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**THE ROLE OF LEADERSHIP AND MANAGEMENT ON EMPLOYEE
PRODUCTIVITY AND SUSTAUNABILITY AT DETPAK PACKAGING
SOUTH AFRICA**

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30 August 2019

Declaration

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Abstract

Different people use leadership and management in contrast. While some use them as synonymous terms, others consider the two to be completely distinctive words. The research purpose is to distinguish and evaluate major roles of leadership and management, the sorts of aptitude for the leader and the manager, analyze the comparison between leadership and management and identify the contribution of managers and leaders to staff of the organization. The indispensable matter as a result is organizations essential need to acknowledge whether there is a particular characteristic that individuals who give leadership and management need in the event that they are to prevail in that role. In relation, different conduct in interacting with management and leadership allows the authoritative individuals to also be rational in general. In degree to the status of the circumstances of individuals in the organizational progression, specialists and influencers are distributed to official positions. A quantitative research approach is selected to learn how the roles could adequately contribute to building a continuously enhanced organization. This research helps to comprehend how leadership and management function can be the tool needed to build an efficient organization. The population in the study comprised of the considerable 115 of employees from a company called Detpak Packaging South Africa. The study focused on staff in every one of the departments in the organization and the study is only limited to Detpak employees. This study has chosen employees to assess the role that leaders and managers of Detpak portray towards employee productivity and sustainability. The questionnaire was designed commonly; an inquiry about the subject was shadowed through by additional detailed questions, which were highly related to what previous discussions and prior observations of the kind of role that managers and leaders portray to the employees. The initial findings revealed that management and leadership are two extremely distinctive roles. Despite the reality that leadership and management share a lot of similarities that work with people and affect other people in achieving their goals, the two roles are not comparable. Management capabilities are used to schedule, develop and guide organizational frameworks to achieve tasks and goals and management skills to focus on a possible change through course setting, individual adjustment and propelling and stimulation. The findings show that Detpak's leaders and managers fulfill the roles they have nevertheless, the leaders and managers always offer staff space for enhancement and development and can create abilities on how to implement these two tasks while fulfilling those tasks. The recommendation focuses of the application of various behavioral theories that would enhance employee productivity and sustainability at Detpak. The main focus of this recommendation is on leaders, managers and employee's conduct; and the importance of communication, rewards and contingent prizes within the organization.

Keywords: Leadership, productivity, sustainability, employee, style, Similar, Differences

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Table of Contents

Declaration.....	i
Abstract	ii
Acknowledgement	iii
Table of Contents	iv
List of Tables.....	viii
List of Figures.....	ix
List of Charts.....	ix
Appendices	ix
Definitions	ix
CHAPTER 1: INTRODUCTION	1
1.1 Background	1
1.2 Background of Detpak Packaging South Africa	2
1.3 Research Problem	3
1.4 Research Aim	4
1.5 Objective of the Research.....	4
1.5.1 Research sub-objectives.....	4
1.6 Research questions.....	5
1.6.1 Research sub-questions	5
1.7 Significance of the Study	6
1.8 Rational of the Study	6
1.9 Hypothesis.....	7
1.10 Research Scope.....	7
1.11 Summary	8
CHAPTER 2: LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Theoretical Framework	9
2.2.1 Management Background	9
2.2.2. Leadership Background	11

2.2.3 Management vs. Leadership Role	13
2.3 Umbilical Framework.....	15
2.3.1 Modern Leadership Theories	15
2.3.2 Leadership Styles.....	15
2.3.3 Application of a Leadership Role	16
2.3.4 The Application of Management Role in South Africa Schools	16
2.3.6 Motivating Language Theory as a Leadership and Management Style	17
2.3.7 The important differences between leaders and managers concern the workplace table 1:.....	20
2.3.8 Total Quality Management Theory.....	21
2.3.9 Performance Excellence Leadership.....	22
2.3.9.1 European Model of Excellence in Quality Management Excellence Model	22
2.3.10 Application of Performance Prism on Leadership and Management	24
2.4 Conceptual framework.....	25
2.4.1 Leadership Models	26
2.4.1.1 Contingency Theory	26
2.4.1.2 Emotional Intelligence	28
2.4.1.3 Transformational Leadership	28
2.4.1.4 Moral and Instruction	29
2.4.2 Management Models	30
2.4.2.1 Transactional Theory	30
2.4.2.2 Substitute Theory	30
2.4.2.3 Collegiality Theory	31
2.4.2.4 Culture.....	31
2.5 Conclusion.....	31
CHAPTER 3: RESEARCH METHODOLOGY	33
3.1 Introduction.....	33
3.1.1 Research Approach.....	33
3.2 Research Methodology	33

3.3 Research Strategy	34
3.4 Population and Sampling	34
3.5 Research Instrument	35
3.6 Data collection	36
3.7 Data Analysis.....	37
3.8 Validity and Reliability.....	37
3.9 Ethical Issues	37
3.9 Conclusion.....	38
CHAPTER 4: RESEARCH FINDINGS.....	39
4.1 Introduction.....	39
4.2 Section A - Sample Demographics	39
4.2.1 Gender	39
4.2.2 Age of the Respondents	40
4.2.3 Highest Level of Qualification	41
4.2.4 Race	42
4.2.5 Area of Employment	42
4.2.6 Industry	44
4.2.7 Organizational Sector	45
4.3 Section B – Leadership Correlation Matrix and Communalities	46
4.4 Section C: Management Correlation Matrix and Communalities	49
4.5 Section B: Leadership Factor Analysis and Reliability Test Analysis	53
4.5.1 Factor Analysis –Employee Productivity and Sustainability.....	53
4.5.2 Reliability Test Analysis - Employee Productivity and Sustainability	54
4.6 Section C: Management Factor Analysis and Reliability Test Analysis	54
4.6.1 Factor Analysis – Employee Skills Development.....	54
4.6.2 Reliability Test Analysis - Employee Skills Development	55
4.6.3 Factor Analysis – Job Satisfaction	55
4.6.4 Reliability Test Analysis - Job Satisfaction.....	55
4.7 Summary	56
CHAPTER 5: DISCUSSION OF THE FINDINGS	57
5.1 Introduction.....	57
5.2 Research Question.....	58

5.2.1 Why is it significant to develop and allocate individuals within the roles of management and leadership in an organizational environment in relation to employee assessment and productivity?.....	58
5.2.2 How do leaders and managers impact employee productivity and sustainability?	59
5.2.3 What is the role that leaders and managers play in creating a conducive and employee friendly environment?	59
5.2.4 How do managers and leaders contribute to organisational sustainability? ...	60
5.3 Summary	61
CHAPTER 6: RECOMMEDATIONS AND CONCLUSION.....	62
6.1 Introduction.....	62
6.2. Objective of the Study and Major Findings	62
6.2.1 Leadership and Management Role	62
6.2.2 Employee Productivity and Sustainability	63
6.2.3 Employee Skills Development	63
6.3 Limitations of the study	63
6.4 Significance of the Study	63
6.5 Recommendation of the Study	64
6.6 Conclusion.....	66
References.....	67
APPENDICES	84
Appendix A – Research Questionnaire	84
Appendix B: Statistical Analysis – Factor & Reliability Analysis	93

List of Tables

Table 1: The comparison of Management and Leadership roles in the work environment (Kotterman, 2006).....	21
Table 2: Demographic Analysis	39
Table 3: Age of the Respondents	40
Table 4: Highest Level of Qualification	41
Table 5: Race of the respondents	42
Table 6: Area of Employment	43
Table 7: Industry	45
Table 8: Organizational Sector	45
Table 9: Leadership Correlation Matrix	48
Table 10: Leadership Communalities	49
Table 11: Management Correlation Matrix.....	52
Table 12: Management Communalities	53
Table 13: KMO and Bartlett's Test.....	93
Table 14: Total Variance Explained	93
Table 15: Reliability Statistics.....	94
Table 16: Correlation Matrix.....	95
Table 17: Component Matrix.....	96
Table 18: Summary Item Statistics	97
Table 19: KMO and Bartlett's Test.....	97
Table 20: Total Variance Explained	97
Table 21: Reliability Statistics.....	98
Table 22: Correlation Matrix.....	98
Table 23: Component Matrix	100
Table 24: Summary Item Statistics	101
Table 25: KMO and Bartlett's Test.....	101
Table 26: Reliability Statistics.....	102
Table 27: Correlation Matrix.....	102
Table 28: Summary Item Statistics	103

List of Figures

Figure 1: The EFQM Excellence Model (www.efqm.org).....	23
Figure 2: The Performance Prism (Neely, Adams and Crowe, 2001)	25
Figure 3: Management and Leadership Framework.....	25
Figure 4: Management and Leadership Framework.....	26
Figure 5: Reliability Statistics	102

List of Charts

Chart 1: Scree Plot.....	94
Chart 2: Scree Plot.....	98
Chart 3: Scree Plot.....	102

Appendices

Appendix A: Research Questionnaire

Appendix B: Statistical Analysis – Factor & Reliability Analysis

Definitions

Leadership - Is the capacity to motivate, guide and empower a community of individuals towards a conscious vision.

Management– Is the organization and coordination of a company's operations to attain designated goals.

Sustainability - The focus of sustainability is on satisfying current requirements without compromising potential generations ' capacity to satisfy their requirements.

Employee productivity - Productivity of the workforce is the volume of products and services produced in a specified moment by a group of employees. It's one of several productivity kinds measured by economists

Role - Position or intent in a scenario, organization, community or connection which any person or something has

Similarity - The comparable quality or condition

Difference - An example of a nature, shape or quality that is different or distinct



CHAPTER 1: INTRODUCTION

1.1 Background

Leadership and management have been practiced differently by different organizations. However, a lot of people appreciate the similarities as well as the differences between the two roles. Management and leadership portray an important role on the sustainability and productivity of the organization as a whole, (Mabhudhu, 2008). Management obligations are to plan, control, and direct the hierarchical framework to accomplish the points and targets of the organization and leadership obligations are to plainly demonstrate the likelihood of potential altered by developing direction, adjusting individuals, and inspiring Individuals (Algantani, 2014). There have been significant arguments amongst authors relating to how management and leadership role affect the productivity of employees and the organization, as the organization always desires to increase profitability. Mabhudhu stated that the desire to analyze the main issues at the center of successful organizations has occurred several times from academics and organizational settings across various industries and the driving force to this quest is to understand the importance of protecting organization's investments and stock-holder's interests (Mabhudhu, 2008).

Many proposals about the key motivator of a successful organization have been addressed and amongst the factors addressed is the role of management and leadership within an organization. There has been countless debates as to whether it is the management or leadership role that has the most important value amongst employees and the organization's success and the outcome of these deliberations has driven the debate to attempt to find the impact that management and leadership play amongst their employees and the organization as a whole (Boyatzis, 2005). These arguments have resulted in important ideal movements in which organizations are organized to discourse matters connected to leadership and management roles and the factors that are involved within the two roles which are productivity, sustainability and profitability of the company. In this address, it is debated that the prosperity of an organization corresponds to how well it is lead and managed (Mabhudhu, 2008).

1.2 Background of Detpak Packaging South Africa

Detpak Packaging South Africa is a strong point paper packaging converter that frequently gives a whole variety of merchandise at the meals carrier markets with Aerocon's international-class, certified manufacturing and distribution site. Detpak provides a complete range of ingenious packaging solutions and cool cups. It might supply a big range of Detmold container products.

Detpak SA comes from the Detmold Group, in which Detpak is the sales and exhibition arm engaged in the meals carrier marketplace. Mpact, a leading South African paper and plastic packaging enterprise indexed in JSE, obtained fifty one percent of Detpak SA and 49% of Detmold Group in 2013. The Detmold Group has five manufacturing centers and sixteen global income offices, over 60 years. It excelling well in global R&D and is one of the largest manufacturers of complete packaging merchandise of paper and board with forty two running web sites, 22 of which can be manufacturing operations primarily based in South Africa, Namibia, Mozambique and Zimbabwe. They enjoy the sizable manufacturing and operational aid of the Mpact group. They also provide custom published content material merchandise to worldwide manufacturers like KFC, McDonald's, Burger King, Nando's and Wild Bean and able to producing first-rate, licensed products to aid these brands.

The company faced a lot of misunderstanding about the hierarchy and how the different top positions within the company were to be ranged. It came to their attention that, there is confusion among many employees and as a result, it affects their productivity and the level of improvement of their position. The conflict began when people in management and leadership roles did not have sufficient information as to what role they had entitlements and did not have sufficient skills and knowledge as to how to act among the people they were leading. This issue resulted in this report being analyzed from the point of view of the employee or subordinate, seeing and analyzing how they view the management of the leadership skills of the individual.

The enterprise' objectives is to reap sustainability through manner of expertise that the planet is tormented by their movements and realizing the significance of retaining the earth's ordinary assets. They moreover trust that ecological sourcing and ethical manufacturing practices make excellent enterprise feel. Because of this perception, they are continuously fascinated by enhancements to empower a sustainable organization that preserves everyday belongings and protects the surroundings as well as beautify the talents and knowledge of their personnel regarding the middle organization strategy of the organization. However, to restriction environmental effect, sustainable sourcing, extra manufacturing methods and water and energy conservation is of their association.

1.3 Research Problem

The terms leadership and management were used synonymously in the business world and in the historical context. The background of the organization illustrates that there has been solid contentions with reference to what influences organizations to end up effective compares to others (Mabhudhu, 2008). This has likewise been contended further in the sense of what influences different organizations to remain in business longer while others perish within a short space of time (Bennis, 2000). Throughout the organizational prospect, propositions that acknowledge the need of equivalent appropriation of managers and leaders in an organization have been accomplished (Mabhudhu, 2008).

Employee motivation is seen as the most crucial aspect of an organization. These individuals are the ones that can determine the productivity and profitability of an organization. Therefore, it is the responsibility and duty of managers and leaders of an organization to motivate, inspire, and show empathy for these employees to work effectively and efficiently for the organization. This exploration looks to basically and quantitatively assess and give more knowledge into the suggestion with respect to whether leaders and managers of the organization are using their roles successfully to expand employee motivation and organizational achievement. This will also grant insight to the similarities as well as the dissimilarities between management and leadership. It also look into whether these dissimilarities and similarities are of any importance in determining the organizational productivity and profitability going forward. It is a direct

result of these that organizations are experiencing tension to properly utilize human resource in their desire to become successful (Mabhdhu, 2008). Besides organizations are expected to acquire valuable routes to which they are able to upgrade their authoritative productivity through different ventures they considered on their human resource (Cameron et al, 2004).

1.4 Research Aim

Organizational management and leadership are becoming more complex than ever before. This is becoming extreme due to the dynamic and ever changing organizational landscape. An understanding of different kinds of interactions of the organizational aspects is growing to become more developed and a deep understanding is required. Additionally, it is the organization's ability to identify and capture talented managers and leaders that will direct the organization to a successful path.

It has become a requirement that managers and leaders become appropriately balanced in proportion within the organization for it to succeed (Northouse, 2007). The study aims to distinguish major roles of leadership and management, the sorts of aptitude of leader and manager, analyze the contrast amongst leadership and management and profoundly understand how each role adds to the employee's productivity, organizational sustainability and continuous improvement.

1.5 Objective of the Research

The objective of the research is to analyze the distinction between the role of leadership and management together with the similarities and how they influence employee's productivity, organizational sustainability and profitability.

1.5.1 Research sub-objectives

Sub-objective one: To analyze the role of leadership and management with the view of creating an understanding as to why it is imperative to develop and allocate

individuals on the roles of management and leadership within the organizational setting in relation to employee assessment and productivity.

Sub-objective two: To analyze the impact that leaders and managers have on employee productivity and sustainability?

Sub-objective three: To analyze the role that leaders and managers play in creating a conducive and employee friendly environment.

Sub-objective four: To evaluate the contribution of managers and leaders to organizational sustainability and employee performance.

