place (Zaccaro, 2007:78).

A democratic method will ensure participants are involved in decision making via team work. The purpose of the leader is to ensure that the teamwork is built and to inspire the teams to take accountability for all decision making (Zaccaro, 2007:120). All of these approaches will be used in various scenarios. The important aspect to use the appropriate setting at the right time. In various scenarios the consultative and democratic approaches tend to be inspiring as the leader is assigning more accountability to lower level employees, inspiring them to feel like part of the team. When they are involved they are far more likely to be committed to the objectives of the organisation.

As stated by Zaccaro, (2007:132) a good leader can inspire others by:

- Being passionate about their own job
- Communicating clearly with the team
- Involving all members in the decision making process
- Being a role model for ideas which are encouraging
- Being clear on the profits to all members

The relationship between different leadership styles and motivation

The most common factors leading to worker stress and dissatisfaction are those emanating from the nature of the job itself, within which interpersonal relationships between employees and leaders take place according to (Rubin, 2013:130). A deterioration of relationships in organizational settings resulting from reduced interpersonal communication between workers and leaders negatively influences job satisfaction and sometimes leads to employees leaving their jobs.

Rubin, (2013:130) suggests that motivation can result in the largest company profit with the least level of fatigue. Zineldin, (2012:186) defined motivation from the perspective of an employee as being an optimistic emotional state which is derived from the evaluation of their work experience. Zineldin, (2012:186) further advises that classical theory encouraged various studies which exposed opposing influences behind job satisfaction.

Generally, leadership could be defined as the capability of the manager to direct, inspire and motivate their employees to produce greater work than their normal level of performance, with this contributing to organizational effectiveness (Zineldin, 2012:189). Organizational learning can continually regenerate due to a diversity of information, experience and talents of persons in a culture where interrogation is promoted and confronted due to a common vision. Hence, to increase organizational effectiveness, the organization needs to explore new ways to motivate (Zineldin, 2012:193).

According to Rubin, (2013:156) the following is a result of poor leadership:

1) Poor output

Low employee motivation can take numerous forms and tends to lead to reduced output. Employees who are not motivated lose interest in their work which in turn affects the quality of their work. Employees who don't anticipate acknowledgement will most likely pass on blame for failing to meet deadlines or for producing poor quality of work, resulting in them devoting little time and effort to improving their performance at work .

2) Decreased output

Poor performance and decreased productivity are both a result of low levels of motivation within the workplace. Low motivation results in absenteeism, as well as unintended absences and constant lateness. Employees which are not motivated will prefer to spend time socializing or attending to personal matters as opposing to focusing on their jobs.

3) Increase in Costs

Low motivation has a high impact on the cost factor for most business workforces. This creates a competitive weakness compared to businesses which have high motivation levels. For small companies as well those which have financial difficulties it may boil down to surviving and going out of business.

Leadership and its impact on employee performance and productivity

Leadership investigation has focused on the leader's actions that endorses, grows, and upholds team enactment via two separate methods authorising leadership and directive leadership (Michie, 2012:9). Empowering leadership encompasses the ability of leaders to

share power with their employees which creates an increase in the level of autonomy and accountability within that employee. Employees must be encouraged to express opinions and thoughts which will promote cooperative and decision making as well as support information distribution and teamwork (Michie, 2012:12).

Empowering leadership will create psychological possession of a task, intensified efficiency and assurance, and improved levels of management and information processing. Directive leadership is based on the leader's power due to his position and this type of leader will provide clear directions and anticipations regarding obedience with directives (Michie, 2012:16). Directive leaders will provide objective monitoring and feedback based on the employee's performance thus decreasing process loss and permitting teams to implement decisions more efficiently (Michie, 2012:16).

Despite researchers and the specialist oriented writings have encouraged empowering as opposed to directive leadership, the experiential evidence has not reinforced this view, it is further not clear that empowering leadership is preferred for improving team performance (Michie , 2012:12). This literature generally exhibits cross-sectional perspective on leader effectiveness, focusing on whether directive or empowering leaders are beneficial overall but overlooking the question of when empowering leadership might be most or least effective.

This research acknowledges the importance of team member skills and attitudes in the effectiveness of various leadership approaches; it has yet to examine the direct influence leaders have on the development process of teams or why empowering leadership may provide its promised benefits to teams over time (Michie, 2012:14). This applies for newly formed teams whereby time plays a vital role in understanding the interaction between team growth and leadership as highlighted by (Michie, 2012:22).

If maximum output from employees is required then a good leader is vital. The leadership style must incorporate moral, honourable and relational dimensions as the main aspects with which to measure leadership success, contradicting the usual "input" and "performance output" predictable approach (Michie, 2012:23). Organizational success can be determined by return on equity, return on assets and net growth rate. Effectiveness and efficiency is also a gauging tool for organizational success (Michie, 2012:23).

Bass, (1974:56) highlights that researchers have recently worked in the realm of leadership styles with the servant leadership being the most noticeable among employee's .Transformational leadership impacts on the performance and thinking of the employees in the business, creating united understanding to attain organizational success.

Transformational leadership attracts academic respect to issues at hand (Bass, 1974:59). It encourages innovation and learning hence increases the business success (Bass, 1974:62). Servant leadership style generally produces greater organizational performance when matched to transactional leadership (Bass, 1974:56). Servant leadership is when a leader is chiefly focused on serving others.

Servant leaders tend to concentrate on the development of the follower's as well as their wellbeing. The focus of the leader is the difference between servant and transformational leadership. Both of these leadership styles focus on the employees who are the followers whilst servant leaders tend to pay more attention on the actual servicing of the followers.

Transformational leaders on the other hand focus on engaging followers toward goal realisation (Bass, 1974:67).

Transformational as well as servant leaders encompass followers in a process of knowledge and growth. There is a common acceptance that leadership can improve the performance of the organization. Transformational and servant leadership tend to be more people oriented leadership styles. Their link to organizational knowledge has been recognised by various researchers. These leadership styles are thought to be critical in realising organizational objectives, knowledge, and performance (Bass, 1974:68). Transformational leaders tend to follow the organization goals although whilst doing so tend to infringe the ethical standards of employee growth.

A transformational leader will alter the values of followers and articulate employees with the intention of promoting the dream and objectives of the organization (Bass, 1974:93). Some researchers prefer visionary leadership although there is no specific leadership style that is the most effective in generating superior organization performance. Transformational leadership develops the absorptive ability of most business, which will allow the organization to handover knowledge which will improve organizational performance.

Due to this linking submissiveness and dominance will have important penalties for the overall group performance (Cherian, 2013:94). This research has fixated peer interactions and therefore has not taken notice of how dominance affects hierarchical relationships which is between the followers and leaders.

An employee who behaves proactively can be viewed as being dominant. Researchers have recognized proactively to be similar to that of an exercise of control as was done by Cherian, (2013:94), an expression of, and the effort to alter and test the status quo. Making ones voice heard, taking control of a situation and applying pressure to your superiors are considered to be acts of confidence and assertiveness which enhance productivity.

Leaders must have the ability to be moved passionately for a cause and at the same time have the ability of moving their employees towards that cause as well. Leaders tend to fail if they unable to move themselves as well as their employees. Leaders must find a cause to be passionate about, something that inspires them, and be committed to it (Van and Field, 1990:158). And they must present it in a manner that invents myths and trickeries. They must monitor the reactions of their followers to these moves. They are not embarrassed of rational discrepancies. The most important aspect is the overall impact and managers must learn how to master this impact should they aspire to be leaders one day (Van and Field, 1990:162). It is said that persons who are unable to obey will be unable to command. This can be true within an army structure but undoubtedly not true for leaders.

Men and Stacks , (2013:84) argue that leaders have the skill to foresee new dreams or new openings which involves what can be called an imaginative demolition of the status quo. Leaders are therefore seen to be poor respecters of uniformity and tend to be seen as freethinkers. Submission is fundamentally a requiem to the status quo. Leadership is not about upholding the status quo. It is more focused on changing the current rules, principles and the comfortable balance the world sits within.

This position has serious consequences for a manager aiming to be a leader. Typically, a manager has been trained to abide by the rules and not to 'rock the boat.' He/she prefers

orderliness; nothing makes him/her happier than a system that can run on automatic.' It creates far less uncertainty and disorder than organizations are willing to put up with according to (Men and Stacks, 2013:92).