1.6 Research questions

What is the difference between the function of leadership and management and their impact on the performance and sustainability of employees?

1.6.1 Research sub-questions

Sub-question one: Why is it significant to develop and allocate individuals within the roles of management and leadership in an organizational environment in relation to employee assessment and productivity?

Sub-question two: How do leaders and managers impact employee productivity and sustainability?

Sub-question three: What is the role that leaders and managers play in creating a conducive and employee friendly environment?

Sub-question four: How do managers and leaders contribute to organizational sustainability?

1.7 Significance of the Study

Understanding and appreciating the similarities and distinguishing between leadership and management roles are a key element of competitive edge. It was previously debated that comprehension creates the fundamental of business success or failure going forward (Mabhudhu, 2008). Furthermore, Mabhudhu also stated that based on the literature review which is significant to most practicing management consultants (Mabhudhu, 2008).

In the globalized economic environment where geographic limitations matter less, it is the responsibility of the organization to drive its oppositions out from competition. The role of leadership and management applied correctly on the organization's competitive advantage (Mabhudhu, 2008). This study will assist organizations to equip their leaders and managers on how they need to conduct themselves toward sub-ordinates and also embrace the Importance of organizational leadership and management; it is expected that leadership and management will make teams and organizations successful.

1.8 Rational of the Study

Separating leadership from management has been a typical contention among individuals in the earlier decades, yet there are expanding confirmations which illustrate that this distinction might be misdirecting (Mabhudhu, 2008). This gives confirmation that managers are regularly receptive, and in spite of their will to work with subordinates to tackle issues, they do it with little emotion. Leaders then again, are all more sincerely included and have a tendency to create thoughts proactively as opposed to responding to the thoughts produced by different individuals (Mabhudhu, 2008).

The organizational difference among leadership and management role is important and this issue has raised a great deal of concern within the organization structure in terms of what the requirement of both these roles are and how they can be executed excellently within an organization to achieve excellent results. The main focus of this study is to identify and analyze the impact that leaders and manages have on employee productivity and sustainability. This will enable organization to have an understanding as to how this

role can be successfully performed within the organizations in order for them to attain excellent results.

1.9 Hypothesis

H1 - Transformational theory expands altitudes of employee and organizational productivity and sustainability.

H2 –Managers who create learning programs and a vision are likewise prone to build subordinate’s skill, which in return prompts organizational productivity

H3 - Transactional theory gives fitting incentives to subordinates, however more averse to help subordinates in building up their skills.

H4 - Job satisfaction contains a positive impact on transformational theory, employee sustainability and productivity

H5 - There is direct significance relationship between transformational theory and employee productivity and sustainability

1.10 Research Scope

This research consists of 6 chapters which are structured as follows:

Chapter 1:

The chapter sympathizes with the examination foundation including the purpose of the study and significance of the study. The chapter also outlines the goal and the research issue.

Chapter 2:

This chapter presents the review of the literature relating to the different argument as well as the similarities between leadership and management functions. Furthermore, it presents the key abilities that are required for one to become a leaders or a manager in an organizational environment. Different authors argued, interpreted and compared these

roles bearing in mind the end goal to find their thought within the setting of the investigation.

Chapter 3:

The chapter discusses the study and design methods to be used. An explanation will be provided of the research methodology used and how data will be collected for research evaluation and analysis.

Chapter 4:

The chapter consists of data gathered results. The results are addressed on the basis of the questionnaire data collected. It contains relevant results evaluation in relation to what has been developed by other writers.

Chapter 5:

The chapter converse the finding of the data collected relating to the role that leadership and management play on employee productivity and sustainability in an organization. This chapter furthermore institutes to answering the research question that state: What is the distinction amongst leadership and management function and the influence they have on employee productivity and sustainability?

Chapter 6:

The chapter consummates the findings of the whole research by developing an appropriate recommendation and conclusion aroused from the study.

1.11 Summary

The research foundation together with the research goal and significance of the research is presented in this chapter. It also outlines both the research goal and the research issue. Chapter 2 provides an assessment of the role of leadership and management and the key capabilities outlined for this research. The chapter also forms a cornerstone of the discussions against and for the research title.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

The chapter analyzes verbal disagreement as to whether leadership and management as center roles inside an organization are unique. It is likewise centered on whether the two roles create diverse outcomes relating to employee performance and organizational sustainability and profitability. The major skills and characteristics that separate leaders from managers are seen and analyzed in light of different author's perception and dispute. It is in this setting the differentiation among leadership and management in organizations are shown to the degree that this influences the organizational advantage and employee contribution. Inventive management and leadership will be fundamental for organizations in any industry to incorporate these improvement objectives into key designs and operational exercises in administration of acknowledging future desire.

2.2 Theoretical Framework

2.2.1 Management Background

Wheatley recommended that the effort of Frederick Taylor, Frank Gilbreth, and other authors of the duration of scientific management viewed work and workforces as an engineering hassle (Wheatley, 2006). In this manner, enormous fixation was committed to complete time-motion contemplates, to make activities that might be accomplished by the unskilled worker (Wheatley, 2006). Scientific management goes back to 1910 and clearly then, such structures, were significantly cared for by organization owners who hunt down extended benefit. The conviction framework behind scientific management changed into dispersed through diverse elements of humanity, wherein case, the general individuals recognized the prerequisite for profitability (Wheatley, 2006).

As indicated by Northouse, management is depicted as a function that harvests consistence and order. Besides, he subdivided management into three capabilities which can be planning and budgeting, organizing and staffing and lastly controlling and problem fixing (Northouse, 2004). Planning and budgeting entails the muse of motivation, situating roosters and assigning guidelines and systems. Organizing and staffing indicate the

creation of work arrangements, giving structure, and building up guidelines and methods. Lastly, controlling and problem solving allude to creating motivation, producing innovative arrangements, and making restorative moves (Northouse, 2004). He likewise proposes that managerial roles advocated with the aid of Fayol in 1916 are as yet illustrative of the field nowadays (Northouse, 2004).

Osland states that a decent leader and a first rate manager are not comparable. Moreover, the writers portray managers as first - doing the job right, second - arranging and planning, third- procedures and frameworks, fourth - organizing and staffing, fifth - manage and essential questioning, and lastly - delivering request, consistency, and the effects expected by stake holder (Osland et al., 2007). Then again, Mintzberg's examination shows qualities of management as activity grounded; besides, he regards as Folklore, and the likelihood of a manager is an intelligent and proficient system (Mintzberg, 2009). Mintzberg suggests that review confirmed that managers attempt at a resolute rhythm; their exercise instruction are depicted via inconsistency, quickness, and grouping (Mintzberg, 2009). He moreover regards as legends managers depend on the accumulated data given by an official structure (Mintzberg, 2009). As opposed to that, Mintzberg proposes that the managers incline toward prompt methods for correspondence, for example, up close and personal communication, telephone communication, and email (Mintzberg, 2009).

Mintzberg views as Folklore the regular ideas that managing is typically about various leveled associations; managing is typically about adjacent associations and also contemplates as Folklore the normal thought that managers maintain tight regulator of their time, devices, and generous events (Mintzberg, 2009). As indicated by Kotter organizing as a management procedure alludes to production of human resources that executes plans adequately (Kotter, 1990). These includes settling on possibly complex choices and incorporates making an organizational structure with detailed connections for achieving planed requirements, staffing the employments with accurately qualified people, proving proper training also to senior members of the organization and observing the implementation of the plan. Likewise, this incorporates setting the motivations to accomplish the plans, yet inside a particular predefined setting (Kotter, 1990). The ability

to achieve plans is acknowledged and created through organizing and staffing (Kotter, 1990).

In light of this situation, the manager settles on an arrangement of fundamental decisions to characterize the resulting responsibilities; they can make some of their commitments and exploit others (Mintzberg, 2009). Livingston recommends that learning at work is fairly unmistakable from scholarly managerial instruction. Like (Mintzberg, 2009), He recommends that management training has overlooked to provide understudies sensible located situation of actual company (Livingston, 2009). In spite of the reality that Livingston's research is beyond to Mintzberg's, it's far possible to look the disassociation amongst the hypothetical idea of control that traces from the speculations anticipated via logical control, which sticks out from the hobby grounded authenticity of the superior manager.

2.2.2. Leadership Background

Unlike management, it is fairly hard to distinguish exactly when explosion of leadership as a principle was initially examined. In any case, Northouse stated that the investigation of leadership can be followed spinal to Aristotle (Northouse, 2004). Clawson established the idea of leadership straightforwardly associated through the thought of authority (Clawson, 2009). He proposes that the hunter period finished on the battle for resource and a few clans' leaders would satisfy the role, exhibiting to be more competent in accomplishing the required resources (Clawson, 2009). Furthermore, the researcher interchanges along the verifiable time of events and spotlights on the agricultural society built up, the particular society, in which control was passed on by parentage and sexual orientation (Clawson, 2009). From that point forward, an organization developed and power was circulated by sexual orientation. At last, Clawson construes that the forefront times are portrayed by data indelicate, which is the gathering of evident age; as authority is redistributing to key procedure of suppliers (Clawson, 2009). Osland recommend that in excess of 7,000 books and articles on leadership have been conveyed, yet no broad affirmation of one speculation (Osland et al., 2007).

Northouse converses the top to bottom analysis of leadership from the mid twentieth century (Northouse, 2004). The author recommends that leadership studies that started

in 1948 and it was centered on the attributes of great people distinguished as leadership characteristics (Osland et al., 2007). Additionally, the capacity tactic was produced throughout the 1950s and it likewise had a leader-focused viewpoint (Northouse, 2004; Osland et al., 2007). This tactic concentrated on estimating the leader's specialized, human, and theoretical abilities. Throughout the 1960s the style method was created and it underlined the conduct of the leader, the conduct considered was specifically identified with assignment and association with subordinates (Northouse, 2004). A while later, throughout the 1960s and start of 1970s the situational approach was set up as hypothesis and was centered around leader's activities relying on a given circumstance; it was accordingly, fixated on causality (Northouse, 2004). The contingency hypothesis was created by Fiedler during the 1970s and it depends on the possibility that leader's need to be coordinated to suitable circumstances (Northouse, 2004). The path-goal hypothesis developed amid the 1970s and it depends on the limit of the leader to motivate junior staff members to achieve a specific objective (Northouse, 2004).

The hypotheses gradually stirred from a leader-focused viewpoint to an employee's focused point of view, furthermore, the leader-member exchange hypothesis set up during the 1980s movements to a leader-member viewpoint; this dyadic proposition turns into the focal point of the leadership procedure (Northouse, 2004). Fundamentally, the leader member conversation proposes the significance of perceiving the in-groups and out-groups within an organization (Northouse, 2004). Transformational theory developed as a known hypothesis during the 1990s and it is as yet the new model in leadership Northouse (2004). Curiously, additional leadership hypothesis remained in the meantime, in particular transactional theory. Rapidly, transactional theory moved toward becoming instituted as the leadership style prepared by the manager; since it depends on task conclusion, consistency, and a give and take practice (Kanungo, 2001 and Shivers Blackwell, 2004). On the other hand, the transformational leader is the individual with a vision appropriate for motivating subordinates exclusively based on influence and good impact. A transformational leader is to some degree the absolute opposite of the transactional leader. Kotter's insight is the area of leadership dissimilar to the management method where just a couple of representatives associated with activity (Kotter, 1990). This circumstance, the disposable outcome is quite often transformation

program disappointment. This is significant that structure and culture in an organization be surely understood in accordance with whether there is management center or leadership center (Kotter, 1990). Inward centering structures and culture fortify are characteristics of management while outward looking structures and culture are demonstrative of leadership (Kotter, 1990). Kotter expressed that leadership is concern with adjusting individuals and the organizations (Kotter, 1990). This includes drawing in individuals more than managing does and includes the whole worker base and different partners inside and outside of the organization (Kotter, 1990).

2.2.3 Management vs. Leadership Role

Management and leadership definitions may give compactly unique perspectives; it is important that they pass on a comprehensible configuration of thought approximately the ramifications of every one of these capacities for organization (Mabhudhu, 2008). The essential matter as a result is organizations essential need to acknowledge whether, there is a particular characteristic that individuals who give leadership and management need in the event that they are to prevail in that role (Mabhudhu, 2008). It is imperative that this comprehension of management and leadership as possibly extraordinary capacities inside organizations be seen with regards to the organization's future potential for progress. Kotter declares that the accentuation set on management has frequently been organized together with societies and has frequently remained a crucial factor in intimidating workers from studying how to lead (Kotter, 1990). This is more apparent in extensive enterprises and has a tendency to make more managers through the inward concentration that is supported by such organizations (Kotter, 1996). This inward concentration comes about workers being unable to predict the treats and openings and without legitimate leadership, these organizations fail because of complacency and absence of earnestness (Kotter, 1996).

Individuals think within the domain of chain of hierarchy and management (Kotter, (1990). This does not make a sufficiently intense controlling coaling which is the key in leadership. Kotter's conflict supports the Egon Zehnder International Firm's gathering of group of constellation of skills that can be utilized to separate and look at the roles of leadership from management (Kotter, 1996). These are change in leadership, individuals and

organizational improvement, team leadership, result orientation, joint effort and impact and additionally strategic orientation. Managers tend to concentrate on short term thoughts when contrasted with long term considering; moreover, they experience issues in creating change inside the organization's culture because of their inclination in managing formal structures and not culture (Kotter, 1990). The ability to manage comprehensive and change is a differentiator of management from leadership. For most organizations leading change is a test, managing it is likewise crucial. Kotter declare that management is completely about adapting to complicated environment while leadership is tied in with adapting to change (Kotter, 1990). The transformation procedure can gain out of power and control and become problematic to the administration of the business (Mabhudhu, 2008). Under these conditions, good management procedure achieves a level of request also, consistency to key estimations of dealing esteem surges of the organization from people to items.

Hayibor imply CEOs as leaders and senior managers as adherents (Hayibor et al., 2011). A couple of authors basically use leaders and managers as perfect words, and in this way, conclude the two roles belong to a similar individual (Cater, Lang, and Szabo, 2013). Kotter contends that no one but leadership can affect numerous sources of corporate latency; moreover, through leadership, organizations can rouse and motivate the activities expected to alter conduct in important ways (Kotter, 1996). Kotter additionally contended that this is only accomplished through leadership particularly when it is secured in the texture of an organization's culture (kotter, 1996). Then again management requires an entire group of individuals spread over the organization, following procedures and ensuring tight controls.

As confirmed by Welch, the fundamental competence that a leader should be proficient to deal with is leading change (Welch, 2005). The prerequisite to have the capacity to lead and adapt to change is a consequence of business condition becoming increasingly competitive and unstable. There is quick technological change, incredible worldwide competition; deregulation of business sectors including an immensely network and global labor workforce and the net result of this is more change around the business condition which requires significant preparation of the whole organization (Mabhudhu, 2008). Kotter

contends that this is just conceivable where there is valid and solid leadership (Kotter, 1996).

2.3 Umbilical Framework

2.3.1 Modern Leadership Theories

There are four primary dynamics which are critical to modern leadership theories. Initially, we should therefore acknowledge that command rank chains are not the most competent or human-pleasing elements. The fact of the matter is that it is possible to alter numerous social organizations in order to eliminate those inefficiencies of position power versus catalytic leadership if we really wish. Second, regardless of whether a dictator or a super-leader tends to run, a hierarchy is a progressive system to pay little exposure to how its vitality seats are hidden. Third, you can take the planet's sharpest and most alluring individual and lash a supercomputer under each arm, and they couldn't be that ideal leader. Oddly enough, we expect carelessly that the picked and assigned leaders in our open and private organization may achieve that accomplishment day by day. Finally, there is an extraordinarily lessening use of position control which is only sometimes debated on the side.