Over a timeline, the manager begins viewing a dilemma in a 'practical' way and becomes inclined to dismissing new creativity and discarding individuals who come up with innovative concepts. Leaders are most of the time not grounded or 'practical individuals. Men and Stacks, (2013:97) highlight that the issue here is not whether these visions were achievable or what their penalties were or going to be. The issue is that imagining is an art in itself and delivers in its own recompenses. The vital thing is to dream. But, dreaming is certainly not a part of a manager's course of exercise. Dreams need a certain period for dormancy, a time for 'doing nothing,' merely contemplating.

Individuals 'caught' doing that are more likely to be deemed as loafers or airheads, not fit for senior accountabilities (Madlock, 2008:15). 'Business' is the business of business. But, it is exactly those individuals who can dream are capable of bringing about any noteworthy variation. Of course, dreams are by themselves of no use unless tracked by focused deeds. But, action without dreams is, in all likelihood, fruitless, unfilled action, likely to cause a commotion but accomplishing little that is significant (Madlock, 2008:25).

Management training begins with an notion that the task of a manager is to increase some define criteria of profits, lucrateness, shareholder worth and so on basically economic parameters (Madlock , 2008:26). But, managers are all too mindful of the basic constraints involved while implementing such solutions: difficult trade-offs.

A proportion of the problem is in envisioning what, in turn, would, lead to intensification of shareholders' value. People schooled in the traditional managerial techniques mould may find it tough to accept that there could be areas where there are no correct solutions. Yet, decisions have to be made and repercussions' have to be dealt with. Madlock, (2008:25) highlights that Leaders have to consistently deal with these types of issues and determine solutions that they can adhere to and others can endure with not being sure that what they have done is the correct method. The trade-offs may include selections between the short term against long term, between one group of affected persons and another group, the business versus public or self versus close family supporters (Madlock , 2008:28).

But, arriving at one's own character is a pivotal element of leadership. Sometimes, one has to get out of the mind-set way of intellect one has cultures over a lengthy career and truly transverse on one's own thoughts (Madlock, 2008:24). Since, what a person sows is a product of his/her past, one need to remove those avenues of thinking that are no longer applicable and focus on those that are pertinent. The final stage is to decide what one wants to achieve.

This takes a certain amount of self-searching, of making huge decisions that involve a defines a clear separation with the preceding (Madlock , 2008:31).This involves self-examination matching, at one tier, of what one wants to develop and at another tier, what one wants to achieve to what one can truthfully be incline too. This methodology of expansion also involves a conscious widening of an individual's viewpoint (Madlock, 2008:39).

Research Methodology

Target Population

Davidson (2006:64) indicates that a specific gender is always a massive collection person or objects that is the chief emphasis of investigation. The gain for the population is that research is done. Due to the large masses of populations, researchers often cannot verify every individual in the population because it is too costly and time demanding (Davidson, 2006:67). This is the reason why academics rely on sampling methods.

A research populace is also known as a well scoped assembly of individuals or objects known to have similar traits. All individuals or objects within a certain population usually have a mutual, binding thread or trait. The target population of this study comprises of the manufacturing sector within Utility Systems. The staff compliment within the organization is 34 and the sample size used for purposes of this study was 18.

The population were identical in all respects there would be no requirement to sample at all. Under this situation of unspoiled homogeneity of items, one could simply study a single unit since this would replicate the population perfectly.

However, the population was not similar therefore there was a prerequisite to ensure that there was a sample that is representative of the populace which was of significance which is, a model that has the same differences that would occur in the population, when a model is not allied to that populace, this can lead to partiality (Davidson, 2006:132).

Limitations of the Study

There was lack of adequate information on this particular topic. Further to this there was poor accessibility to the region of study. Lack of time management for analysis of the data received from the sample proved to be a limitation to this study as well.

Results, discussions and Interpretation of Findings

Response Rate

There was a 100% response rate as all the questionnaires were returned and were fully answered.

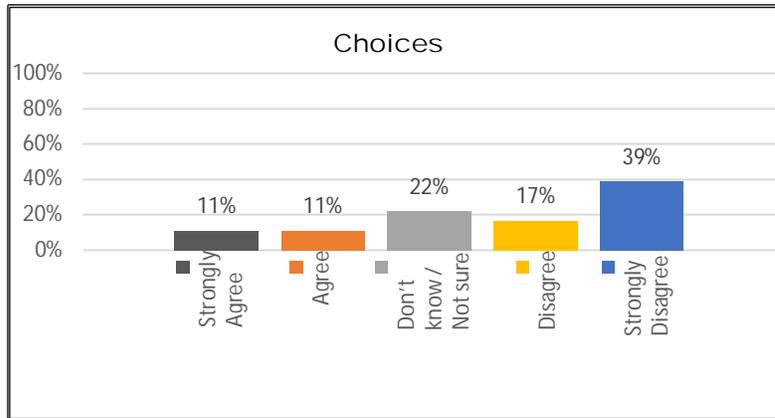
Demographics:

The study was conducted with the intention of covering both the black and white sectors of USC to ensure that the results reflected a justified sample. Among the respondents 55% were white and 45% were black (black encompassing both Indian and African).

In order to discover the leadership styles currently employed, the following statements were explored:

Current Leadership Styles

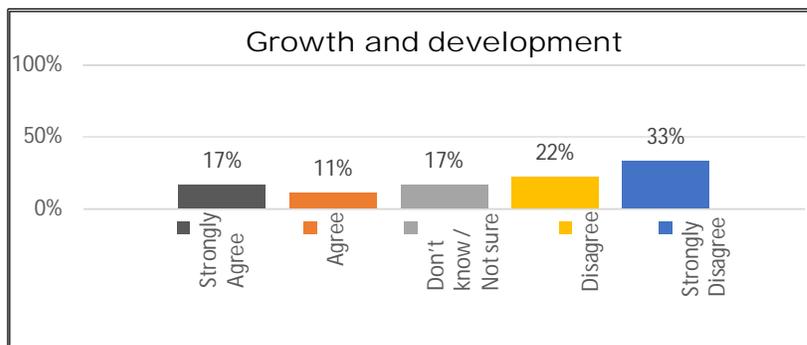
Figure 4.3.1 My Leader gives me the opportunity to make choices



The respondents were asked to indicate their level of agreement / disagreement with the statement “My Leader gives me the opportunity to make choices “. 39% of the respondents strongly disagreed, 17% disagreed, 22% don’t know / not sure, 11% agreed and 11% strongly agreed. Based on the answers provided most employees feel that they are not awarded the opportunity to make their own choices.

Conventionally, the foremost basis of control for the top management was positional authority. This is still the mode of exercising ‘leadership’ authority in feudalistic cultures to avert employees from decision making (Hawkins and Dulewicz , 2009:20). Due to higher education levels as well as larger choices which are available the respect which is normally shown to authority due to position is gradually diminishing (Hawkins and Dulewicz, 2009:21).

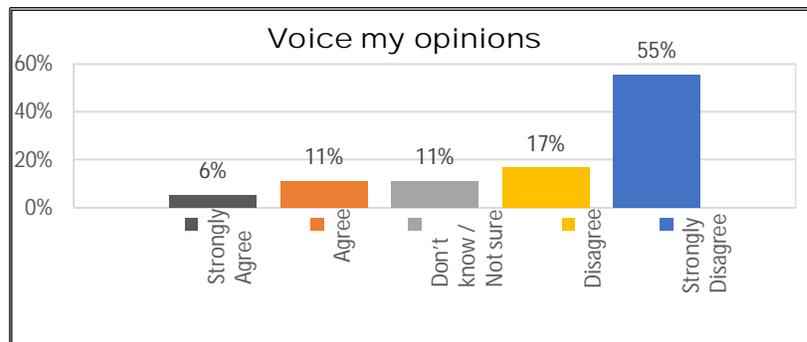
Figure 4.3.2. My Leader contributes to my growth and development



The respondents were required to respond to the statement “My Leader contributes to my growth and development “based on their level of agreement / disagreement thereto. Figure 4.3.2 reveals that 33% strongly disagreed, 22% disagreed, 17% don’t know / not sure, 17% strongly agreed and 11% agreed. Based on the results the employees believe that their leaders are not contributing to their development and growth.

Field, (1990:150) highlights the results of this study will have implications for growth and development for organizations across all fields. It is imperious to take action to triumph over this obstacle of detrimental leadership styles. The investigation is important to the triumph of worldwide growth and productivity and it can be translated into economic productivity (Field, 1990:153).

Figure 4.3.3. My Leader allows me to voice my opinions

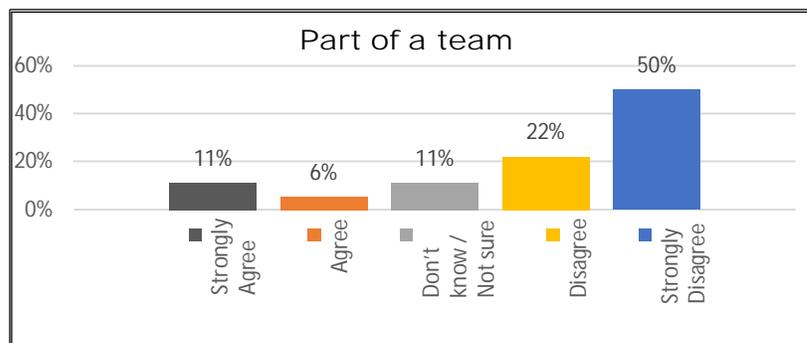


The above statement “ My Leader allows me to voice my opinions “ has the intention of investigating what opportunity the participants had to voice their opinions and based on the feedback most of the participants disagreed with the statement therefore they feel that their leaders do not allow them to voice their opinions . 55 % strongly disagreed, 17% disagreed, 11% stated don’t know/not sure, 11% agreed and 6 % strongly agreed.

According to Kellerman, (2004:56) Leadership traits differ agreeing to different organizational

Organogram, climates, management strategies, and task. Leaders encourage loyalty to all reportees by providing them with the opportunity to voice their thoughts in an attempt to promote development of the employees. Based on the findings it is highlighted that the employees do not have the freedom to voice their opinions.

Fig 4.3.4 My Leader works with me as part of a team

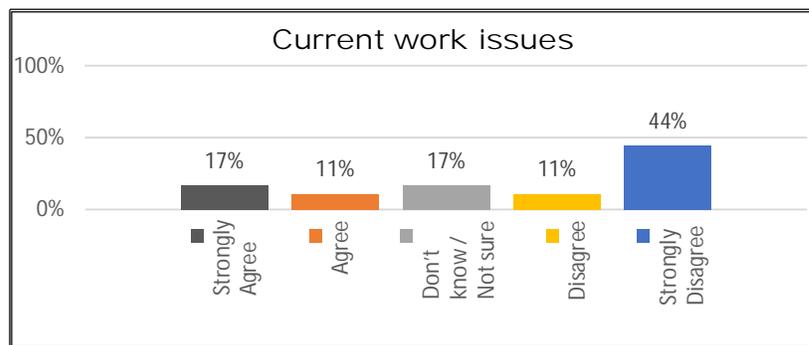


The respondents where posed with the statement “My Leader works with me as part of a team “. The results show that 50% strongly disagreed, 22% disagreed, 11% don’t know/Not sure,

6% Agreed and 11% strongly agreed. Due to the vast amount of respondents in disagreement with the statement it is evident that there is limited team work within USC.

Ciulla , (2004:155) states that transformational leaders operate by stimulating groups to put the organization's or team's best vested goals ahead and motivating followers' to reach the higher level requirements of the organization,

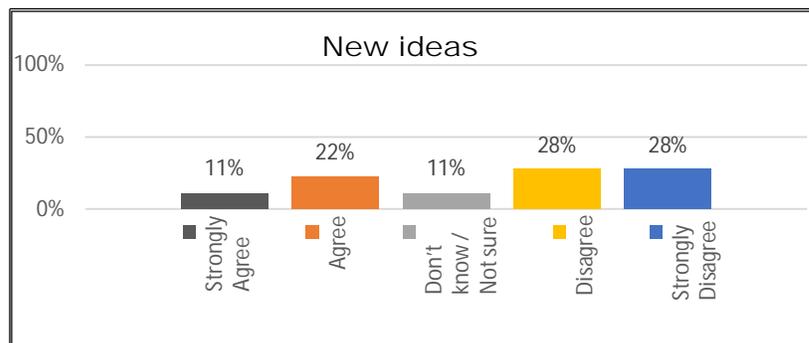
Figure 4.3.5. My Leader keeps me updated with current work issues



The statement posed to the respondents was “My Leader keep me updated with current work issues “ , the purpose of the above statement was to understand if there is transparency in the workplace regarding work issues between leaders and subordinates. 44% strongly disagreed with the statement, 11% disagreed, 17% don't know/not sure, 11% agreed and 17% strongly agreed.

Kellerman, (2004:56) argues that effective leaders ask more questions with an honest interest in knowledge, rather than probes to expose a fault. Member investigations should be confronted with unpretentious interest and with true respect. (Kellerman, (2004:58) states that what is most essential is heeding to the response and providing top down communication for decisive solutions can be implemented.

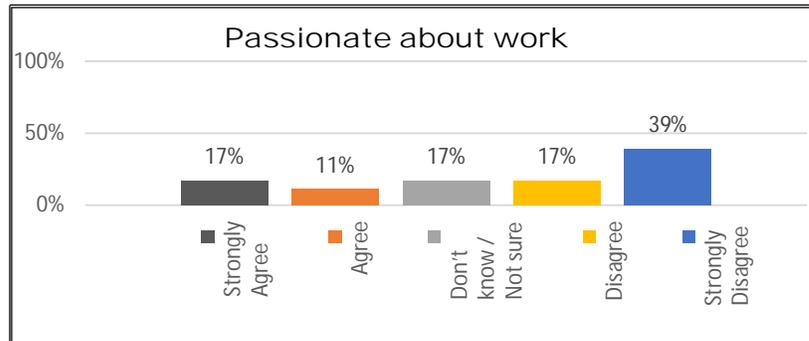
Figure 4.3.6. My Leader encourages me to always have new ideas



The respondents were faced with the statement of “My Leader encourages me to always have new ideas “: 28% Strongly disagreed , 28% disagreed , 11% Don't know / Not sure , 22% agreed and 11% Strongly agreed .

Ciulla , (2004:155) states that Transformational leaders generate broader consciousness of the goal's prominence and resolution inspiring followers inspire followers to put the organization's or team's interests first and then there needs . They influence followers' advanced equal needs and provide support for employees' innovation and ideas.

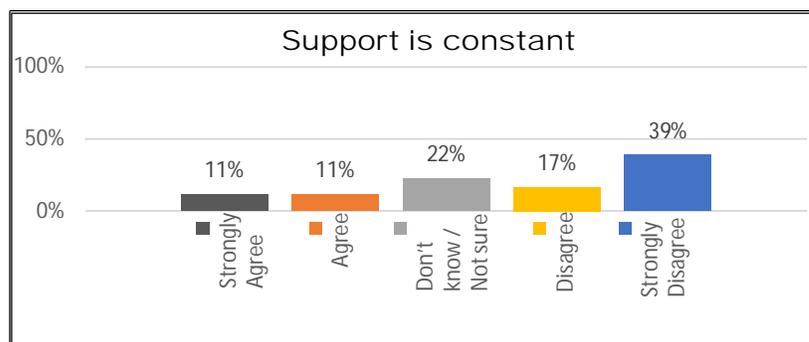
Figure 4.3.7. My Leader is always passionate about work



The statement posed to the respondents was “My Leader is always passionate about work” The intention of this statement is to understand how passionate USC leaders are in the eyes of their employees. The results showed 39% strongly disagreed, 17% disagreed, 17% don't know / not sure, 11% agreed and 17% strongly agreed.

Kellerman, (2004:56) highlights that leaders must be passionate about their jobs to be able to share a vision of their goal with their teams and the business. Leaders empower others to be prosperous, serve as mentor, and create prospects. Job satisfaction and passion promote accountability, reliability, predictability, and persistence.

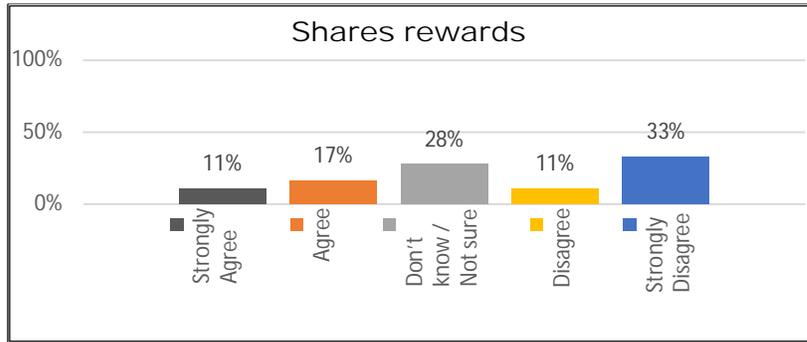
Figure 4.3.8. My Leaders support is constant



The respondents were required to respond to the statement “My Leaders support is constant “ with the following results 39 % strongly disagreed, 17% disagreed, 22% Don't know / not sure , 17% agreed and 11% strongly agreed . The purpose of the statement was to investigate the support from the Leaders; based on the results for the above statement the impression that prevails is that the support is not constant from the Leaders of USC. Most participants disagreed with the above statement showing that most employees experience lack of support which creates uncertainty within the employees.