2.3.2 Leadership Styles

Corrigan's connection recommends a strong negative connection between transformation leadership and revolutionary leadership and a medium-positive connection between transformation leadership and intelligent scholars and more between transformation leadership and reflector (Corrigan et al., 2000). This recommends that respondents who demonstrate transformation leadership will not have to bounce to conclusions in a split second, but rather set aside possibilities to think about the different conditions before experimenting with a strategy to check if it solves the problem. To expand, the context position is moderately significant, so it is conceivable that respondents who outperform styles of leadership in transformation, pragmatism, and perception might be great at exchanging knowledge to subordinates in the correct way. A transformational leader, for instance, may probably respect others and give input to subordinates. These can narrow the gap for both leaders and subordinates by

establishing a learning domain in the work environment accordingly and an increase on employee productivity and sustainability.

2.3.3 Application of a Leadership Role

In many effective organizations, majority of leaders have a tendency of investing energy in examining and adapting to the problem of their subordinate and give swift, constructive recommendations. To the extent anticipated, more subordinates in more successful organizations reinforce that concentrating on marketing patterns is important. As far as task allocation is preoccupied, most of the subordinates in the more profitable organizations contended that it is important to designate tasks to particular workers as they agitated that distinctive subordinates have different skill sets. In the more successful organizations, most leaders often perceived that power delegation is vital to help establish trust in their subordinates (Kahn et al., 1964). It was found that the distinction respectively desires of organizational positions and the apparent role weight in different leaders may lead them to use different leadership practices inside comparative settings. This concluded that there is great significance in leader and supervisors to apply the different styles of leadership for them to succeed in the role that they are performing and the role in mainly focused on demonstrating the likelihood of potential altered by developing direction, adjusting individuals, and inspiring Individuals

2.3.4 The Application of Management Role in South Africa Schools

All fashions that have been examined arose from western nations. Shrubbery states that the remedy of those fashions have been balanced for South African management university packages and faculty management modules (Shrubbery, 2003). In any case, there is an increasing confirmation that African models do have a big role of providing decode management features and information with regards to the conduct of school leaders and contributors of management. Mbigi has proven that, Ubuntu implies to a mixture of character and ethical behavior within South African (Mbigi, 1997). Our legacy in African tradition puts excellent emphasis on people and has implausible challenge for them. Additionally, emphasis is decided to be a good man or woman. He incorporates that in our modern education; stating that Ubuntu should be reflected (Mbigi, 1997). Msila asserts Ubuntu is an essential value of the constitution of South Africa. Ubuntu is built up

in the normal African society and embraces the ideal of individuals to people interconnections. He connects Ubuntu to democracy, making sure it is the fundamentally democratically ideal and adds to a globe of oral steadiness (Mbigi, 1997).

These African ideas were endorsed by minimal exact work; however they have associated it along with his management examination in township schools (Mbigi, 1997). The possibility of the gathering is, to a large degree, essential to the theory of Ubuntu, which he deliberately sought to actualize. Mbigi illustrates how it is that Ubuntu's requirements fit for management in the new South Africa (Mbigi, 1997). There is a clear relationship between these African ideas and the direct democratic and good management models from Western nations. They share the emphasis on collective and thoughtful imperatives and permission managed.

2.3.6 Motivating Language Theory as a Leadership and Management Style

Motivating language theory is a prominent model of the subordinate verbal communication process and it is considerably and emphatically coherent with key organizational consequences such as job satisfaction and worker productivity of both full and low-maintenance workers, prominent interpersonal skills and effectiveness, team creativity, self-efficacy and innovation (Luca and Gray, 2004). In addition, motivating language has indicated important negative associations with superannuation practices of staff members: including turnover and absenteeism (Holmes, 2012; Kuo, 2009). Such discoveries are mostly related to improvements in the organization and the workers, makes the framework an attainable model for investigating the interrelation of verbal communication between strategic management and effective basic worker leadership. The implication of the positive motivating language connection of innovation in particular group innovative thought generation and personality efficiency of both the worker are subjectively connected to fundamental leadership of a worker. Sullivan invented the Motivating Language Model as a Nobel point of view on employee motivation sketched from the theory of discourse acts (Sullivan, 1988). In a brief discourse, the theory acts sections, the large percentage of the words spoken in three classes: perlocutionary (dialect that imparts the admired objectives of the speaker), locutionary (dialect that

demonstrates meaning), and illocutionary (dialect that shows the activities of the speaker while broadcasting).

Sullivan went on to write that motivating language theory leaders recommend that each of the language roles should probably have a good effect on the conduct of the worker opposed to the need for one capacity (Sullivan, 1988). As per Sullivan's statements, if only one of the three types of speech is integrated into leaders and managers of adherent conversation, positive effect on the satisfaction, motivation, emotional organizational commitment and performance of a worker will be considerably successful. Task assignment talk is typical, but how many certifiable (illocutionary) praise takes place in the work environment? Nevertheless, research suggests that it enhances the performance and prosperity of worker (Robbins & Judge, 2012). Most importantly, Sullivan stressed the importance of making locutionary language a pivotal motivational force that tells employees their own particular organizational commitment, encourages workers to acclimate their psychological work models to organizational standards and passes underrated organizational culture standards which if not regarded, prohibit career fulfillment and task (Sullivan, 1988). Research utilizing qualitative and quantitative methods has supported similar conceptualization of motivating language theory (Holmes, 2012; J. Mayfield *et al.*, 1995). In quantitative aspects, its basic structures for motivating language and its partner scale have been endorsed by informative and auxiliary condition modeling factor. In a complimentary form, talk examination has revealed the positive association between motivating languages and the results of workers, taking into account that motivating language theory has never been thoroughly tested for causal organizations (Zorn & Ruccio, 1998). Wang used a research design that demonstrated importance of motivating language as well as its positive effect on creative idea generation of virtual group, thereby inferring causality and transformation of motivational language into molecule language (Wang *et al.*, 2009). The research draws attention to new bits of knowledge to how a leader and manager can enhance the results of the worker through conscious application of speech. Leader's and managers use communication as a scaffold respective goal and conduct through converting three speeches affiliated with the applicable management theory: first, direction giving dialect (Perlocutionary) explains the subordinate's work goal, duties, comparable to the theory of path goal (House, 1971).

One can make presumptions that objective task and remuneration appointed by workers will be achieved specifically by giving language. Second, compassionate (illocutionary) language frames interpersonal bonds here between leader or manager and a worker. This partnership is created by offering a worker the humility of a leader and broadening the leader, worker partnerships carried a straightforward incentive trade procedure, and also path goal leadership, leading member trade relationships, and individuals coordinated cognitive theories (Miner, 2005; Yukl, 2013).

It can therefore be thought that, workers who settle matters know that leaders value such assignments. Thirdly, translate cultural standards and desires into language (locutionary) of workers. Forth facilitates workers to adjust the work initiatives; these would be psychological models of how work is processed to suit the work environment in terms of communication, orientation and performance (Mayfield *et al.*, 1995). Likewise, language making affirms the contribution of each and every worker to the entire company which is considered a motivational improvement. In relation to organizational change and assimilation, meaning making language is relevant. The foundations are like the organizational entry and assimilation conceptualizations of Jablin, and transformation leadership when another cultural vision is described to leaders (Jablin, 2001; Yukl, 2013). Consequently, meaning making language is affirmed to encourage basic leadership and management of workers by communicating cultural goals, values and standards.

In addition, motivating language theories are based on three assumptions: firstly, the theory of motivating language through speech acts involves many leaders or manager in communication with subordinates. While subordinate communication is excluded, the adherent should appropriately perceive the intentional language of the leader or manager. Secondly, the leader or manager has to walk the talk, and in this manner he or she should pass on integrity, where goals and speech are linked to activities. Thirdly, motivating language may convey the motivation of the worker to enhance organizational outcomes because each of the three type's semantics is being used appropriately and strategically (Holmes, 2012). Additionally, motivating language also offers a structure to see how

particular leadership and management communication habits can effectively help cultivate basic leadership and management of the worker.

However, there is still an enormous potential for financial intervention procedures in leader and manager communication conduct between these impacts (Cascio *et al.*, 2010). Adjusting the predecessor factors requires several individual behaviors or a whole framework to also be transformed. The conduct of transformation leaders is similarly faster and more affordable (Robbins *et al.*, 2007).

Related research demonstrates that enhanced speech cultivates higher amounts of basic leadership and management performance (Huisman, 2001). This research, however, lacked a solid diagnostic structure to understand the role of verbal communication in cultivating good basic worker leadership and management. Motivating Language Theory fills this gap by supplying a thorough scheme to analyze a wide range of verbal leadership communication with workers.

2.3.7 The important differences between leaders and managers concern the workplace table 1:

Process	Management	Leadership
Vision Establishment	<ul style="list-style-type: none"> • Plans and budgets • Sets time frames and develops process measures. • Shows the impersonal approach to vision and objectives 	<ul style="list-style-type: none"> • Developing and implementing strategic planning • Shows an exciting approach to objectives and vision
Human Development and Networking	<ul style="list-style-type: none"> • Organizes and staffs • Maintains structure • Delegate responsibility • Delegate authority • Implements the vision • Establishes vision implementation policies and processes • Displays low emotion • Limits employee choices 	<ul style="list-style-type: none"> • Align organization • Communicate guidance, task and vision • Influences the establishment of vision-friendly alliances, coalitions and teams

		<ul style="list-style-type: none"> • High emotion, led displays Increases choices
Vision Execution	<ul style="list-style-type: none"> • Controls processes • Identifies problems • Solves problems • Takes a small threat attitude to changing problems 	<ul style="list-style-type: none"> • Motivates and inspires • Energizes staff to solve obstacles • Monitor results • Satisfies basic human needs • Takes high risk approach to problem solving
Vision Outcome	<ul style="list-style-type: none"> • Manages the order of the vision and the estimation • Provides management and other stakeholders continuously with anticipated outcomes 	<ul style="list-style-type: none"> • Promotes helpful and drastic modifications, such as fresh goods or work relations methods

Table 1: The comparison of Management and Leadership roles in the work environment (Kotterman, 2006).

2.3.8 Total Quality Management Theory

Total quality management is a theory in aspects of standard arrangement, along with continuous improvement, consumer center, commitment to all and objective management. Additionally, Total quality management literature includes the devotion and administration duty of management as variable on the use of this management rationality and the key precondition for accomplishments (González *et al.*, 2001). A research venture announced in 1996 by Jim Collins and his investigation group shows that organizations that had moved from incredible execution to phenomenal execution and support it take after a particular module of management and leadership chain of command, called Level 5. Level 5 summon hierarchy suggests that there will be leaders and managers with different structures, roles and obligations in an organization. The chain of command is as follows:

Level 1: very fit people makes gainful responsibilities through information, aptitude, ability and incredible work inclinations,

Level 2: contributing colleague adds to the gathering achievement targets, Works effectively with others in a briefing setting,

Level 3: capable manager — organizes people and assets towards the capable and profitable interest for predestined objectives,

Level 4: effective leader — catalyzes the duty to and the energetic mission of an undeniable and convincing vision; facilitates the group to incorporate standards, and level 5: executive — develops noteworthiness processes through a diverse mix of individual lowliness notwithstanding knowledge and experience. (Collins, 2001).

2.3.9 Performance Excellence Leadership

In the early-eighties, whilst everyone mentioned quality and enterprise elegance, wonderful execution models and machine had been decided. Leadership changed into a primary idea with an instantaneous and circuitous effect in each every one of those mechanisms. The Australian quality award leadership criteria assess leadership's function in growing a suitable control gadget to cause them to a certainty. Malcolm Baldrige award and EFQM business excellence model have a prolonged response to the same old initiative (Edgemanet *al.*, 1999). Later some new overall performance control structures (Performance Pyramid, Performance Prism) arrive where management association and authority responsibility are already a vital perspective in the back of the corporation of everyone in their needs, now not with an indisputable and apparent way, as already claimed by means of the device. Whether management and leadership are commensurate in such additives can be contended.

2.3.9.1 European Model of Excellence in Quality Management Excellence Model

The european model of excellence in quality management foundation is a framework composed mainly of nine criteria. Enablers are the underlying five, and the last four are Results. The paradigm of enabler covers what organizations are doing. The results standard spreads the accomplishments of an organization. To clarify the model, there are two approaches. One approach is predicated on the possibility that the enablers may

cause the results and the second enabler will also be enhanced through using results criticism. The model is contingent on the preface: Phenomenal performance expected results are expert through management driving strategy and arrangement that is passed on through individuals, resources and processes, and partnerships. (www.efqm.org). Figure 1 demonstrates the EFQM model and the rate in Figure 1 perceives the degree of each worldview in the european quality award inspection arrangement in each case. As shown through worldview authority has a weight of 10 percent, which is the enabler's second largest weight. That demonstrates that excellent organizations are exceptionally dependent on local initiative.

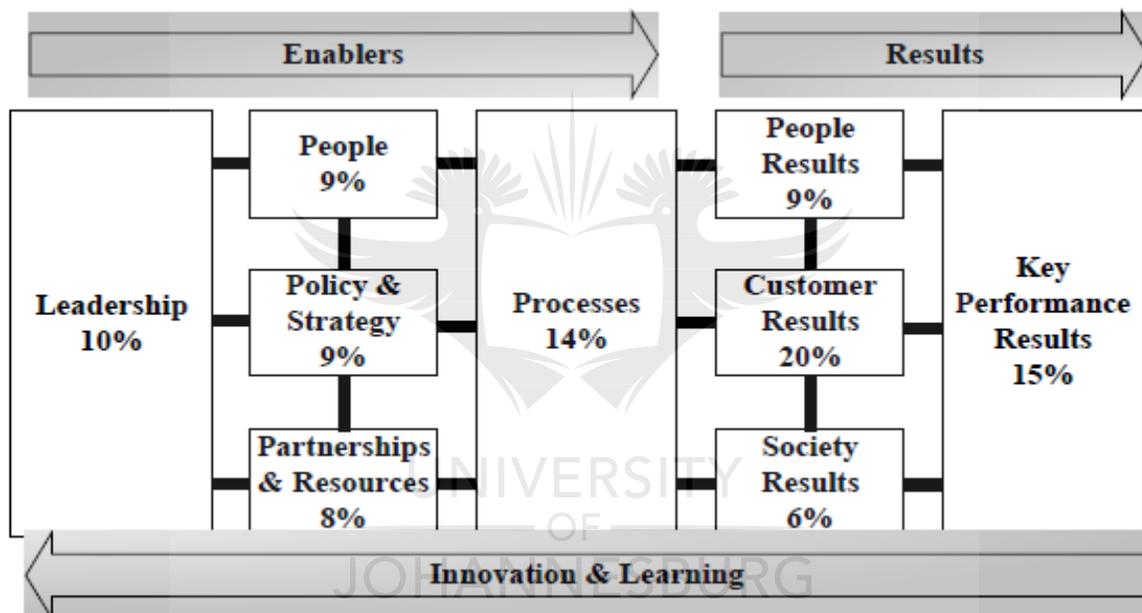


Figure 1: The EFQM Excellence Model (www.efqm.org)

According to the European Quality Management Foundation, management relates to how the official group and other level of management apply the mission, vision within the company. For the most part, Level 5 hierarchy executives implies the management standard in the European Foundation for Quality Management model. However, a more genuine model investigation reveals that management at all levels requires a fundamental role in the criteria for empowering influences in the European Quality Management model foundation.

Individual management is the third measure of the European quality management model foundation and demonstrates how organizations create, manage and rupture the most extreme maximum limit at an individual, organizational and cohort-based level. This measure reveals with a weight of 9 percent that management at all levels, as an individual, as a colleague and as a worthy manager and cogent leader, often influences this role of the structure. The fourth criteria illustrating the above conclusion seem to be organization and resources, as all organizations and assets require leadership of successful leaders and capable managers with a precise ultimate objective. Eventually, the process is a measure with the greatest degree (14 percent) in the evaluation framework. It implies how organizations manage, plan and upgrade the planned procedures to fulfill the accomplices add up to the logic of quality management and business excellence underlines the detonation of the commitment of everything in procedures and approach outline in order to fulfill the desires of the customer. In this way, acknowledging management duty in the excursion for successful company excellence must nonetheless not be neglected or neglect first-line leaders, group managers, and individual offer to a large extent fundamental.

2.3.10 Application of Performance Prism on Leadership and Management

The performance prism (Figure 2) is a performance estimation structure that looks out for the key business problem which a wide arrangement of organizations will have the ability to relate. It makes basic request and urges managers and leaders to altogether think about the associations between measures in a way that distinctive structures don't instinctively propose (Neely et al., 2001).

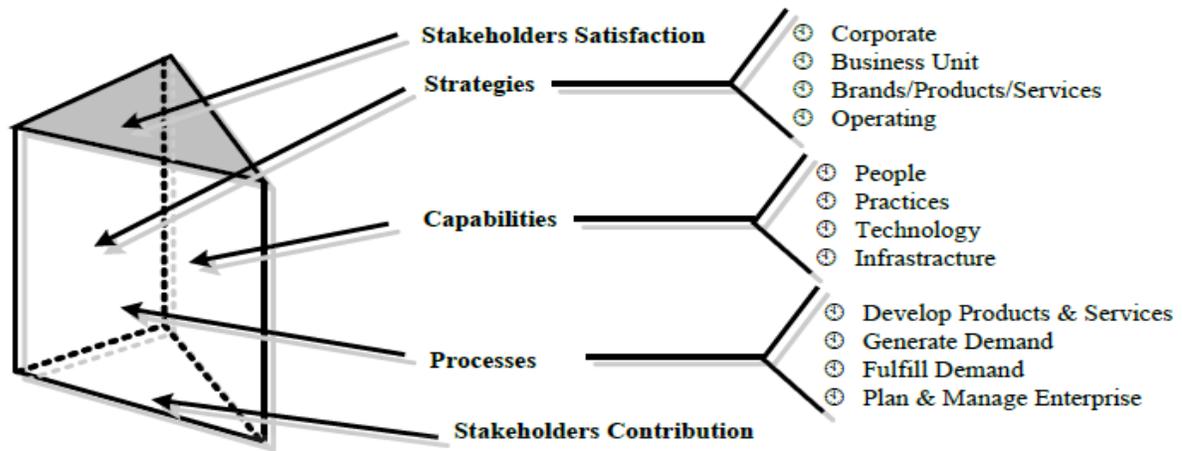


Figure 2: The Performance Prism (Neely, Adams and Crowe, 2001)

This structure suggests that the desires and needs of the accomplices must first be perceived. By then, leaders will also be prepared to detail the procedures, recognize an arrangement and form potential (Tangen, 2004). Then managers at all levels share the methodologies again and take guidelines.

2.4 Conceptual framework

Management



Substitute

Subjective

Transactional

Collegiality

UNIVERSITY
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JOHANNESBURG

Leadership



Contingency

Emotional Intelligence

Transformation

Post Modern

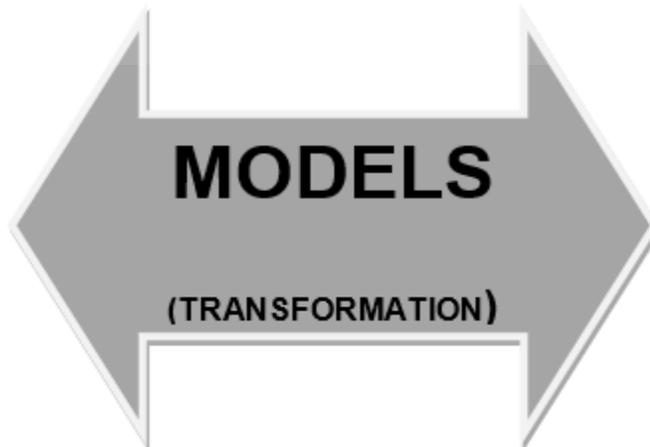


Figure 3: Management and Leadership Framework

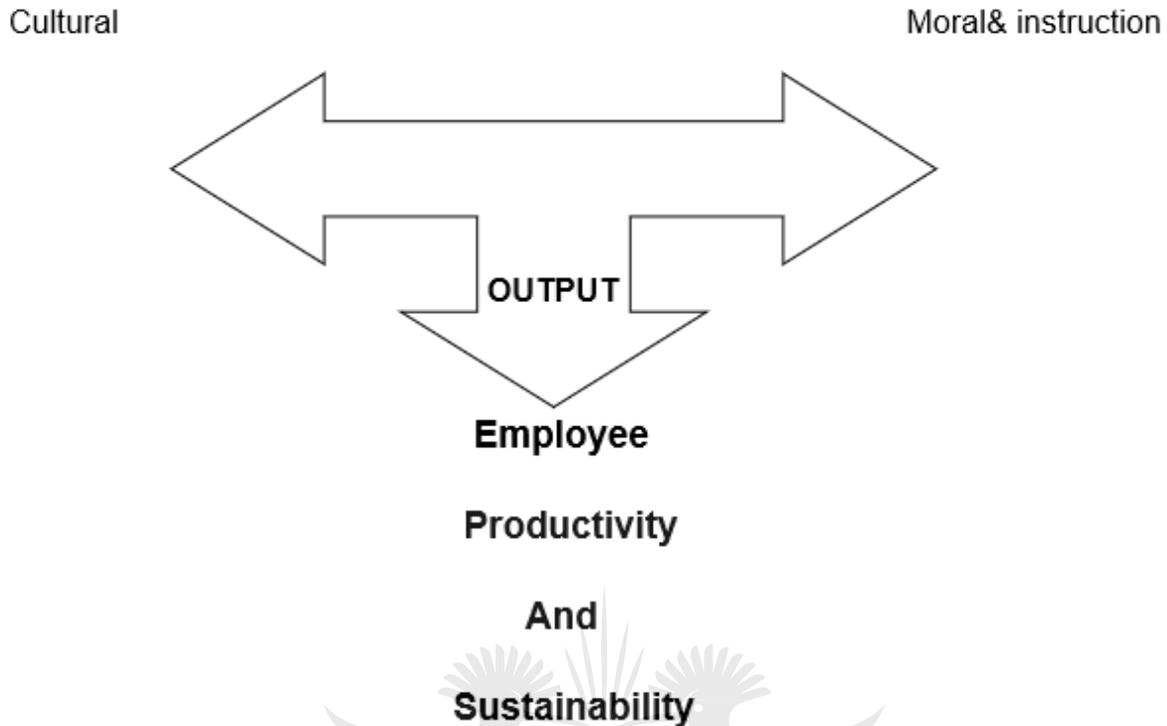


Figure 4: Management and Leadership Framework

2.4.1 Leadership Models

Be-skill, definitive, integrity, knowledge, sociability and flexibility are believed to be fundamental attributes today. Leadership behavioral theories support that effective leadership should never be focused exclusively on individuals or production; they should assess how to adjust their consideration appropriately. In any case, it really is plainly an orientation of top-down, position control.

2.4.1.1 Contingency Theory

During the 1970s, Fiedler created the theory contingency theory and it depends on the possibility of organizing leaders to ensemble suitable circumstances (Northouse, 2004). The approach to contingency assumes that a decent and tolerable leader may create a sense of which leadership style to practice by initially deciding what kind of contexts they portray. Northouse states that, leaders choose one of three leadership styles—orientation of relations, orientation of functions, or mix of both to keep everything (Northouse, 2004). The path-goal hypothesis developed in the mid-1970s depends on the leader's limit to inspire subordinates to attain a specific goal (Northouse, 2004). As per the theory, the

fundamental duty of the leader is to characterize the undertaking of the subordinate and most ideal approach to meeting the standards of their work. The most legitimate way to deal with it is to organize completely wrong initiative style with enthusiast's personality traits for leaders. At last, one can essentially shift to Situational Leadership's Life Cycle Model. A keen leader may implement this model by preferring one of four leadership styles based on their follower's accessibility. The styles consolidate documentation, offer, end up taking an intrigue, and assign with no end as far as anyone can tell with such an extraordinary number of more traditional authority hypotheses, models and styles, I presume that it is extremely certain that even in the toughest top-down circumstances, these guidelines can give aspiring organizations a constrained advantage in the most excellent case scenario.

The four categories of leadership behavior incorporated into the theory are: (a) directive, (b) supportive, (c) participatory, and (d) leadership conduct. A leader who tells subordinates what is expected of them can be describe as a directive leader, Provides particular direction in the matter of what should be done and how it will be done, assure that work is done in the compilation of thorough planning, retains clear principles of performance and asks for the collection of people to follow proper principles and controls. Supportive leadership is portrayed by a pleasant and receptive leader who is preoccupied about their status, prosperity, and subordinate requirements. Such a leader is allegedly insignificant details to make the experience more charming, certainly sounds at subordinates as equivalents, and is satisfying kind-hearted. Participatory leadership is described by leaders who truly recommend subordinates, inquire for their proposals, and mull over these recommendations before we start negotiating on a choice. A quality-oriented leader defines testing goals, anticipates subordinates practicing at their maximum level. It constantly endeavors productivity development and demonstrates a high level of confidence that subordinates will accept accountability, set aside initiative, and obtain testing objectives. That kind of leader always illustrates magnificence in performance, and at the same time promoting certainty that subordinates will meet expectations of magnificence.

2.4.1.2 Emotional Intelligence

The theory of emotional intelligence emerges from the perception that in research studies an excess of dependence became positioned on the judicious side of leadership. This theory is based on five segments of emotional intelligence: social skills, personality-confidence, motivation, self-regulation and empathy. The emotional intelligence's key role in compelling general quality is to interpret without hesitation the vision of an integrated leadership framework and long-range planning process. Without empathy and social skills, it's supposed to be problematic for leaders to work effectively with client providers and others outside the organization, taking into consideration the objective of assembling the report required for long-term effort productivity which is necessary for a performance-centric organization.

2.4.1.3 Transformational Leadership

The theory of transformation is still very excellently known. James M. Burns created the theory of transformation leadership and later Bernard M. Bass and his partners reached out. Leaders, according to this theory, embrace massive numbers of practices including: idealized influence, individualized consideration, intellectual and empowering stimulation. Leaders who find it difficult with such a transformative style have a lengthy-term perspective, concentrate on clients, and advance a mutual vision and values, work to empower their organization intellectually, put resources into training, go out on a limb, and look at specific representatives. This model assumes that three things must be accomplished by senior executives in order to keep their roles. Furthermore, they should realize the organizational renewal requirement. Second, they might want to create a whole new vision. Finally, it really is appropriate to standardize the transformation. Obviously, as conditions change, this procedure is rehashed. The question turns out to be in what capacity transformational leadership can be enormously regulated without also captivating the organization's casual piece where most of the work is master. Stewardship, Worker Leadership, Primal Leadership, and Level 5 Leadership are the other four theories in fashion today.

Stewardship recommends that human beings in pinnacle positions coordinate supporters in order to allow beneficial humans. Worker-leader suggests that leaders dedicate their

efforts to serving others in achieving objectives. Primal leadership means that it infectious to high-quality feelings. Level 5 Leadership stipulates that viable leaders supporting to manufacture successively great processes are not the prominent forms that stand out as simply newsworthy, but instead a mixture of man or woman humility and professional reason. How could everyone contrast those theories of management? Such leaders are imperative once it comes to reworking innovative structures into majority rule or self-dealing with frameworks required for the modern-day knowledge economic system. What ought to also be definitely mentioned, however, the transformation is comprehensive, these leaders, like each other individual, ought to surrender their rank in view of position keep their position inside the gathering by means of strict adherence to the production or ' catalytic management ' requirements,". Unfortunately, that is not a bit of the path of movement laid out by means of the people who propose for the last four theories. This sort of leadership acknowledges that the point of convergence of leadership have to be the responsibilities and bounds of organizational participants. Elevated degree measures of individual feelings of responsibility in aspects of organizational objectives and awesome capacities in reaching this intention relied on more actions and terrific productiveness (Leithwood et al., 1999).

The postmodern version recommends that the diverse partners' views have to be valued and brought into attention with the aid of all the leaders. They must avoid having to rely on pecking order since in the sort of liquid enterprise the idea has little importance. Starratt aligns authority's post-modernity with majority rule and advocates extra consultative, participatory, equitable method with participatory leadership (Starratt, 2001).

2.4.1.4 Moral and Instruction

Moral is the ability with an ethical system to act progressively and is consistent after a number of years. Sergiovanni asserts that a learning industry needs moral leadership which need to be in line with Instructional leadership (Sergiovanni, 1991). Instructional leadership is different from many other models previously analyzed even though, as opposed to nature and resource; it embarks on the influence directed (Sergiovanni, 1991). Southworth states that instructional leadership is devoted to education and learning as well as professional learning personnel (Southworth, 2002).

2.4.2 Management Models

Management theories are key qualifications that can be used in this focused condition by organizational managers. In helping organizations build the performance, these theories are fundamental.

2.4.2.1 Transactional Theory

Miller and Miller definition refers to transactional theory as a process to trade, which is a political strategy for organizational members (Miller and Miller, 2001). Transactional theory anticipates specific leaders to gain the ability to move their subordinates to phenomenal attempts to achieve organizational objectives through practices that might include contingent rewards and active and passive exemption management. Contingent reward efficiency includes elucidating the work necessary to gain motivational impact rewards. Passive management by special case is characterized to the large degree which botches were started searching and principles enforced to avoid mistakes.

Bush concluded that management is closely trying to adjust towards its subjective management model (Bush, 2003). These theories declared enthusiastically by Greenfield assume that organizations don't really have ontological reality yet are effectively the creatures of the fact most people within them, who might hold entirely different perspectives. Similarly, postmodern culture praises the variety of subjective realities characterized by the loss of absolute authority.

2.4.2.2 Substitute Theory

Substitute theory takes an interesting perspective which in many organizations, wherein the qualities of the subordinates, the nature of the task they hold and the direction and motivating forces given by the organization are adjusted, formal management appears to be inefficient or counterproductive. It is recommended that this management approach might be valuable in situations of low management adequacy where the manager could not be evacuated for different political or different reasons or where the colleague's training or ability is particularly high or where the contexts were particularly unique. It is recommended that this management approach might be valuable in situations of low management adequacy where the manager could not be evacuated for various policies

or any other kind of reasons, or where the training or ability of the colleague is particularly high, or where the contexts were unique.

2.4.2.3 Collegiality Theory

Collegiality theory is used predominantly by educational institutions. This theory comprises development policies of decision-making and collection. This means that the organization makes its own decisions as a team of each and every department. When it comes to hiring individuals, trying to open conversations and having conversations and perspectives, the department might act as a search committee. This also means that if you want to change something or have a suggestion about anything in the department, you need to bring it to fourth position in the department meetings to be held each week. It really is essential to emphasize these meetings in attempt to getting an understanding as to how to achieve in general and how far they are in order to achieve their objectives.

2.4.2.4 Culture

Organizational culture can be defined as simple as something that each employee embraces as an effective tool the organizations value, vision and goals. Management understands how to best define, understand and implement the organizational culture for the organization's success. An efficient and phenomenon setting strategy is a culture of performance excellence, which can be summarized as organizational acknowledgment of success. This relies heavily on employee performance, management commitment to developing conditions that sustain and support performance, clear alignment with only an individual, process and level of organization and a clear focus on results that support the vision, objectives and mission of the organization. It is vital that management also carry out such cultural changes for the benefit of organizations and employees.