Kellerman, (2004:62) highlights that coaching leaders welcome input and consult with employees. Supporting leaders are approachable and display concern their subordinates and as well as their growth matrix, subordinates are seen as equals and offered supportive opportunities with decentralize control in the structure they work in which promotes high performance.

Figure 4.3.9. My Leader shares rewards

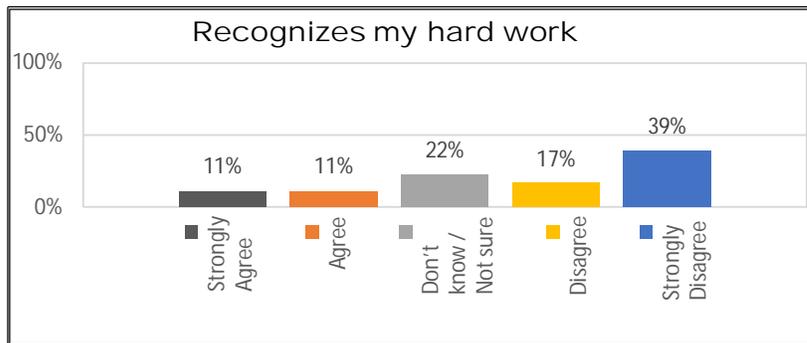


The purpose of this statement was to investigate if the leaders share rewards. The statement was “My Leader shares rewards “ , the results was 33% Strongly disagreed , 11% disagreed , 28% Don’t know/not sure , 17% Agreed and 11% Strongly agreed . Response to the statement revealed that most employees do not know if their leaders’ shares rewards or most of the employees feel that the leaders do not share rewards.

Bennis, (2007:104) claims that leadership and reward work together and leadership plays a vital role on both the national and organizational level. Leaders that reward their employees are in turn rewarded with corporation. Leaders are thereafter able to influence the decision making of those employees at the workplace.

Leadership and Motivation

Figure 4.4.1. My Leader recognizes my hard work

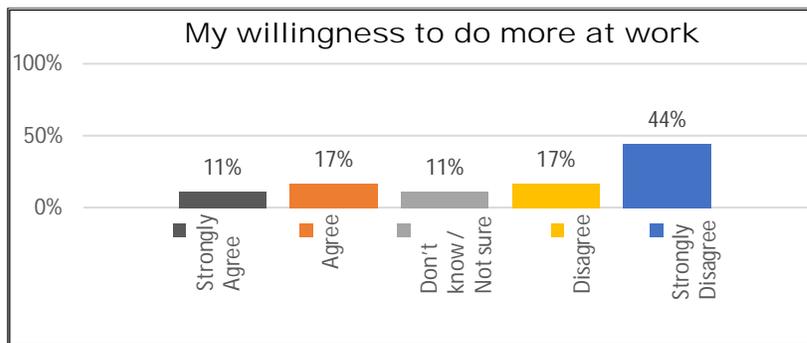


“My Leader recognizes my hard work “was the statement that was posed to the respondents. The results were 39% Strongly Disagreed, 17% Disagreed, 22% don’t know /not sure and 11% agreed and 11% strongly agreed. The statement was used to inspect the relationship between the leader and recognition, all also investigates if most employees felt that their

leaders do not recognize their hard work. The results show that most respondents do not agree with the statement.

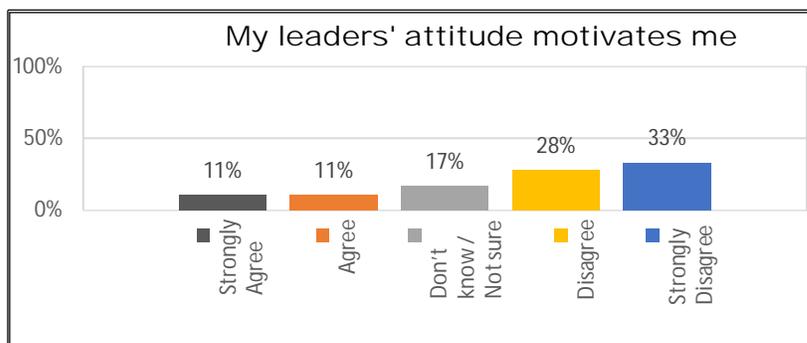
A manager's approach can have an influence on the productivity of their staff and the rest of the organization (Kellerman, 2004:105). Kellerman , (2004:112) further states that recognition improves organizational efficiency and is dependent on each department, led by its manager, performing its job and contributing to the success of the company. Thus the way in which a manager acknowledges their employees and makes decisions, delegate's responsibility and interacts with employees can affect the entire organization.

Figure 4.4.2. My Leader appreciates my willingness to do more at work



Based on the objective of Leadership and Motivation this statement analyses appreciation of the leader and the result hereto shows lack of appreciation from USC leaders. The statement was "My Leader appreciates my willingness to do more a work", the results show 44% strongly disagreed, 17% disagreed, 11% don't know/not sure, 17% agreed and 11% strongly agreed. The results indicate that most employees feel that they are not appreciated. Employees' behaviours and proactive tendencies can present novel perception, which may rouse divergent responsiveness. (Northouse2009:108) argues that employee's ability to be proactive stems from appreciation of their hard work. Thus with proactive personnel, extraverted leaders tend to be less receptive to innovative and creative proposals. In turn, identifying a lack of leader receptivity employees will lose motivation to show effort and determination (Northouse, 2009:113).

Figure 4.4.3. My Leader's attitude motivates me to go the extra mile



This statement investigates the effect of a leaders attitude on employees ability to perform well in the workplace and improve productivity , results show that the employees are

demotivated and discouraged to perform at higher levels due to their leaders attitude . The statement was “My Leader’s attitude motivates me to go the extra mile” and the results were as follows with 33% strongly disagreed, 28% disagreed, 17% don’t know/not sure, 11% agreed and 11% strongly agreed. Majority of the respondents strongly disagreed. According to Rubin, (2013:156) the following is a result of poor leadership

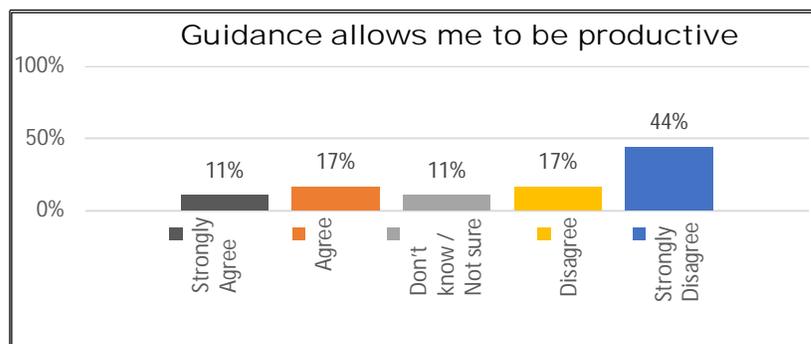
Performance:

The effect of low employee enthusiasm can take several different forms. Generally it migrates to poor performance and even poor attendance. Quality of the workmanship will set in and potentially resulting in disciplinary action against the employees. Those who don't expect gratitude are likely to adopt a culture of passing on the blame for failing to meet targets or manufacturing outputs, leaving them with little intention to devote supplementary effort and pride to their jobs.

Costs:

Poor motivation often has a huge cost factor attached to it for the business that experiences in their staff compliment. Enterprises of all platforms, this represents a competitive difficulty against industries where inspiration levels are prime. For small companies and those facing economic problems, however, it may mean the variance between breaking even and total liquidation.