2.5 Conclusion

In relation, different conducts interacting with management and leadership allows the authoritative individuals to also be rational in general. In degree to the status of the circumstances of individuals in the organizational progression, specialists and influencers are distributed to official positions. Caldwell contends that managers and leaders have the capacity to develop and implement a monotonous methodology including seven

management capacities: goal setting; identification; specifications; development; priority setting; budgeting; assessment; and planning. It is critical to acknowledge that the leadership exempts the idea of vision, which is crucial on most models of leadership (Caldwell, 1992).

We discovered that transformation theory does have a good association with the effectiveness of the organization. This evidence seems to suggest that altitudes of individual performance and organizational performance and productivity are broadened by transformation theory. Managers emerging vision and educational programs are also prone to constructing the skills of subordinates, which in return prompts performance in the organization. Also associated with organizational efficiency was transactional theory. Kuhert recommended that the transactional manager could probably give subordinates sufficient incentives, but far more unwilling to support subordinates build up their skills (Kuhert, 1994). Such managers might need to acknowledge assuming a more dynamic part in urging subordinates to develop skills, to provide incentives when appropriate. This is reliable with exploration, which discovered transformation theory with a more grounded connection to organizational efficiency than transactional theory.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The chapter analyzes the research design, population study and technique used to collect data with the tool being used to collect the data and subsequently the information analysis procedure with the tools that is used to present the analyzed data. An appropriate research method must be chosen to do a study. The method decision to be used varies depending on the motivation behind the study, the description of the problem and the reference. That is not what is hypothetically captivating along these lines, but what is conceivable with the impediments of a given methodology that will pick the exploration's delayed consequence.

3.1.1 Research Approach

A quantitative methodological approach has been used in this study. This is a research method that resolves numbers and anything that is methodically quantifiable to analyze trend and their connections. It is used to answer questions regarding associations with a desire to clarify, foresee and control wonders within quantifiable factors (Leedy, 1993). A quantitative approach concentrates on minimizing predisposition and expanding validity and accuracy (Polit & Beck, 2006). The quantitative research method falls inside the diverse range of descriptive research. These form of research anxieties the distinction between the characteristics of an observed phenomenon or the enquiry of the connections between two. The descriptive study, as per (Saunders et al., 2009), is preoccupied about discovering who, what, where, when, or how much.

3.2 Research Methodology

A quantitative research approach is selected to learn how the roles could adequately contribute to building a continuously improved organization. This study serves in as a vehicle for the comprehension on how leadership and management role could be the compelling instruments in building an effective organization. The hypothesis and method related with this study is the spine which constitutes a strong establishment to interaction that the research had with the particular respondents and narrative material. Marrian

clarified it better when he contended that quantitative research recognizes the definition of socially developed by people in collaboration with their reality and that there are numerous developments and understandings of actuality that is in motion and that change after some time (Marrian, 2002).

3.3 Research Strategy

Research strategy discusses the practical foundation which the study is being controlled and how data is obtained for research purposes. It is utilized as part of a research program, a similar approach to deal with a problem that is being investigated, separated by methods for a premise where specifics are to be found to give meaning in the research setting (Cooper and Schindler et al, 1998). Research design is the system in which you get and structure your research methods; it has a couple of implications and clarifications mentioned as cited by (Cooper and Schindler et al, 1998).

3.4 Population and Sampling

Polit and Beck characterized population as "the whole collection of cases that meet stipulated criteria" (Polit & Beck). Sampling is a piece of a population the researcher selects or chooses to symbolize and speak to the aggregate population under study (Polit & Beck, 2006). The population in the study comprised of the considerable number of employees from a company called Detpak Packaging South Africa. The population size is 115 employees and the study focused on employees in every one of the departments in the organization and the study is only limited to Detpak employees. This study has chosen employees to assess the role that leaders and managers of Detpak portray towards employee productivity and sustainability. This will give a different perspective in terms of how employees view their leaders and managers and whether or not they motivate them to work hard in an organization. These managers and leaders that are being evaluated have been occupying this role for many years and are well known to their employees. Therefore, with the above background taken into consideration, a total of 115 questionnaires were given to employees.

3.5 Research Instrument

This chapter focuses on the arranged examination methodology and measurements gathering systems utilized. Methodology approach was introduced, trailed by an exchange concerning the social affair of measurements. With a specific end goal to direct the investigation identified with leadership and management role as an effective tool for improving organizational productivity and sustainability in South Africa. The questionnaire was designed commonly; an inquiry about the subject was shadowed through by additional detailed questions which were highly related to what previous discussions and prior observations of the kind of role that managers and leaders portray to employees. The questionnaire was built up based on four sections to meet the research sub-objectives that intend to:

Sub-objective one: To analyze the role of leadership and management with the view of creating an understanding as to why it is imperative to develop and allocate individuals on the roles of management and leadership within the organizational setting in relation to employee assessment and productivity.

Sub-objective two: To analyze the impact that leaders and manages have on employee productivity and sustainability.

Sub-objective three: To analyze the role that leaders and managers play in creating a conducive and employee friendly environment.

Sub-objective four: To evaluate the contribution of managers and leaders to organizational sustainability.

Face to face questionnaires was adopted for this examination to deem proper inclusion of employees. This approach of utilizing questionnaire is imperative in this examination due to further proximity advantage. The disadvantage anyway is identified with the measure of weight that the researcher put on respondents to return their questionnaire

and various respondents are not happy with this as the researcher needs respondents to return the questionnaire within a brief time frame.

The research design can be viewed as a draft of how the researcher will lead the examination (Dim, 2013). A questionnaire including three sections was laid out and connected as the research instrument. The first section was drafted to review the respondent's demographic data including gender, and the years of working experience. In the second and third bit of the review, the respondents were set in a circumstance to reveal the styles of leadership and management that their managers and leaders depict towards them as representatives. Fifteen scale question stretching out from a five point Likert scale grouping from 1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree was planned to take a look at the management and the leadership role in the organization. Each destitute variable comprised of questions, designed in light of the leadership and management estimations proposed.

3.6 Data collection

Data collection was attained by utilizing a questionnaire that depends on the role that managers and leaders portray towards their employees. The questionnaire was hand delivered to the Financial Administrator who distributed it to the respondent in the company. Data collection was achieved through the review of literature. From the questionnaire, quantitative data was acquired and used to clarify views of every one of the respondents on the other level of capability in light of their comprehension of the two roles within the organization.

A questionnaire was and delivered to employees of Detpak Packaging South Africa. The reason for sending out this questionnaire to employees and not managers or leaders of the organization is to get more insight from an employee's perspective as to how they perceive their manager and leaders utilizing this role. This gives us a different perspective in terms of how employees perceive their managers and leaders and whether there are any similarities or difference between the two roles. A questionnaire is appropriate because it allows respondents to share their more extensive experience and comprehension in relations to the adequacy of leaders and managers in an organization.

3.7 Data Analysis

To analyze the data that was gathered; the accompanying descriptive measurements were applied: frequencies, percentages, mean, sample size and standard deviation. A few models like the correlation matrix, communality statistics, KMO and Bartlett's Test, total variance table, and reliability statistics were likewise utilized to explain the association between the role of management and leadership. The significant computer packages (Microsoft excel and SPSS programming) was utilized to analyze data.

3.8 Validity and Reliability

A reliability instrument centers on consistency, accuracy and exactness. For a research study to be reliable, it should first show that, if a comparative report confronted similar conditions, with similar respondents, it would yield similar outcomes after some time (Cohen et al., 2002). Reliability for quantitative research centers on estimating consistency over a given period of time and replication after some time, over estimation instruments and over gatherings of respondents.

3.9 Ethical Issues

Ethics can be defined as the behavior that controls the researcher to constantly preserve the focus of the research and all individuals involved in the study (Saunders et al., 2012). Ethical principles expect the researcher at all-time not to put respondents in a position of risk or make them feel threatened in any way. Maintenance of privacy policies when conducting a research and including respondents is maintaining the identity of the respondents anonymous. The researcher took the initiative to inform the respondent that they will stay anonymous throughout the course of responding the questionnaire and information they share in the questionnaire will remain private in accordance to section 14 in the UJ code of academic and research ethics.

3.9 Conclusion

The motivation behind this section inspects the research design and data collection procedure that was utilized in leading this investigation. The chapter likewise talks about the data analysis and interpretation techniques that were utilized.



CHAPTER 4: RESEARCH FINDINGS

4.1 Introduction

The research aims in the direction of distinguish major roles of leadership and management, the sorts of aptitude of leader and manager, analyze the contrast amongst leadership and management and profoundly understand how each role adds to employee productivity, organizational sustainability and continuous improvement. These chapter present the findings from the statistics collected using 115 questionnaires handed out to Detpak Packaging South Africa employees.

4.2 Section A - Sample Demographics

4.2.1 Gender

The data collected from every respondent was summarized into tables of frequency distribution to give a summary of the information that was collected. The calculation of frequency percentage was renowned accordingly.

Table 2 indicates that there were 58 males (50.4%) and 57 females (49.6%) within the sample, giving it a total amount of 115 respondents. This makes it significantly interesting to note that the difference between the two genders in terms of percentage is 0.80%, which makes it slightly equal.

Gender	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	58	50.4	50.4	50.4
Female	57	49.6	49.6	100.0
Total	115	100.0	100.0	

Source: (Statistical calculations from SPSS analysis 2016)

Table 2: Demographic Analysis

4.2.2 Age of the Respondents

Table 3 shows that 34 respondents are among the ages of 18-29 years (29.6%), 73 of the respondents are among the ages of 30-49 years old (63.5%), 7 respondents are between 50-64 years old (6.1), bring it to a total of 114 respondents. This specifies that one of the respondents did not answer this question, leaving it with a missing answer for one individual (0.9%).

Descriptive	Age	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	18-29 years old	34	29.6	29.8	29.8
	30-49 years old	73	63.5	64.0	93.9
	50-64 years old	7	6.1	6.1	100.0
	Total	114	99.1	100.0	
Missing	System	1	0.9		
Total		115	100.0		

Source: (Statistical calculations from SPSS analysis 2016)

Table 3: Age of the Respondents

4.2.3 Highest Level of Qualification

Table 4 indicated the highest level of education that the employees have acquired. 1 respondent has grammar school qualification (0.9%), 71 respondents have high school or equivalent qualification (61.7%), 4 respondents have vocational/technical school (2 years) qualification (3.5), 19 have college certificates (16.5%), 13 respondents have bachelor's degree (11.3%) and 4 respondents indicated that they have other qualifications (3.5%) which were not indicated as requested in the questionnaire. The total amount of respondents was 112 individuals, indicating that 3 respondents did not answer this question bring it to a total of 3 missing answers (2.6%).

Descriptive	Qualifications	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Grammar school	1	0.9	0.9	0.9
	High school or equivalent	71	61.7	63.4	64.3
	Vocational/technical school (2 year)	4	3.5	3.6	67.9
	College Certificate	19	16.5	17.0	84.8
	Bachelor's Degree	13	11.3	11.6	96.4
	Other	4	3.5	3.6	100.0
	Total	112	97.4	100.0	
Missing	System	3	2.6		
Total		115	100.0		

Source: (Statistical calculations from SPSS analysis 2016)

Table 4: Highest Level of Qualification

4.2.4 Race

Table 5 show that 97 respondents are African (84.3%), 8 are colored (7.0%), 8 are white (7.0%), bringing it to a total of 113 individuals who responded to this question. A missing amount of 2 respondents did not respond to this question (1.7%).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African	97	84.3	85.8	85.8
	Colored	8	7.0	7.1	92.9
	White	8	7.0	7.1	100.0
	Total	113	98.3	100.0	
Missing	System	2	1.7		
Total	115	100.0			

Source: (Statistical calculations from SPSS analysis 2016)

Table 5: Race of the respondents

4.2.5 Area of Employment

Table 6 indicates the area of employment that all the respondents fall under. 2 respondents are under the Agriculture, Forestry, Fishing, or Hunting with a percentage of 1.7%, 1 fall under Arts, Entertainment, or Recreation with 0.9%, 3 under Education - Primary/Secondary (R-12) with 2.6%, 5 under Finance and Insurance with 4.3%, 2 under Health Care and Social Assistance with 1.7%, 1 under Hotel and Food Services with 0.9%, 1 under Information - Services and Data with 0.9%, 2 under Information – Other with 1.7%, 86 respondents under Legal Services with 74.8%, 5 under Manufacturing – Other with 4.3%, 1 under Retail with 0.9%, and 3 respondents fall under Wholesale with 2.6% The total amount of respondents was 112 individuals, indicating that 3 respondents did not answer this question bring it to a total of 3 missing answers (2.6%).

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Agriculture, Forestry, Fishing, or Hunting	2	1.7	1.8	1.8
	Arts, Entertainment, or Recreation	1	0.9	0.9	2.7
	Education - Primary/Secondary (R-12)	3	2.6	2.7	5.4
	Finance and Insurance	5	4.3	4.5	9.8
	Health Care and Social Assistance	2	1.7	1.8	11.6
	Hotel and Food Services	1	0.9	0.9	12.5
	Information - Services and Data	1	0.9	0.9	13.4
	Information - Other	2	1.7	1.8	15.2
	Legal Services	86	74.8	76.8	92.0
	Manufacturing - Other	5	4.3	4.5	96.4
	Retail	1	0.9	0.9	97.3
	Wholesale	3	2.6	2.7	100.0
	Total	112	97.4	100.0	
Missing	System	3	2.6		
Total		115	100.0		

Source: (Statistical calculations from SPSS analysis 2016)

Table 6: Area of Employment

4.2.6 Industry

Table 7 indicates the positions that the respondents are entitled to. 11 of the respondents are Administrative staff (9.6%), 2 respondents are Consultants (1.7%), 5 respondents are Junior Management (4.3%), 4 respondents are Middle Management (3.5%), 2 respondents are Researchers (1.7%), 3 respondents have their own businesses on the side which also makes them Self Employed (2.6%), 73 respondents are Skilled Laborer (63.5%), 2 respondents are Support Staff (1.7%), 1 respondent is a Students who was doing practical at the company (0.9%), 3 respondents are Trained Professionals (2.6%), 1 respondents is Upper Management (0.9%), 4 respondents fall under other positions that were not mentioned on the table below. The total amount of respondents was 111 individuals, indicating that 4 respondents did not answer this question bring it to a total of 4 missing answers (3.5%).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administrative staff	11	9.6	9.9	9.9
	Consultant	2	1.7	1.8	11.7
	Junior management	5	4.3	4.5	16.2
	Middle management	4	3.5	3.6	19.8
	Researcher	2	1.7	1.8	21.6
	Self-employed	3	2.6	2.7	24.3
	Skilled laborer	73	63.5	65.8	90.1
	Support staff	2	1.7	1.8	91.9
	Student	1	0.9	0.9	92.8
	Trained professional	3	2.6	2.7	95.5

	Upper management	1	0.9	0.9	96.4
	Other	4	3.5	3.6	100.0
	Total	111	96.5	100.0	
Missing	System	4	3.5		
Total		115	100.0		

Source: (Statistical calculations from SPSS analysis 2016)

Table 7: Industry

4.2.7 Organizational Sector

Table 8 indicates the sector that the respondents fall under. 11 respondents fall under the Public Sector (9.6%), 97 respondents fall under the Private Sector (84.3%), 2 respondents are however not sure as to which sector they fall under (1.7%), and 1 respondent falls under another sector that was not mentioned below (0.9%). The total amount of respondents was 111 individuals, indicating that 4 respondents did not answer this question bring it to a total of 4 missing answers (3.5%).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public sector	11	9.6	9.9	9.9
	Private sector	97	84.3	87.4	97.3
	Don't know	2	1.7	1.8	99.1
	Other	1	0.9	0.9	100.0
	Total	111	96.5	100.0	
Missing	System	4	3.5		
Total		115	100.0		

Source: (Statistical calculations from SPSS analysis 2016)

Table 8: Organizational Sector

4.3 Section B – Leadership Correlation Matrix and Communalities

Section B of the questionnaire was intended to help the researcher understand how employees (the respondents) view the role of their leaders / supervisors in their work environment and their impact on productivity and sustainability. The aim was to analyze the role of leadership and management in order to gain an understanding of why it is imperative to develop and allocate individuals on management and leadership roles within the organizational environment in relation to employee assessment and productivity.