Figure 4.4.4. My Leaders guidance allows me to be productive



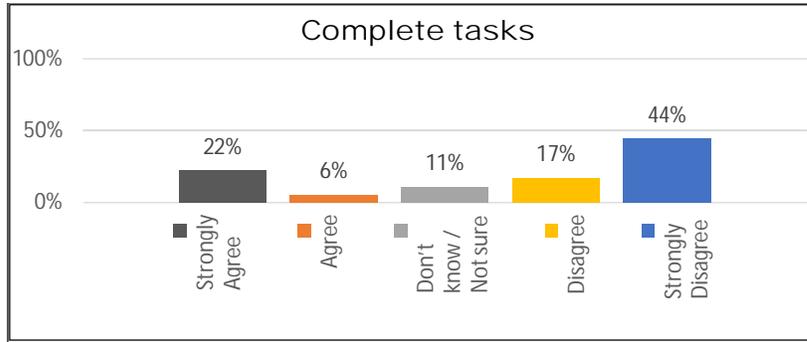
The above statement which was “My Leader’s guidance allows me to be productive” investigates the current leadership and guidance provided by USC Leaders to the employees and the effect thereto , it highlights the impact of lack of direction of good leaders . The results show that there is poor direction provided by USC leaders which impacts performance. The results showed 44% strongly disagreed, 17% disagreed, 11% don’t know / not sure, 17% agreed and 11% strongly agreed.

According to Rubin (2013:156) the following is a result of poor leadership:

Productivity:

With poor performance, this contributes to the qualitative negative attribute of low employee morale, decline in productivity are the one of the first among the calculable symptoms’ of the issue. For example, low motivation manifests itself into negative traits of absenteeism, including legit or elegits absences and poor punctuality. Employees who lack stimulus may also spend more working non-productive hours attending to non-value adding issues or socializing, both of which contribute to poor manufacturing outputs.

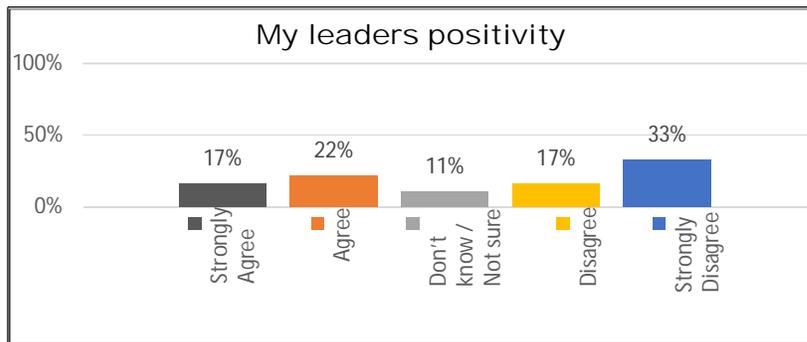
Figure 4.4.5. My Leader applauds me when I have completed my tasks well



“My Leader applauds me when I have completed my tasks well “was the statement posed to the respondents with 44% strongly disagreed, 17% disagreed, 11% don’t know / not sure, 6% agreed and 22% strongly agreed. Recognition is analysed via this statement to understand the recognition given by the leader to the employees. Based on the results the impression given is that there is poor recognition provided to the employees.

Rubin, (2013:156) mentions that just as there is no singular cause of low worker motivation, there is also no single answer to deal with this. However, companies can take counter measures to maintain enthusiasm or provide incentives to deal with a lack there off. Allowing employees to voice their complaints is one way to identify the root cause and systemically manage the problem to an amicable solution. If employees don't feel valued or trustworthy, a system of appreciation such as performance bonuses or more responsibility for certain positions may resolve the problem. A management style that places the wishes of other employees ahead of individual accomplishment is called Servant Leadership; this is another stratagem that a corporate or domestic business can utilize to promote a top down methodology to cultivating motivation and a successful symphonic workforce.

Figure 4.4.6. I am always excited about work as a result of my leader’s positivity

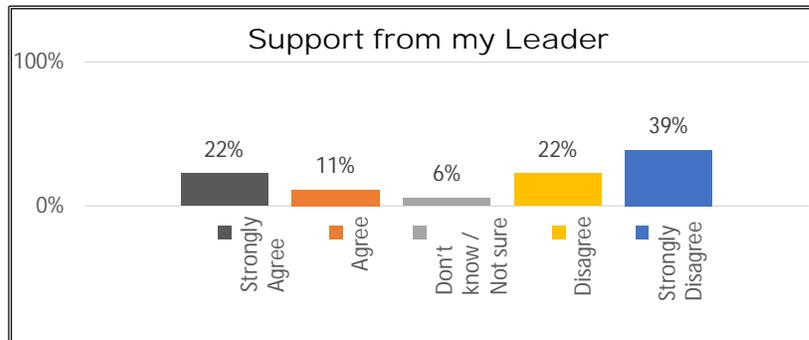


Motivation levels of the employee as a result of the leaders attitude and enthusiasm is scrutinized as a result of this statement The intention is to understand how a positive attitude can affect others and create a productive environment or not . The statement was “I am always excited about work as a result of my leader’s positivity “with the results being 33% strongly disagreed, 17% disagreed, 11% don’t know/not sure, 22% agreed and 17% strongly agreed. The results show that there is lack of positivity amongst the USC leaders which results in poor motivation levels of the employees.

The improved value of communication between leaders and their subordinates will be positive and have a beneficial gain to the organization and equally their respective levels of

allegiance to the organization will improve dramatically when the leaders are more understanding (Kellerman, 2004:52). Therefore, positive behaviours by leaders result in a stronger feeling of attachment of the employees and enhance their affective commitment. The link between management and proficient communication has always received partial attention by organisations (Kellerman, 2004:52). Leadership presents itself to be indorsed via communication so that it has a relational (affective) and task (content) module. Furthermore, when leaders are optimistic their groups experience greater tiers of rewards. (Kellerman, 2004:78).

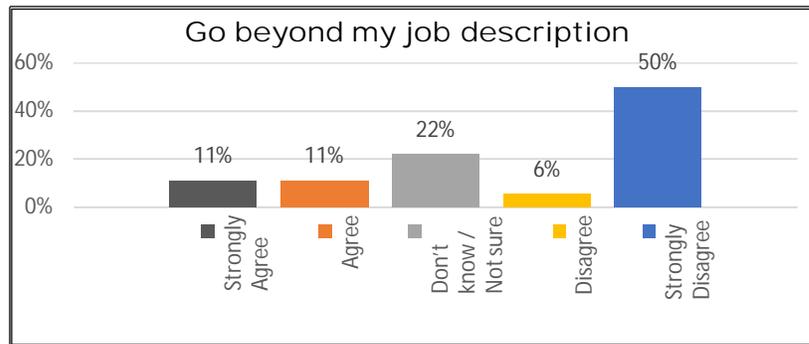
Figure 4.4.7. I am satisfied with my work environment as I receive support from my Leader



The respondents were posed with the statement “I am satisfied with my work environment as I receive support from my Leader “. Job satisfaction is investigated with this statement as a result of the support provided to employees from their leaders within USC. It was apparent from the results that the employees had deprived job satisfaction as a result of lack of support. The results were 39% strongly disagreed, 22% disagreed, 6% don’t know/not sure, 11% agreed and 22% strongly agreed.

Cherian (2013:103) highlights that modern management theory generally dictates that the organization manager must be accountable for both organizational accomplishment and employee satisfaction simultaneously. The most common factors leading to worker stress and dissatisfaction are those emanating from the nature of the job itself, within which interpersonal relationships between employees and leaders take place (Rubin, 2013:130). A deterioration of relationships in organizational settings resulting from reduced interpersonal communication between workers and leaders negatively influences job satisfaction and sometimes leads to employees leaving their jobs.

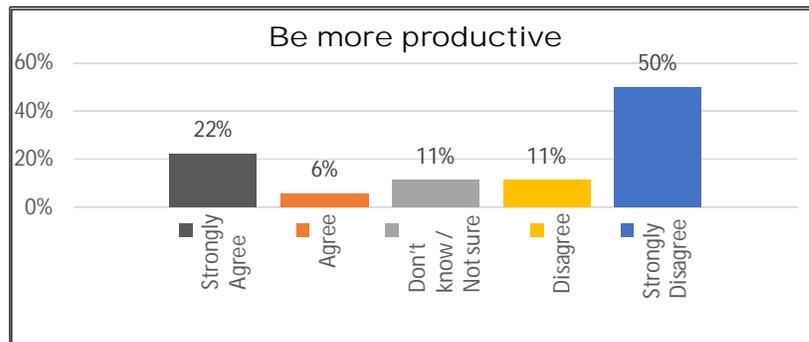
Figure 4.4.8. I am always willing to go beyond my job description



Levels of perseverance and passion of the employees to perform at their peak was the reason behind this statement which was “I am always willing to go beyond my job description”. The results were 50% strongly disagreed, 6% disagreed, 22% don’t know/not, 11% agreed and 11% strongly agreed. Based on the answers provided it was evident that the USC employees do not want to do more than required , they do not have the inspiration to perform above their job descriptions and do not excel above expectations .

According to Rubin , (2013:156) , employees who lack motivation may also spend more working hours attending to personal issues or socializing, both of which contribute to decreased productivity. Thus performing beyond ones job description may not be possible.

Figure 4.4.9. My Leaders attitude allows me to be more productive



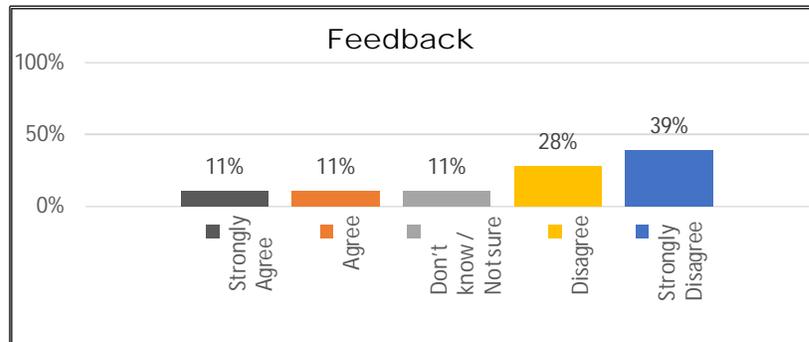
The respondents were faced with the statement “My Leader’s attitude allows me to be more productive “; the intention was to understand the impact of the USC leader’s attitude on the employees. 50% Strongly Disagreed, 11% Disagreed, 11% don’t know / not sure, 6% Agreed, 22% strongly agreed. Most participants feel that they do not experience a positive attitude from their leaders that will allow them to be more productive as 50% stated strongly disagreed and 11% stated disagreed.

As highlighted by Johns , (1989 : 105) who found out that individuals’ communication is ominously associated with how they portray themselves as managers, and that the managers

who recurrently affianced such communication enhance productivity to benefit the organisation (Johns , 1989 : 62) . Workers’ proactive conducts can be viewed as a form of dominance. Researchers have defined proactively as and application of control as was done by Cherian, (2013:94), an expression of, and a determination to amend and contest the grade. Declaring designs, ownership, and exerting encouragement are all methods of decisiveness which enhance productivity.

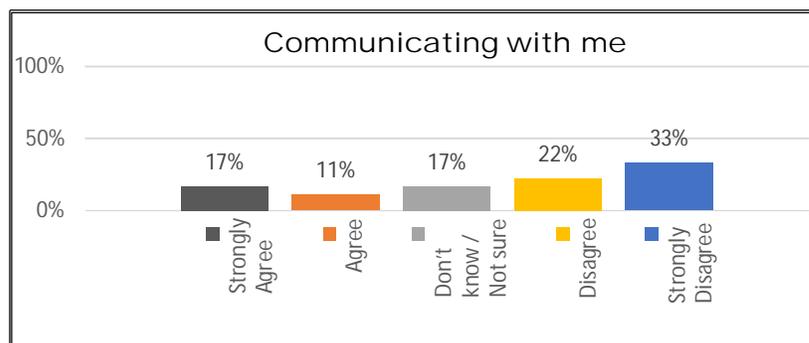
Leadership and Communication

Figure 4.5.1. My Leader provides feedback



The aspect of communication and feedback was investigated in this statement as it is of the utmost importance within any organization. The statement was “My Leader provides feedback” with the results being 39% strongly disagreed, 28% disagreed, 11% don’t know/not sure, 11% agreed and 11% strongly agreed. In the results provided for this above statement it is apparent that the USC leaders’ ability to provide feedback to the employees is poor as majority of the participants felt that they did not receive feedback from their leaders. Directive leaders assist followers to resolve tasks and clear up any role ambiguity providing external observing and advice on their routine, mitigating or reducing process loss and allowing groups to effect judgements quicker (Michie , 2012:16) .

Figure 4.5.2. My Leader is always communicating with me

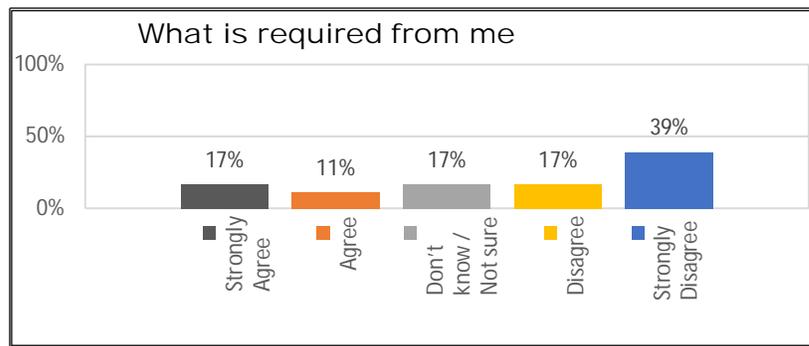


This statement further investigates communication and its impact thereto within USC. It investigates two way communications between the leaders and the employees. The statement was “My Leader is always communicating with me “with results being 33% Strongly Disagreed, 22% Disagreed, 17% Agreed and 17% strongly agreed. The results show that

there seems to be poor communication from top down. The participants feel strongly that there is a lack of communication from their leaders.

Van and Field, (1990:70) insights that a virtuous leader adapts his management style being alert of his audience. When interacting with employees, the leader may need to have a much more distractive or tentative smartness in comparison to when the leader is conveying a presentation to the public or speaking to clientele. Leaders should recognize with the addressees and their individualities and interests, then adjust their communication style to best suit the intended delivery off the message based on what the audience requires (Van and Field, 1990:70). The leader will constantly switch between commanding styles with the employees to a rather motivating style with the shareholders.

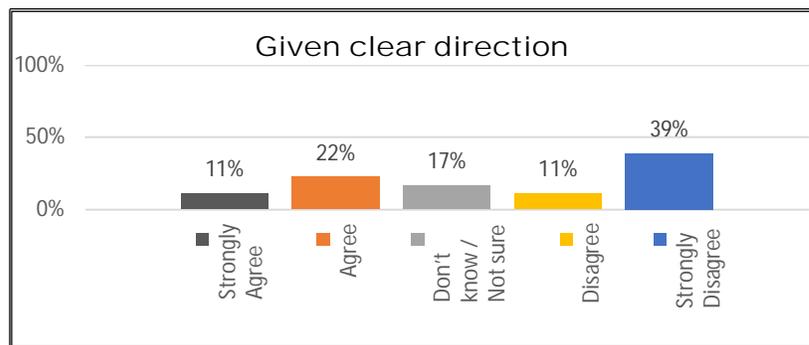
Figure 4.5.3. I am clear on what is required from me by my leaders



The respondents were required to respond to the statement “I am clear on what is required from me by my leaders “with the results of 39% strongly disagreed, 17% Disagreed, 17% don’t know/not sure, 11% Agreed and 17% strongly Agreed. The results from this response show that there is a lack of direction given from the leaders to the employees. The employees are not clear as to what is required from them and therefore this could contribute to reduced productivity.

Ciulla, (2004:104) believes that the strength of both the leader as well as the employee will be able to foresee the organizationally noteworthy consequences including output and stronger organisational commitment. Furthermore Ciulla, (2004:155) highlights that good communication, which is clear and precise will produce employees which are more informed and who have a more positive relationship to job commitment. Ciulla, (2004:165) claims that poor communication between the leader and the employee can result in a decrease in the employee’s obligation to the firm and could result in them leaving the organization.

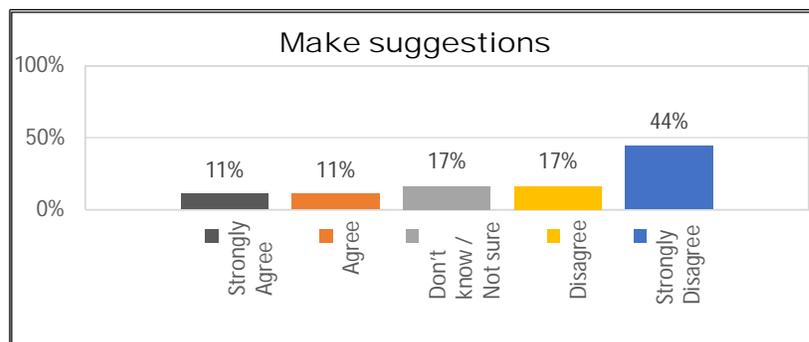
Figure 4.5.4. I am always given clear direction by my leaders



Based on the result of the above statement it is evident that most employees feel that their leaders do not support them with clear direction and goal setting. Most of the participants disagreed with the statement of being given clear direction from their leaders. The statement was “I am always given clear direction by my leaders’ “and the results were 39 % Strongly Disagreed, 11% Disagreed, 17% don’t know/not sure, 22% Agreed, 11% strongly agreed.