The frequency tables were arranged and grouped from a Likert scale of five points to allow the findings to be read, interpreted, understood and presented easily. The grouping of the five-point Likert scale from 1 strongly disagreed, 2 disagreed, 3 neutral, 4 agreed, and 5 strongly agreed to take a look at the organization's management and leadership role evaluating research items that tested leadership theory and management style in terms of employee productivity and sustainability was of great importance. A wider standard deviation means that the answers of the respondent are widely dispersed around the average, this means lower consistency and lower standard deviation, which means lower distribution variation and additional consistency (Maree, 2014). Table 9 indicates the Leadership correlation matrix and table 10 indicates leadership communalities below.

- The questionnaire items (B2) and (B6) were utilized to answer the research sub-question (2): Why is it significant to develop and allocate individuals within the roles of management and leadership in an organizational environment in relation to employee assessment and productivity?
- The questionnaire items (B4) and (B7) were utilized to answer the research sub-question (1): How do leaders and managers impact employee productivity and sustainability?
- The questionnaire items (B1), (B5), (B10) and (B11) were utilized to answer the research sub-question (3): What is the role that leaders and managers play in creating a conducive and employee friendly environment?

- The questionnaire items (B3), (B8), and (B9) were utilized to answer the research sub-question (4): How do managers and leaders contribute to organizational sustainability?

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
B1 There is an excellent feeling of teamwork and cooperation in this organization	Count	14	16	25	50	5	
	Row N %	12.7%	14.5%	22.7%	45.5%	4.5%	
B2 My supervisor/team leader provides me with information about the mission and the goals of this organization	Count	5	34	19	42	12	
	Row N %	4.5%	30.4%	17.0%	37.5%	10.7%	
B3 I receive adequate feedback about my performance from my supervisor/team leader	Count	10	26	18	45	13	
	Row N %	8.9%	23.2%	16.1%	40.2%	11.6%	
B4 My supervisor/team leader does a good job of sharing information and knowledge with us about the organization	Count	11	25	17	43	15	
	Row N %	9.9%	22.5%	15.3%	38.7%	13.5%	
B5 I receive useful and constructive feedback from my supervisor/team leader	Count	12	17	18	49	16	
	Row N %	10.7%	15.2%	16.1%	43.8%	14.3%	
B6 Employee performance evaluations are fair and appropriately done	Count	9	40	15	38	8	
	Row N %	8.2%	36.4%	13.6%	34.5%	7.3%	
B7 I receive the training I need to do my job well	Count	11	14	13	51	21	
	Row N %	10.0%	12.7%	11.8%	46.4%	19.1%	
B8 I have all the information I need to do my job effectively	Count	9	10	17	60	15	
	Row N %	8.1%	9.0%	15.3%	54.1%	13.5%	

B9 I have a good working and communication relationship with my supervisor/team leader	Count	7	12	11	62	18
	Row N %	6.4%	10.9%	10.0%	56.4%	16.4%
B10 My supervisor/team leader gives me praise and recognition when I do an excellent job	Count	17	28	9	43	15
	Row N %	15.2%	25.0%	8.0%	38.4%	13.4%
B11 My workplace is a physically comfortable place to work	Count	14	13	12	64	9
	Row N %	12.5%	11.6%	10.7%	57.1%	8.0%

Source: (Statistical calculations from SPSS analysis 2016)

Table 9: Leadership Correlation Matrix

Statistics				
	N		Mean	Std. Deviation
	Valid	Missing		
B1 There is an excellent feeling of teamwork and cooperation in this organization	110	5	3.15	1.132
B2 My supervisor/team leader provides me with information about the mission and the goals of this organization	112	3	3.20	1.122
B3 I receive adequate feedback about my performance from my supervisor/team leader	112	3	3.22	1.191
B4 My supervisor/team leader does a good job of sharing information and knowledge with us about the organization	111	4	3.23	1.228

B5 I receive useful and constructive feedback from my supervisor/team leader	112	3	3.36	1.214
B6 Employee performance evaluations are fair and appropriately done	110	5	2.96	1.157
B7 I receive the training I need to do my job well	110	5	3.52	1.225
B8 I have all the information I need to do my job effectively	111	4	3.56	1.093
B9 I have a good working and communication relationship with my supervisor/team leader	110	5	3.65	1.079
B10 My supervisor/team leader gives me praise and recognition when I do an excellent job	112	3	3.10	1.335
B11 My workplace is a physically comfortable place to work	112	3	3.37	1.178

Source: (Statistical calculations from SPSS analysis 2016)

Table 10: Leadership Communalities

4.4 Section C: Management Correlation Matrix and Communalities

Section C of the questionnaire was designed to help the researcher understand how employees (the respondents) view the role of their management in their work environment and their impact on productivity and sustainability. The objective was to analyze the role of leadership and management in order to create an understanding as to why it is

imperative to develop and allocate individuals within the organizational setting on the roles of management and leadership.

The frequency tables were arranged and grouped from a Likert scale of five points to allow the findings to be read, interpreted, understood and presented easily. The five-point Likert scale grouping of 1 strongly disagreed, 2 disagreed, 3 neutral, 4 agreed and 5 strongly agreed to look at the organization's management role. Evaluating research items that tested leadership theory and management style in terms of employee productivity and sustainability was of great importance. A larger standard deviation means that the answers of the respondent are widely dispersed around the average, which means less consistency and a smaller standard deviation means less distribution variation and additional consistency (Maree, 2014). Table 11 indicates the management correlation matrix and table 12 indicates management communalities below.

- The questionnaire items (C4), and (C7) were utilized to answer the research sub-question (1): Why is it significant to develop and allocate individuals within the roles of management and leadership in an organizational environment in relations to employee assessments and productivity?
- The questionnaire items (C2), (C3) and (C10) were utilized to answer the research sub-question (2): How do leaders and managers' impact employee productivity and sustainability?
- The questionnaire items (C1), (C6) and (C11) were utilized to answer the research sub-question (3): What is the role that leaders and managers play in creating a conducive and employee friendly environment?
- The questionnaire items (C5), (C8), (C9) and (C12) were utilized to answer the research sub-question (3): How do managers and leaders contribute to organizational sustainability?

Section C: Management

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
C1 Senior management communicates well with the rest of the organization	Count	15	22	27	39	
	Row N %	13.4%	19.6%	24.1%	34.8%	
C2 I have adequate opportunities for professional growth in this organization	Count	13	22	27	42	
	Row N %	11.6%	19.6%	24.1%	37.5%	
C3 My manager understands the benefits of maintaining a balance between work and personal life	Count	12	16	13	56	
	Row N %	10.6%	14.2%	11.5%	49.6%	
C4 My senior managers demonstrate strong leadership skills	Count	9	23	28	38	
	Row N %	8.0%	20.4%	24.8%	33.6%	
C5 My manager values my talents and the contribution I make	Count	9	28	19	44	
	Row N %	8.0%	24.8%	16.8%	38.9%	
C6 My manager listens to my opinions	Count	12	23	17	45	
	Row N %	10.8%	20.7%	15.3%	40.5%	
C7 My manager is always consistent when administering policies concerning employees	Count	6	24	24	42	
	Row N %	5.4%	21.4%	21.4%	37.5%	
C8 Employee job satisfaction is a top priority of senior management	Count	13	24	23	40	
	Row N %	11.8%	21.8%	20.9%	36.4%	
C9 The organization's policies for promotion and advancement are always fair	Count	15	22	27	34	
	Row N %	13.8%	20.2%	24.8%	31.2%	
C10 My senior management leads by example	Count	14	18	16	50	
	Row N %	12.7%	16.4%	14.5%	45.5%	
	Count	21	27	16	35	

C11 My manager considers all his/her employees fairly	Row N %	19.1%	24.5%	14.5%	31.8%
C12 My manager is actively interested in my professional development and advancement	Count	21	27	17	30
	Row N %	19.1%	24.5%	15.5%	27.3%

Source: (Statistical calculations from SPSS analysis 2016)

Table 11: Management Correlation Matrix

Statistics				
	N		Mean	Std. Deviation
	Valid	Missing		
C1 Senior management communicates well with the rest of the organization	112	3	3.04	1.188
C2 I have adequate opportunities for professional growth in this organization	112	3	3.09	1.151
C3 My manager understands the benefits of maintaining a balance between work and personal life	113	2	3.42	1.209
C4 My senior managers demonstrate strong leadership skills	113	2	3.24	1.159
C5 My manager values my talents and the contribution I make	113	2	3.21	1.176
C6 My manager listens to my opinions	111	4	3.23	1.228
C7 My manager is always consistent when administering policies concerning employees	112	3	3.34	1.127

C8	Employee job satisfaction is a top priority of senior management	110	5	3.09	1.193
C9	The organization's policies for promotion and advancement are always fair	109	6	3.04	1.217
C10	My senior management leads by example	110	5	3.25	1.230
C11	My manager considers all his/her employees fairly	110	5	2.89	1.316
C12	My manager is actively interested in my professional development and advancement	110	5	2.92	1.355

Table 12: Management Communalities

4.5 Section B: Leadership Factor Analysis and Reliability Test Analysis

4.5.1 Factor Analysis –Employee Productivity and Sustainability

F1: Transformational theory expands altitudes of employee and organizational productivity and sustainability. In order to analyze the stated hypothesis, employee productivity and sustainability as a factor of performance was focused to the Measure of Sampling Adequacy (MSA), Principal Axis Factoring (PAF), Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. On the initial order of statistical analysis, the researcher subjected eleven items of employee productivity and sustainability to Principal Axis Factoring utilizing SPSS version 23.0. The correlation matrix (employee productivity and sustainability) discovered that a lot of coefficients surpassed the advocated standard value of 0.3. The Bartlett's Test of Sphericity was statistically significant with $p = 0.000$ (see Table 11, Appendix B), which states sampling satisfactoriness and supported the correlation matrix's factorability. The Kaiser-Meyer-Olkin (KMO) capitulate a result of 0.909 which is above the advocated standard value of 0.6(see Table 4.10, Appendix B). The Principal Axis Factoring (PAC) analysis using the SPSS, states that one factor that

was above the initial eigenvalue of 1.0 (5.706), with a total variance of 51.873 % (see Table 12, Appendix B). An initial eigenvalue less than 1.00 means that there is no dependency and an initial eigenvalue above 1.00 means that there is a dependency Maree (2014). The Scree plot Chart confirms that only one factor exceeds the advocated initial eigenvalue of 1.00(see Chart 1, Appendix B).

4.5.2 Reliability Test Analysis - Employee Productivity and Sustainability

The Cronbach Alpha was above the recommended reliability alpha value of 0.7. Employee productivity and sustainability factor had a reliability alpha of 0.905 which was very good (see Table 15 Appendix B). The inter-item correlation states a 0.465 value, which is between the advocated range (0.2 to 0.6) (see Table 18, Appendix B)

4.6 Section C: Management Factor Analysis and Reliability Test Analysis

4.6.1 Factor Analysis – Employee Skills Development

F2: Managers who create vision and learning programs are likewise prone to build subordinate's skills, which in return prompts organizational productivity. In order to analyze the stated hypothesis, employee skills development as a factor of performance was focused to the Measure of Sampling Adequacy (MSA), Principal Axis Factoring (PAF), Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. On the initial order of statistical analysis, the researcher subjected eight items of employee skills development to Principal Axis Factoring utilizing SPSS version 23.0. The correlation matrix (employee skills development) discovered that a lot of coefficients surpassed the advocated standard value of 0.3. The Bartlett's Test of Sphericity was statistically significant with $p = 0.000$ (see Table 19, Appendix B), which states sampling satisfactoriness and supported the correlation matrix's factorability. The Kaiser-Meyer-Olkin (KMO) capitulate a result of 0.900 which is above the advocated standard value of 0.6 (see Table 19, Appendix B). The Principal Axis Factoring (PAC) analysis using the SPSS, states that one factor that was above the initial eigenvalue of 1.0 (6.222), with a total variance of 51.850% (see Table 20, Appendix B). An initial eigenvalue less than 1.00 means that there is no dependency and an initial eigenvalue above 1.00 means that there is a dependency

Maree (2014). The Scree plot Chart confirms that only one factor exceeds the advocated initial eigenvalue of 1.00 (see Chart 2, Appendix B).

4.6.2 Reliability Test Analysis - Employee Skills Development

The Cronbach Alpha was above the recommended reliability alpha value of 0.7. Employee productivity and sustainability factor had a reliability alpha of 0.894 which was very good (see Table 23, Appendix B). The inter-item correlation states a 0.512 value, which is between the advocated range (0.3 to 0.6) (see Table 24, Appendix B)

4.6.3 Factor Analysis – Job Satisfaction

F3: Job satisfaction has a positive impact on transactional and transformational theory and employee sustainability and productivity. In order to analyze the stated hypothesis, Job Satisfaction as a factor of performance was focused to the Measure of Sampling Adequacy (MSA), Principal Axis Factoring (PAF), Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity. On the initial order of statistical analysis, the researcher subjected four items of Job Satisfaction to Principal Axis Factoring utilizing SPSS version 23.0. The correlation matrix (Job Satisfaction) discovered that a lot of coefficients surpassed the advocated standard value of 0.3. The Bartlett's Test of Sphericity was statistically significant with $p = 0.000$ (see Table 25, Appendix B), which states sampling satisfactoriness and supported the correlation matrix's factorability. The Kaiser-Meyer-Olkin (KMO) capitulate a result of 0.500 which is below the advocated standard value of 0.6 (see Table 25, Appendix B). The Principal Axis Factoring (PAC) analysis using the SPSS, states that one factor that was above the initial eigenvalue of 1.0 (1.685), with a total variance of 84.249% (see Table 20, Appendix B). An initial eigenvalue less than 1.00 means that there is no dependency and an initial eigenvalue above 1.00 means that there is a dependency Maree (2014). The Scree plot Chart confirms that only one factor exceeds the advocated initial eigenvalue of 1.00 (see Chart 3, Appendix B).

4.6.4 Reliability Test Analysis - Job Satisfaction

The Cronbach Alpha was above the suggested reliability alpha value of 0.7. Employee productivity and sustainability factor had a reliability alpha of 0.816 which was very good (see Table 26, Appendix B). The inter-item correlation states a 0.522 value, which is between the advocated range (0.2 to 0.6) (see Table 27, Appendix B)

4.7 Summary

The chapter shows the research question findings. The findings relate to employee productivity and sustainability in an organization's leadership and management roles. Statistical tools such as tables and diagrams were used to display the study findings. The following chapter will discuss the findings and provide the study with conclusions and recommendations.



CHAPTER 5: DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter converse findings of the research related to role that leadership and management play on employee productivity and sustainability in an organization. It has been indicated that the role that leaders/supervisors portray towards employees is different compares to the role that managers portray towards employees. This chapter furthermore institutes to answering the research question that state: What is the distinction amongst leadership and management function and the influence they have on employee productivity and sustainability? When it came to answering the main research question, it was also essential to response the sub questions of the main research question.

Sub-question one: Why is it significant to develop and allocate individuals within the roles of management and leadership in an organizational environment in relations to employee assessment and productivity?

Sub-question two: How do leaders and manages impact employee productivity and sustainability?

Sub-question three: What is the role that leaders and managers portray in creating a conducive and employee friendly environment?

Sub-question four: How do managers and leaders contribute to organizational sustainability?