Michie , (2012:16) states that directive leadership is associated with a leader's positional power and is characterized by behaviours aimed at actively structuring subordinates' work through providing clear directions and expectations regarding compliance with instructions (Michie , 2012:17). Directive leaders help followers resolve tasks and provide feedback on their performance, reducing process loss and allowing teams to execute decisions more quickly (Michie, 2012:16).

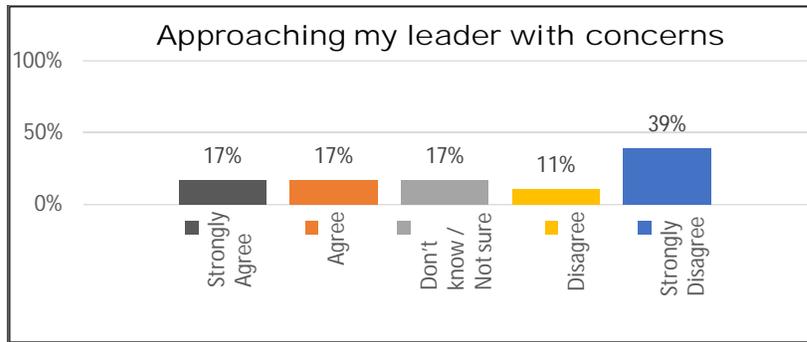
Figure 4.5.5. My Leader allows me to make suggestions



The respondents were required to respond to the following statement “My Leader allows me to make suggestions “with the results being 44% strongly disagreed, 17% Disagreed, 17% don’t know / not sure, 11% Agreed and 11% strongly agreed. Based on the result from this statement the leaders of USC come across as being autocratic and not democratic in awarding the employees the opportunity to make decisions on their own.

According to Zaccaro , (2007:68) it is possible to identify a range of approaches to lead change in an organization, depending on the use of authority by the leader, and the amount of freedom given to subordinates. Freedom also promotes proactiveness amongst employees.

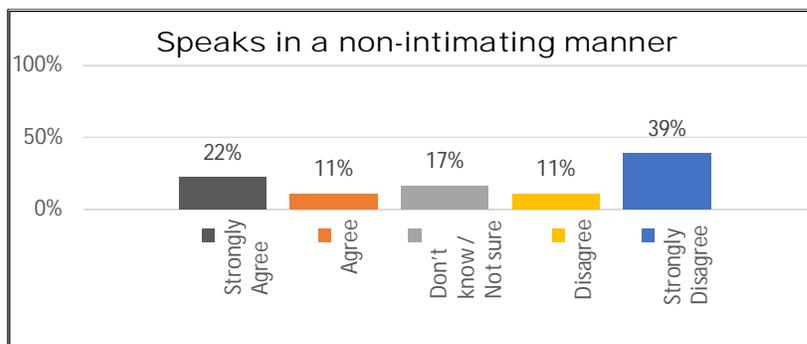
Figure 4.5.6. I am comfortable approaching my leader with concerns



This results from this statement highlighted that employees feel unsettled to approach their leaders with concerns as most employees are not comfortable approaching their leaders. The statement was “I am comfortable approaching my leader with concerns” and the results were 39 % strongly disagreed, 11% Disagreed, 17% don’t know/Not sure, 17% Agreed and 17% strongly Agreed.

Van and Field, (1990:144) highlights that managers who have a high level of analytical skills are not highly skilled in dealing with people and the emotions that people bring, they find these emotions uncomfortable and are not sure on how to address them. This results in them coming across as being negative when being approached by employees with concerns. The more time managers invest in their jobs the greater is their struggle and it is at this stage that they are forced to turn into leaders (Van and Field, 1990:155). When aspiring to be a leader the ability to manage the existing emotions of employees is not enough as the leaders must be able to spawn the correct emotions as well.

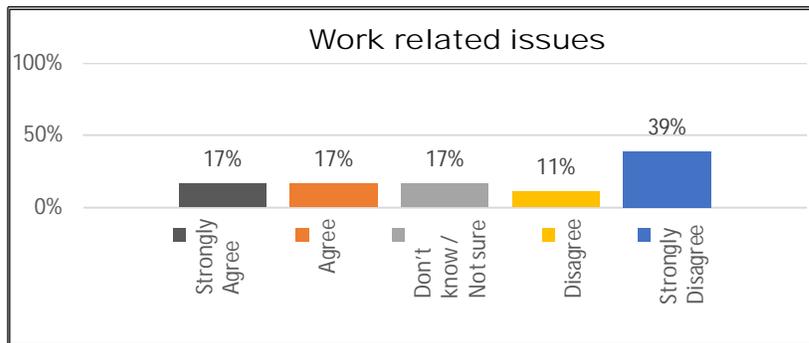
Figure 4.5.7. My Leader speaks in a non intimidating manner



The purpose of this statement was to understand if the employees feel intimidated by their leaders and understand if employees can speak freely to their leaders about any issues. The statement was “My Leader speaks in a non intimidating manner “with the results being 39% strongly disagreed, 11% Disagreed, 17% don’t know / not sure, 11%% Agreed and 22% strongly Agreed. The result showed that most of the employees were intimidated by their leaders due to the manner in which their leaders spoke to them as 39% strongly disagreed and 11% disagreed.

Northouse , (2009:57) says that extraverted or autocratic leaders often intimidate employees through the tone of their voices thus preventing employees from feeling comfortable to approach them . Introverted leaders tend to speak more softly than extraverted leaders which results in the introverted individuals leaving more room for employees to be proactive (Northouse, 2009:86).

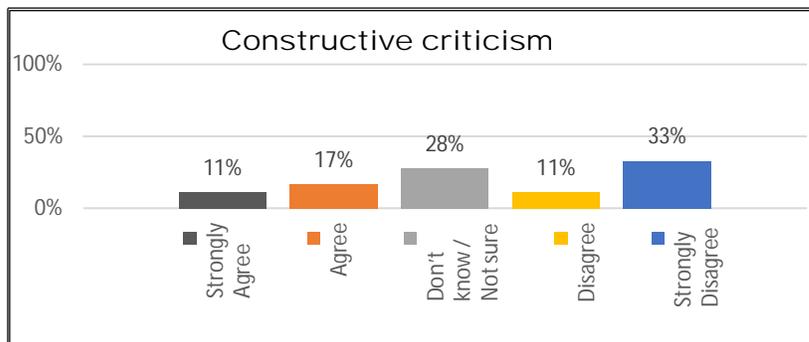
Figure 4.5.8. I can easily communicate with my leader about work related issues



The aim of this statement was to evaluate the communication between the leaders and the employees within USC. The statement was “I can easily communicate with my leader about work related issues” and the results showed that 39% strongly disagreed, 11% disagreed, 17% don’t know / not sure, 17% Agreed and 17% strongly agreed. The result showed that USC leaders do not easily communicate with their subordinates about work related issues as most participants disagreed with the above statement.

Effective leadership in most companies requires being able to connect with all aspects of the business which will include employees, customers as well as stakeholders (Bass, 1974:141). Various communication styles and leadership styles will be required by various groups. Leaders must have the ability to adjust to the group of individuals they are interacting with at that time (Bass, 1974:142). Effective communication skills are a vital characteristic of any leader’s portfolio of abilities and knowledge (Bass, 1974:142).

Figure 4.5.9. I always receive constructive criticism from my leader



The objective of this statement was to understand if the USC Leaders provided constructive criticism to their employees. The result of this statement shows that some employees do not want to comment on the above statement and most of the employees feel that they do not receive constructive criticism from their leaders. The communication between both is obviously poor. The statement was “I always receive constructive criticism from my leader” and the results showed 33% strongly disagreed, 11% disagreed, 28% don’t know / not sure, 17% disagreed and 11% strongly agreed.

According to Northouse, (2009:112) constructive criticism is a balance of positive and negative feedback whereby leaders practice this technique with their employees who would

show an improvement in duties and job satisfaction in the workplace. Introverted leaders tend to be more willing to listen to employees ideas and opinions, they also have the ability of using misguided ideas fruitfully, allowing employees to feel that their ideas are important. Thus when employees tend to be proactive their extraverted leaders will respond poorly to their thoughts and proposals. This lack of response to the employees will result in the employees being demotivated who will in turn result in them working poorly (Northouse, 2009:132).