The purpose is to distinguish and evaluate major meanings of leadership and management, the sorts of aptitude for the leader and the manager, appearance contrast amongst leadership and management and evaluate contribution of managers and leaders to employees in an organization. The study has gathered information from employee perspective to get an understanding as to how employees in an organization view the role

of leaders/supervisors and managers toward them. This has yielded a dissimilar perspective of how leaders and managers are regarded in an organization and the role that they portray in those organizations.

This chapter furthermore summarizes the findings by instituting the relationship with the research objectives. The result of the two will be significant as it will give a basis for recommendation.

5.2 Research Question

The main research question aims to distinguish the distinction amongst leadership and management function and the influence they have on employee productivity and sustainability. The question arouses due to the fact that the two roles are usually defined and identified as one while their functions in the company are different.

The researcher has identified that the role of leadership and management are not the same together with the functions that they need to perform in the organization. On the literature review different authors indicated that the two roles are not the same in term of how they need to conduct themselves toward employees and the roles that they need to perform are different from each other.

5.2.1 Why is it significant to develop and allocate individuals within the roles of management and leadership in an organizational environment in relation to employee assessment and productivity?

Thirty-nine of the respondents (34%) indicated that supervisor/leader provide them with data about the mission and the vision of the organization while 41 respondents (36.4%) disagree that employee performance evaluations are impartial and appropriately done. 37 respondents (33%) stated that their senior managers validate leadership skills, which is one of the developments that a leader needs to have while occupying this position while 43 respondents (37.5%) indicated that managers are always consistent when administering policies concerning employees. The development and allocation of individuals within the management and leadership role is a significant issue that

determines the success of the business. Individuals that occupy this role need to have an understanding of the roles, they need to be developed and well educated in order for them to educate and inform the subordinates about the mission, vision and policies of the organization. Education plays a vital role amongst individuals; it allows us to unleash our fullest potential when it comes to the execution of the rule, policies and an excellent job. It is also vital that when you are leading individuals you are well skilled and developed enough to lead and manage individual intended for excellent performance and sustainability.

5.2.2 How do leaders and managers impact employee productivity and sustainability?

Forty-four respondents (38.7%) indicated that their supervisor/leaders do an excellent job of distributing information and knowledge with them about the organization, while 53 respondents (46.4%) stated that they obtain the preparation they need to do an excellent job. 43 respondents (37.5%) indicated that they have satisfactory opportunities for skilled growth in the organization which is provided by senior leaders/managers, while 57 respondents (49.6%) stated that managers comprehend the benefits of preserving a balance between work and personal life. 52 respondents (45.5%) indicated that their senior managers lead by examples which encourages them to act in a professional manner while at work. The application of management and leadership skills is a vital issue that all organizations need to consider with a sense of emergency. This means that this individual need to be well educated in order for them to have an understanding of how to treat individuals that they are leading, they need to acquire skills of how they need to treat and handle events that occur in the work place and how to motivate subordinates to do an excellent job with joyful heart.

5.2.3 What is the role that leaders and managers play in creating a conducive and employee friendly environment?

Fifty-two of the respondents (45.5%) indicated that there is an excellent sensation of team work and collaboration in this organization, while 50 respondents (43.8%) stated that they obtain beneficial and positive reaction from their supervisor/leader. 44 of the respondents (38.4%) stated that supervisor/leader gives them commendation and recognition when

they do an excellent job, while 65 respondents (57%) indicated that their work environment is a comfortable environment to work. 40 of the respondents (34.8%) indicated that their management communicate well with all individuals in the organization, while 46 respondents (40.5%) stated that senior managers listen to their opinion and 36 respondents (31.8%) stated that managers consider all their employees fairly. There is a robust positive connection amongst transformational theory and legitimate adequacy, however no association between transactional theory and organizational adequacy. Colbert et al. (2008) initiate that transformational theory has a positive association with authoritative viability. Additionally, (Howell et al., 2005) found that transformational theory remained decidedly associated to corporate execution, while transactional theory was not by and largely associated to execution. There is a frail adverse connection amongst laissez faire theory and organizational adequacy. These disclosures are dependable with those of Corrigan et al. (2000) that laissez faire theory is most likely going to achieve harming results for the working environment.

5.2.4 How do managers and leaders contribute to organisational sustainability?

Forty-six of the respondents (40.2%) states that they receive sufficient feedback regarding their performance from their supervisors/leaders, while 62 respondents (54.1%) indicated that they have all the information they need to do their work effectively. 64 of the respondents(56.4%) have a good working communication relationship with their supervisors/leaders, while38.9% of the respondents indicates that managers value their talent and contribution to the organization.41respondents (36.4%) indicated that employee job satisfaction is the top precedence of management, while 35 respondents (31.2%) indicated that organizational policies and advancement are always fair and 31 respondents(27.3%) indicates that managers are enthusiastically interested in their skill development and progression. Leadership/ management communication behavior has a possibility of influencing individual conduct, rewards and, an organization's culture (Robbins and Judge, 2012) Past researches on relationship amongst leadership and worker basic leadership have demonstrated that leadership style and conduct, for example, transformational theory, transactional theory, participative theory, initiating structure and people orientated leadership styles are emphatically related to quality of worker basic leadership.

Doling out bonuses as rewards, wages, decision assessments, office space, and so forth can be an extremely coercive implement, yet by sociable individuals. Substantially additional intimidation is the continuous utilization of position control or authorized hierarchical leveled control. The main ways an individual can have more prominent expert over others is for people working with them to either excitedly, or by some kind of terrorising, surrender a portion of their individual effect. As it were, for a person to pick up control over his or her social group, people need to first give up their very own essential bit basic leadership/management limit. Moreover, regular individuals utilize position control; the more agreeable they commonly push toward getting to be legitimate over others. Over the long period these individuals begin to downsize their subordinates by crediting their execution to their own specific capacity instead of the limits and inspiration of their subordinates. Rehashed customers of position specialist in like manner appreciate to keep up mental separation from their subordinates and begin to assume that it's qualified to use controlling plans for leadership adequately.

5.3 Summary

The chapter focused on the research findings based on the questionnaires that employees at Detpak responded to. The research unleashed the investigation's results and conversed. The following chapter concludes the research and recommends how best to execute the leadership and management role.

CHAPTER 6: RECOMMENDATIONS AND CONCLUSION

6.1 Introduction

This chapter concludes as per chapter five the research assumption and recommendation. The conclusion draws up the findings and demonstrates a broader perspective of employee leadership and management role. Furthermore, the research emphasizes the importance of employee productivity and sustainability on these two roles. The recommendation suggests the various leadership and management styles that leaders and managers can implement in order to remain capable of achieving the productivity and sustainability that the organization seeks to achieve.

6.2. Objective of the Study and Major Findings

The research includes fourth sub-objectives evaluating the role of leadership and management in productivity and sustainability of employees. The subsequent findings are key factors in addressing the research's problem statement, whether leadership and management roles are similar or different and their impact on employee productivity and sustainability is identified.

6.2.1 Leadership and Management Role

The research indicates that the role of leadership and management are not similar. The research showed that a significant difference amongst management and leadership roles and the impact they have on their employees in the organization. The results show that their interpretation and analysis of what constitute management and leadership is not common and within organizations, there is a potential encounter on how well leaders and managers are allocated directive to motivate productivity, sustainability and profitability within the organization. Understanding important implications on how training systems are developed for an organization, especially in the field of talent attraction, retention and selection.

6.2.2 Employee Productivity and Sustainability

The application of employee productivity and sustainability in the organization states that there is a direct dependency between them with a total variance of 51.873%. This simply states that there is a direct proportion.

6.2.3 Employee Skills Development

The application of employee skill development indicated that there is a direct dependency with a total variance of 51.850% on the role that managers portray towards employee which in return increases employee productivity in the organization.

Job Satisfaction

Job satisfaction also indicated that it has a direct dependency of the role that manager and leaders portray towards them with a total variance of 84.249%.

6.3 Limitations of the study

- Some of the respondents were not able to understand the phrasing of the questions asked. The questions had to be explained and simplified for the respondents to understanding what is being asked.
- Some of the respondents were illiterate and unable to read the questionnaire. This question had to be read and interpreted in a language they would understand
- The researcher had to leave the questionnaires with the financial administrator for her to hand out to employees. Due to the employees' busy schedule, the financial administrator had to combine the answering of questionnaires with another project she had to complete with employees.

6.4 Significance of the Study

Understanding and appreciating the similarities and distinguishing between leadership and management roles are a key element of competitive edge. It was previously debated that comprehension creates the fundamental of business success or failure going forward (Mabhudhu, 2008). Furthermore, Mabhudhu also stated that based on the literature

review which is significant to most practicing management consultants, the organizational difference among leadership and management role is important and this issue has raised a great deal of concern within the organization (Mabhudhu, 2008).

In the globalized economic environment where geographic limitations matter less, it is the responsibility of the organization to outdo its oppositions that occupy relevant sustainability. The role of leadership and management applied correctly on the organization's competitive advantage (Mabhudhu, 2008). This study assists organizations to equip their leaders and managers on how they need to conduct themselves toward sub-ordinates and also embrace the Importance of organizational leadership and management; it is expected that leadership and management will make teams and organizations successful.

6.5 Recommendation of the Study

Today fundamental attributes are believed to be skill, definitiveness, integrity, knowledge, sociability and flexibility. The behavioral theories of leadership and management advocate effective leadership and management ought not to concentrate just on people or production; they should figure out how to appropriately adjust their consideration on both. In any case, it's plainly a top - down, location control coordination. Below is a list of recommendations that can be utilized by leaders and managers in an organization.

- Leaders and managers are compelling a direct result of the effect on subordinate's inspiration, capacity to achieve viably and gratification. The application of a theory called Path Goal at Detpak would enhance leaders and managers Impacts towards subordinate's perceptions of the work objectives, individual goals and paths to goal achievement. The theory will assist leader's and manager's conduct in persuading the extent that the conduct expands subordinate goal accomplishment and illuminates the paths to the goals.
- The initiation of getting an understanding of the mind or behavior can be anticipated from: (a) how is the job or the conduct viewed as leading to different results and (b) assessment of results, would require the application of the expectancy theory at a Detpak by all leaders and managers. Along these lines, this

would motivate individuals to be happy with their job in the event that prompts possessions that are valued, and they buckle down on the off chance that they trust that exertion prompts things that are exceedingly valued. This can be utilized to foresee an assortment of phenomenon identified with leadership and management, for example, why leaders and managers bear in transit the way they do, or how leaders and managers conduct impacts on subordinate motivation.

- Communication is one of the critical aspects of any organization. It is also a compelling aspect of creating rewards for staff members and creating prizes contingent upon subordinate's accomplishment of certain objectives. One key component of leadership and management at Detpak would be to clear up subordinate's kind of conduct that prompts objective accomplishment and esteemed prizes. Leaders and managers consistent quality is a reward on its own that the leader has to transfer, and the sensible procedure of this reward constructs the inspiration of subordinates through communication.
- Connection within the conduct of leaders, managers and the subordinate's desires that exertion prompts rewards and furthermore contemplated the subsequent effect on appraisals of subordinates' execution. At the point when subordinates see leaders and managers as being strong and when these superior give headings and direction to subordinates, there is an effective connection within leadership and management behavior and subordinates' execution evaluations. Nonetheless, leader and manager behavior would be just identified with subordinates' performance when the leader's or manager's behavior additionally is identified with the subordinates' desires that their exertion would result in desired rewards. Besides real effect of a leader or a manager on performance of subordinates reveal the route to admired incentives and making such incentives contingent on viable execution and invigorated by this configuration of thoughts.
- Leaders at Detpak must have an approach which will instill confidence in the essential process of leadership. In view of the characteristic nature of mankind, such a leader works, who gives an environment of trust without expecting anything and tunes in without partiality. Esteem is the preface to inspiration, motivation and advancement.

6.6 Conclusion

The introduction of leadership and management roles in the 18th century resulted in significant changes in the environment of work and business. Just as all roles and individuals within the organization have an important role to play, on the other hand, leaders and managers are seen as important roles to be implemented, initiate and advocate for the rest of the organization policies, rules, mission, vision and objectives. They also need to give account of the organizations ' performance to stakeholders and major shareholders as well. However, they are responsible of initiating styles they need to use while leading and managing the organization's individual.

This research points to the difference in the role of leadership and management. The findings show that Detpak's leaders and managers fulfill the roles they have nevertheless, there is always room for improvement and growth that these leaders and managers can make available to employees and develop skills on how these two roles can be implemented as they perform these roles.

Employee productivity defines productivity as a relationship between the time it takes to complete a task and the results that are often articulated in a percentage or ratio procedure that is calculated by capturing the outputs and divided by the inputs. It is therefore imperative that leaders and managers use the various styles that improve productivity, primarily through the setting of operational goals, communication and inspiration. Although employees ' management and leadership is not the only influence on their productivity, with additional influences such as motivation; similarly, incentives and capacity perform a role, employee productivity is a suggestive amount of internal efficiencies and how the organization works. Employees who are sufficiently motivated, trained and managed often lead to developments in productivity, resulting in improved distribution of services, intensification of organizational sustainability, as well as totally affecting the organization's permanence.

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APPENDICES

Appendix A – Research Questionnaire



REQUEST FOR PERMISSION TO CONDUCT RESEARCH

Dear Sir/Madam

My name is Ipfi Siaga, and I am a Master of Technology student at the University of Johannesburg Doornfontein Campus. I am conducting a research involving the Role of Leadership and Management in an Organization and Employee Effectiveness. This Research will be conducted under the supervision of Prof E.I Edoun (University of Johannesburg, South Africa).

I hereby seek your kind approval to approach a number of employees in different districts and Sectors to participants in this project. The outcomes of the questionnaire will be strictly used for research and academic purposes. All answer will be kept confidential. If you require any further information, please do not hesitate to send me an email to ipfi.siaga@gmail.com/201300381@student.uj.ac.za.

Yours sincerely,

Ipfi Siaga

University of Johannesburg

Section A: Demographics

1. (Please insert a tick in the cabinet for your replies)

Gender?

Male	
Female	

2. **What age group do you fall under?**

18-29 years old	
30-49 years old	
50-64 years old	
65 years and over	

3. **What is your highest level of education completed?**

Grammar school	
High school or equivalent	
Vocational/technical school (2 year)	
College Certificate	
Bachelor's Degree	
Honors Degree	
Master's Degree	
Doctoral Degree	
Other	

4. What racial group do you fall under?

African	
Colored	
White	

5. Which of the following categories best describes your primarily area of employment?

Agriculture, Forestry, Fishing, or Hunting	
Arts, Entertainment, or Recreation	
Broadcasting	
Construction	
Education - Primary/Secondary (R-12)	
Education – Other	
Finance and Insurance	
Health Care and Social Assistance	
Government and Public Administration	
Hotel and Food Services	
Information - Services and Data	
Information – Other	
Legal Services	
Manufacturing – Other	
Manufacturing - Computer and Electronics	

Mining	
Military	
Processing	
Publishing	
Real Estate, Rental, or Leasing	
Religious	
Retail	
Scientific or Technical Services	
Software	
Telecommunications	
Transportation and Warehousing	
Utilities	
Wholesale	
Other	

6. Which of the following best defines your business position?

Administrative staff	
Consultant	
Junior management	
Middle management	
Researcher	

Self-employed	
Skilled laborer	
Support staff	
Student	
Trained professional	
Temporary employee	
Upper management	
Other	

7. The organization which you operate is in which of the following industries:

Public sector	
Private sector	
Non-profit	
Don't know	
Other	

Section B: Leadership

Purpose

1. To recognize leadership style
2. To examine how leadership style is related to staff performance

Directions

1. For each of the points below, click the button indicating the degree to which you agree or disagree.
2. Give your thoughts immediately. There are no correct or incorrect responses.

Statements:

1 = strongly disagree

2 = Disagree

3 = Neutral

4 = Agree strongly

5 = Agree

Questions

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There is an outstanding sense of teamwork and collaboration in this organization					
My supervisor / team leader gives me data about this organization's mission and objectives					
I obtain appropriate input from my supervisor / team leader on my results					
My supervisor / team leader does a fantastic job of exchanging data and knowledge about the organization with us.					

I obtain helpful and positive reviews from my supervisor / team leader					
Employee results assessments are reasonable and appropriate					
I obtain the instruction that I need to do my work well					
I have all the data I need to do my work efficiently					
I have an excellent working relationship and interaction with my supervisor / team leader					
My supervisor / team leader provides me credit and appreciation when I do an outstanding work					
My work environment is a convenient environment to operate.					

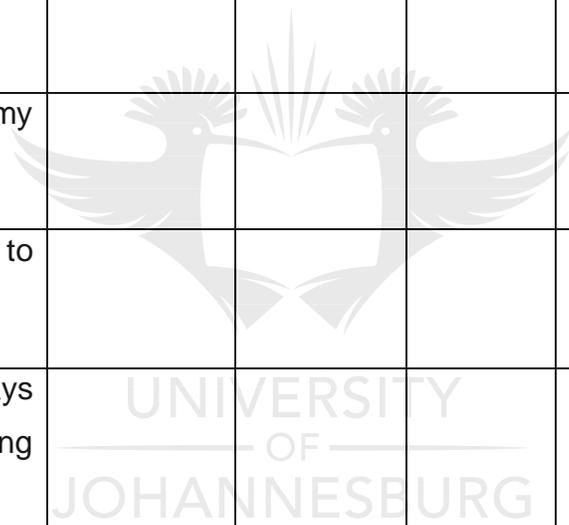


Section C: Management

(For each of the statements below, tick the box that indicates the degree to which you agree or disagree.)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Top management communicates well with the remainder of the organization					

I have sufficient possibilities for career development in this organization					
My manager recognizes the advantages of keeping a work-life equilibrium					
My senior executives show powerful management abilities					
My director values my skills and my input					
My manager listens to my views					
My manager is always compatible in conducting employee strategies					
Employee satisfaction is a top concern for top management					
The promotion and development strategies of the organization are always reasonable					



My top management is leading by reference					
My manager sees all his staff relatively					
My manager is strongly involved in my personal development and growth					



Appendix B: Statistical Analysis – Factor & Reliability Analysis

Table 13: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.909
Bartlett's Test of Sphericity	Approx. Chi-Square	517.598
	df	55
	Sig.	0.000

Table 14: Total Variance Explained

Extraction Method: Principal Axis Factoring

Total Variance Explained						
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.706	51.873	51.873	5.207	47.335	47.335
2	0.902	8.198	60.071			
3	0.823	7.485	67.556			
4	0.751	6.826	74.382			
5	0.628	5.712	80.093			
6	0.540	4.905	84.998			
7	0.406	3.695	88.693			
8	0.370	3.368	92.061			
9	0.328	2.984	95.044			
10	0.290	2.633	97.677			
11	0.256	2.323	100.000			

Chart 1: Scree Plot

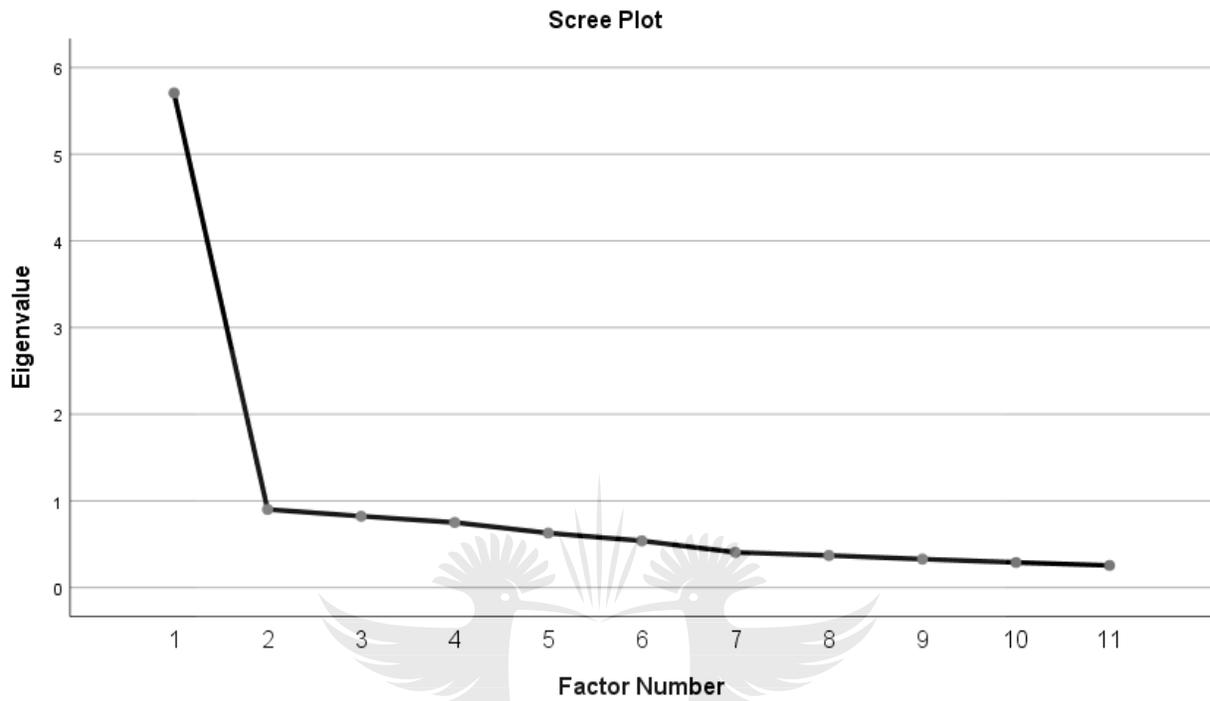


Table 15: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.905	0.905	11

		B1 There is an excellent feeling of teamwork and cooperation in this organization	B2 My supervisor/team leader provides me with information about the mission and the goals of this organization	B3 I receive adequate feedback about my performance from my supervisor/team leader	B4 My supervisor/team leader does a good job of sharing information and knowledge with us about the organization	B5 I receive useful and constructive feedback from my supervisor/team leader	B6 Employee performance evaluations are fair and appropriately done	B7 I receive the training I need to do my job well	B8 I have all the information I need to do my job effectively	B9 I have a good working and communication relationship with my supervisor/team leader
Correlation	B1 There is an excellent feeling of teamwork and cooperation in this organization	1.000	0.474	0.395	0.468	0.453	0.375	0.226	0.473	0.454
	B2 My supervisor/team leader provides me with information about the mission and the goals of this organization	0.474	1.000	0.628	0.588	0.627	0.485	0.426	0.503	0.475
	B3 I receive adequate feedback about my performance from my supervisor/team leader	0.395	0.628	1.000	0.586	0.578	0.418	0.364	0.454	0.496
	B4 My supervisor/team leader does a good job of sharing information and knowledge with us about the organization	0.468	0.588	0.586	1.000	0.684	0.457	0.468	0.491	0.477
	B5 I receive useful and constructive feedback from my supervisor/team leader	0.453	0.627	0.578	0.684	1.000	0.521	0.532	0.557	0.458
	B6 Employee performance evaluations are fair and appropriately done	0.375	0.485	0.418	0.457	0.521	1.000	0.444	0.392	0.298
	B7 I receive the training I need to do my job well	0.226	0.426	0.364	0.468	0.532	0.444	1.000	0.602	0.335
	B8 I have all the information I need to do my job effectively	0.473	0.503	0.454	0.491	0.557	0.392	0.602	1.000	0.602
	B9 I have a good working and communication relationship with my	0.454	0.475	0.496	0.477	0.458	0.298	0.335	0.602	1.000

	supervisor/team leader									
	B10 My supervisor/team leader gives me praise and recognition when I do an excellent job	0.440	0.582	0.576	0.546	0.575	0.451	0.333	0.490	0.587
	B11 My workplace is a physically comfortable place to work	0.251	0.299	0.390	0.441	0.469	0.311	0.275	0.440	0.400

Table 16: Correlation Matrix

Table 17: Component Matrix

Extraction Method: Principal Axis Factoring

Factor Matrix^a	
	Employee Productivity and Sustainability as a factor
	1
B5 I receive useful and constructive feedback from my supervisor/team leader	0.813
B4 My supervisor/team leader does a good job of sharing information and knowledge with us about the organization	0.773
B2 My supervisor/team leader provides me with information about the mission and the goals of this organization	0.757
B10 My supervisor/team leader gives me praise and recognition when I do an excellent job	0.740
B8 I have all the information I need to do my job effectively	0.728
B3 I receive adequate feedback about my performance from my supervisor/team leader	0.724
B9 I have a good working and communication relationship with my supervisor/team leader	0.669
B6 Employee performance evaluations are fair and appropriately done	0.600

B1 There is an excellent feeling of teamwork and cooperation in this organization	0.583
B7 I receive the training I need to do my job well	0.582
B11 My workplace is a physically comfortable place to work	0.534

Table 18: Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance
Inter-Item Correlations	0.465	0.226	0.684	0.458	3.022	

Table 19: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.900
Bartlett's Test of Sphericity	Approx. Chi-Square	682.576
	df	66
	Sig.	0.000

Table 20: Total Variance Explained

Extraction Method: Principal Axis Factoring

Total Variance Explained									
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.222	51.850	51.850	5.785	48.211	48.211	3.782	31.520	31.520
2	1.104	9.201	61.051	0.711	5.927	54.137	2.714	22.617	54.137
3	0.886	7.381	68.432						
4	0.752	6.267	74.699						
5	0.624	5.199	79.898						
6	0.522	4.346	84.244						
7	0.427	3.556	87.799						

8	0.409	3.405	91.204						
9	0.326	2.717	93.922						
10	0.291	2.423	96.344						
11	0.239	1.990	98.335						
12	0.200	1.665	100.000						

Chart 2: Scree Plot

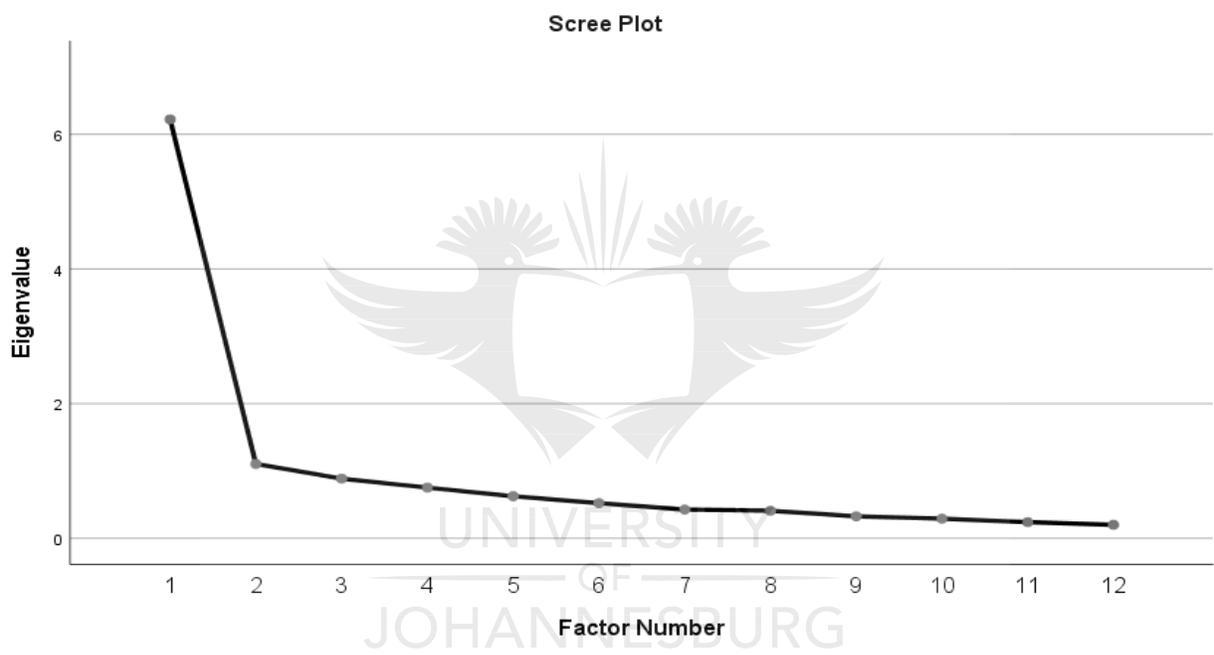


Table 21: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.894	0.894	8

Table 22: Correlation Matrix

	C1 Senior management communicates well with the rest of the organization	C2 I have adequate opportunities for professional growth in this organization	C3 My manager understands the benefits of maintaining a balance between work and personal life	C4 My senior managers demonstrate strong leadership skills	C5 My manager values my talents and the contribution I make	C6 My manager listens to my opinions	C11 My manager considers all his/her employees fairly	C12 My manager is actively interested in my professional development and advancement
C1 Senior management communicates well with the rest of the organization	1.000	0.463	0.438	0.556	0.432	0.508	0.549	0.334
C2 I have adequate opportunities for professional growth in this organization	0.463	1.000	0.367	0.412	0.590	0.455	0.439	0.436
C3 My manager understands the benefits of maintaining a balance between work and personal life	0.438	0.367	1.000	0.508	0.408	0.534	0.552	0.443
C4 My senior managers demonstrate strong leadership skills	0.556	0.412	0.508	1.000	0.499	0.557	0.608	0.532
C5 My manager values my	0.432	0.590	0.408	0.499	1.000	0.564	0.565	0.562

talents and the contribution I make									
C6 My manager listens to my opinions	0.508	0.455	0.534	0.557	0.564	1.000	0.670	0.657	
C11 My manager considers all his/her employees fairly	0.549	0.439	0.552	0.608	0.565	0.670	1.000	0.698	
C12 My manager is actively interested in my professional development and advancement	0.334	0.436	0.443	0.532	0.562	0.657	0.698	1.000	

Table 23: Component Matrix

Extraction Method: Principal Axis Factoring

Factor Matrix^a		
	Factor	
	1	2
C11 My manager considers all his/her employees fairly	0.844	
C6 My manager listens to my opinions	0.772	
C10 My senior management leads by example	0.751	
C5 My manager values my talents and the contribution I make	0.718	

C12 My manager is actively interested in my professional development and advancement	0.714	
C8 Employee job satisfaction is a top priority of senior management	0.698	0.353
C4 My senior managers demonstrate strong leadership skills	0.692	
C9 The organization's policies for promotion and advancement are always fair	0.686	0.531
C1 Senior management communicates well with the rest of the organization	0.668	
C2 I have adequate opportunities for professional growth in this organization	0.604	
C3 My manager understands the benefits of maintaining a balance between work and personal life	0.592	-0.257
C7 My manager is always consistent when administering policies concerning employees	0.537	

Table 24: Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	0.512	0.334	0.698	0.364	2.090	0.008	8

Table 25: KMO and Bartlett's Test

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.500

Bartlett's Test of Sphericity	Approx. Chi-Square	69.353
	df	1
	Sig.	0.000

Chart 3: Scree Plot



Table 26: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.816	0.814	4

Table 27: Correlation Matrix

	C7 My manager is always consistent when administering policies concerning employees	C8 Employee job satisfaction is a top priority of senior management	C9 The organization's policies for promotion and advancement are always fair	C10 My senior management leads by example

C7 My manager is always consistent when administering policies concerning employees	1.000	0.402	0.403	0.415
C8 Employee job satisfaction is a top priority of senior management	0.402	1.000	0.675	0.565
C9 The organization's policies for promotion and advancement are always fair	0.403	0.675	1.000	0.674
C10 My senior management leads by example	0.415	0.565	0.674	1.000

Table 28: Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	0.522	0.402	0.675	0.273	1.680	0.016	4