Conclusions and Recommendations

Introduction

Findings from the Literature Review

Literature states that establishing connections with people can help one's goals and increase ones chances of emerging as a leader in an organizational context (Zaccaro, 2007:40). As stated by Zaccaro, (2007:47) a great deal of a leader's development happens internally. Zaccaro, (2007:47) further argued that Leadership goes beyond management. Management involves getting things done using the resources of the organization, and the formal patterns and rules within the organization. Leadership, on the other hand, sometimes involves driving through changes and new initiatives, which may be unpopular in some quarters.

Literature further highlighted that a democratic method allows the employees to become part of the decision making process through a teamwork approach and the purpose of the leader is to develop teamwork structures and to further inspire the employees to be accountable for their decision making (Zaccaro , 2007:120). These methods will be used in various scenarios; the key would be to use the correct method at the right time. Zaccaro , (2007:120) highlighted that in most cases both the consultative and democratic methods will be more motivating as the leader will award accountability to the ground level employees, inspiring them to feel as if they are part of the team . When employees are a part of the decision making process they are more likely to be accountable for the company objectives and will be dedicated to ensuring that things work in practice.

Communication and leadership have similar structures as stated in literature by (Johns and Moser, 1989:142). Therefore, due to the importance of communication in leadership it is vital that an effective communication style amongst leaders is found amongst the various pieces of literature by various authors (Kellerman, 2004:56).

Organisational communication should always be denoted amongst leaders and subordinates (Ciulla, 2004:55) .Organizational obligation is one of the important factors in organisations. Ciulla, (2004:104) believes that the power of the leader and employee relationship can forecast structurally important results including output and stronger organisational commitment. Literature by Ciulla ,(2004:155) also reveals that good quality communication which is accurate and precise stimulates employees to become better informed and further creates the platform whereby these employees can connect with leaders thus improving job commitment . Contribution to the decision making process , the competence of information and clear communication are all positively related to structural obligation (Ciulla ,2004:156) . Amongst the literature written by Ciulla , (2004:165) it is argued that poor communication between the leader and the employee can result in the employee feeling detached from the organisation and further cause the employee to want to leave the organization.

Specifically the literature by Bass (1974:62) noted that if leaders want their employees to follow the company objectives they then need to successfully motivate those employees to do

so. Therefore capable communicators should use resources such as gestures, voice as well as language when conveying messages to their employees. Literature highlights that the leaders must respond and share information in a timeous manner whilst acknowledging the views of the company and utilizing the various opposing communication stations (Bass, 1974:93). Generally according to most literature it is state that leadership could be defined as the capability of the manager to direct, inspire and motivate their employees to produce greater work than their normal level of performance, with this contributing to organizational effectiveness (Zineldin , 2012:189). It could be argued that the managerial knowledge is skilful of a continual renewal as a result of a variety of information, practise and abilities of individuals within a culture where joint questioning is stimulated and tested around a common purpose or dream. Hence, if a company wants to improve their efficiency they must find new ways to inspire their people (Zineldin, 2012:193).

Findings from the primary research

In this study it was found that the USC employees' demographic characteristics such as age, gender, experience and organisational position have been shown to contribute to variations in job satisfaction among them. It further emerged from the results that the managers and employees have different leadership style preferences based on these demographic profiles. The organisational position of the employees had a negative relationship to their job satisfaction.

The study found that the female employees tend to have a higher level of job satisfaction than the males. It was further apparent that the employees with shorter work experience within USC reported higher levels of job satisfaction than employees who worked longer than 10 years. The findings also concluded that most employees due to lack of direction and poor communication from their leaders within USC experienced poor job satisfaction.

Further to this there was an overall dissatisfaction with their leaders and there is a further indication that employees were more satisfied with co workers, fringe benefits and pay but were less satisfied with communication and motivation from their leaders.

The study also showed that the male leaders who were the older managers with degrees and experience had a higher preference toward autocratic leadership whereas the managers that were younger with less experience within USC had a tendency to be acquainted with a democratic management style , this is evident in the answers from the questionnaires . The current study therefore concludes that all leadership styles exist within USC with the autocratic style being most prevalent amongst the leaders therefore resulting in most employees experiencing low levels of job satisfaction.

Conclusions to the Study

Based on the literature review, it was predicted that leadership styles would differ according to managers' experience and preference and similarly that employee job satisfaction would also be influenced by experience and preference. The intention was to find a link between managerial leadership styles and employee job satisfaction.

Recommendations

A leader has both the ability to directly influence the organisation as a whole as well each individual employee of that organisation. One of the trademarks of effective leaders is that they are sincere about their concern for their people's personal development and accomplishments. USC Leaders must embrace the test of leadership and recognise that it is a way of life and believe that they genuinely want to work as a team with people and aid their organization in attaining success. It is difficult to work with people of various characters although one must continually put into exercise greater social skills with the intention of motivating and removing obstacles to ensure that employees are able to do their jobs well.

The following is recommended:

- a) USC leaders should always look for ways in which they can assist their employees to be able to increase their efficiency and capability to get results.
- b) USC leaders must nurture team work with their employees as working together with their employees will concurrently meet targets and assist the employees develop.
- c) USC leaders need to establish a strong partnership with their employees with good communication and a comprehensive understanding of objectives.
- d) Communication needs to take place with the employees to offer them the backing they require for accomplishment and work with them as part of a team to ensure great things happen.
- e) The USC leaders need to shape and uphold open and truthful communication with their employees. Inspire employees to connect beneficially between themselves and with their leaders. This encourages trust and an atmosphere where people feel authorised to express their feelings. Without the anxiety of reprimand, employees can rejoice as a team when things are going well and feel self assured to find resolutions when challenged.
- f) There must always be a positive attitude maintained by the leaders as no one respects a grumpy or negative person. With a positive attitude one is looking at the bright side of life. People are naturally attracted to leaders who have a positive attitude.

Areas for Further Research

Further studies could examine the influence of structural and national culture on employees' job fulfilment and leadership styles as well as the link between leadership behaviour and job satisfaction. Further investigations could involve studies to specify the variances in leadership methods over a period of time. Further studies on communication and motivation behaviours for purposes of replicating this reading at various cultures and to take a broad view of the conclusions.

Research can also use various leadership style mechanisms which will distinguish clearly between the various leadership styles among managers. Finally, additional research could make use of a qualitative approach for purposes of analysing the issues related to leadership styles, motivation and communication individually as opposed to measuring each of them together to be able to understand the impact of each aspect over various organisations to establish a variation of results.

Conclusion

A leader should motivate and stimulate employees and guarantee that the team works, should the leader lack in strengths such as keeping to targets or being able to act on problems then the leadership skill is deemed unsuccessful. Furthermore being unable to hand down instructions as well as follow up on those issues tends to cause the leader to lose respect of the team members. Leadership has the ability of completing tasks faster although at the same time limits the quality of the experience as not many people will be able to learn from it. A strong leader will be able to make the task as well as the experience better.

A leader that lacks ethics and treats almost everything as a means to an end has the ability to be the strongest leader although at the same time they can be the weakest. This being a

complex irony is due to a leader who has a strong sense of boundaries may be able to turn a bad situation into a good one.

This type of leader may have the ability to lead based on experience and knowledge as personal feelings can charade as true morals which in turn becomes misrepresentative and may damage others. The leader who tends to rule with an iron fist due to their personal feelings and thoughts, or will not think through the price and consequence of their actions comes across as autocratic. These types of individuals do not have the greater power to go beyond the personal for the greater good. A good leader must be able to follow others and is at times required to do so. Everyone begins to learn somewhere and they will continue to learn and expand their experience and knowledge throughout their journey.

Managers require specialized training to function in their roles, but the expense and time involved often leaves companies reluctant to make it a priority. However, a manager who gets little or no training can cost his company where it matters most in reduced productivity and profits. Lack of training also makes itself felt through an inconsistent leadership style, which often convinces top level employees that they're better off working somewhere else which is the case at USC.

NOTE: The principal author submitted this dissertation to the Regent Business School, Durban, South Africa in 2013 for the award of the Master of Business Administration Degree (MBA). The dissertation was supervised and examined by Xolelwa Linganiso of the School and edited by Professor Anis Mahomed Karodia, Professor, Senior Academic and Researcher. Kindly note that the entire bibliography is cited within the article in spite of the fact that some references were deleted when preparing the dissertation as a journal article.

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