AN INVESTIGATION INTO THE IMPACT OF LEADERSHIP AND COMMUNICATION ON ORGANISATIONAL AND EMPLOYEE PERFORMANCE: A CASE STUDY OF COMPANY X

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ABSTRACT

The aim of this study is to investigate the state of leadership in a leading company and the effectiveness of the leadership on organisational and employee performance. It will serve to investigate how effective leadership and communication can be used as a strategy to offer new direction to an organisation and to explore the best approach to leadership in changing organisational circumstances. The focus of this study is to establish if there is a connection between the lack of effective leadership communication and the average performance of employees. This company also represents a suitable case study for investigating the phenomenon of leadership and its impact on organisational and employee performance.

Key Words: Impact, Leadership, Communication, Organizational, Employee, Performance, Company, Strategy, Approach

Introduction

Organisations are in continuous interaction with external factors including competitors, customers, governments, stockholders, suppliers, society and unions (Brown, 2014). They need to survive in a competitive and rapidly changing environment, thus they are confronted with challenges and uncertainty in their actions and need to be capable of adapting to new situations and environments in order to survive. The leadership is, therefore, expected to deliver the required results with the available resources at hand. But in a world of changing conditions and priorities, leaders and employees alike must be able to look beyond the now and take a more strategic leadership approach to their work and responsibilities (Serfontein and Hough, 2011: 393). The leadership is the heart of any organisation competing in the corporate world of today. The leader of an organisation is responsible for the harmonisation and integration of both human and material resources to produce the output or services for which the body is created. According to Ngambi et al. (2010) and Ngambi (2011), cited in Ojokuk, Odetayo and Sajuyigbe (2012: 1), leadership is a process of influencing others committed towards realising their full potentials in achieving a value added, shared vision with passion and integrity the single most important factor in the leadership process is thus the relationship that a leader has with individual followers. In a competitive business
environment, organisations rely on their leaders to facilitate the changes and innovations required to maintain competitive advantage. Competitive advantage is defined by Kenichi Ohmae, head of strategy at McKinsey Co. as either delivering superior value advantage to your target customers relative to your competitors or delivering equivalent customer value to your target customer relative to your competitors, but at lower cost.

Many organisations are realising that it is the people that can provide a competitive advantage and contribute to its success. An effective leader will ensure that the resources at hand are effectively utilised to ensure that the organisation succeed. The leadership is important in any organisation and the role they play is significant and critical. Such critical role of leadership relates to output, productivity and employee performance. A strong leadership is, therefore, necessary for giving direction and setting goals to functional groups within the organisation.

1. Organisational and employee performance?
2. What is the impact of different leadership styles on organisational and employee performance?
3. How can improved organisational performance be achieved through effective communication?

Aim of the Research

The aim of this study is to investigate the state of leadership in a leading vehicle financing organisation and the effectiveness of the leadership on organisational and employee performance. It will also serve to investigate how effective leadership and communication can be used as a strategy to offer new direction to an organisation and to explore the best approach to leadership in changing organisational circumstances. Data will be obtained through written questionnaires. Suitable recommendations will then be made based on the outcome of the study.

Research Objectives

- To determine and understand the different styles of approaches to leadership;
- To investigate the best approach to leadership in the ever-changing organisational circumstances;
- To establish the influence of leadership on organisational and employee performance;
- To investigate if there is a relationship between a lack of leadership communication and the average performance of employees;
- To make appropriate recommendations towards better organisational and employee performance.

LITERATURE REVIEW

Introduction

For an organisation to succeed, it requires effective leadership. Different leadership and communication styles have been identified and each style results in a different outcome. Leadership and communication style is important and only the right style can achieve the
desired organisational aims by suitably motivating the employees and drive them to achieve the desired performance outcomes.

Definition of Leadership

Venter, Urban and Rwigema (2012: 414) stated that much has been written about leadership in the business and social context. The definition of leadership varies because leaders are found in different environments, ranging from business to politics. Northhouse (2004: 2) bluntly say that there are nearly as many definitions of leadership as there have been those who attempted to define it. Hersey et al. (2001) stated that the essence of leadership involves achieving objectives with and through people. Luthans (2005: 546) defined leadership as the aligning of people towards common goals and also empowering them in order to help them attain common goals. According to Northouse (2010: 3), leadership is a process where a person influences others to achieve some common or shared goal. Hough, Thompson, Strickland and Gamble (2011: 285) defined leadership as the ability of an individual or group of individuals to step outside the existing culture of an organisation to influence, motivate and enable others to start evolutionary change processes that are more adaptive and that will contribute towards the effectiveness and success of the organisation.

Organisational Commitment

The leadership in any organisation is a critical part of the overall management approach. Leaders need to understand the main influences that affect the behaviour in work organisations and the nature of the people. Cohen (2003: xi) defined commitment as a force that binds an individual to a course of action of relevance to one or more targets. Leadership is thus a process that is used by a person to influence the thoughts, behaviour and attitudes of others, thereby involving a direction setting which others follow and because of which the efforts if the group of persons can be effectively harnessed (Mills, 2005: 11-12). Leaders should, therefore, have that special skill to bring out the commitment in every individual in the organisation. The communication of the company’s goals is key to Company X and the aim is to constantly remind employees of these goals. The employee’s first experience of the company goals is at the induction program that all new employees undergo. This is a continuous process which also form part of the employee’s performance appraisal process taking place twice a year. Causal performance discussions also take place during the year as and when the need arise, yet another opportunity to highlight the goals. It is found that transparency of the company goals drive performance because it creates commitment and a sense of urgency.

Leadership Styles

Kouzes and Posner (2007) describe leadership style as the style specifically chosen by an individual for influencing and providing direction to others in the group or organisation and with whom goals are shared. The ability to manage a high-performing, unified team is evident of the effectiveness of an engaging style of leadership (Alban-Metcalfe and Alimo-Metcalfe, 2009: 14). Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate’s potential to enhance efficiency but also meets their requirements in the process of achieving organisational goals. Several studies indicate that there is a relationship between leadership style and organisational and employee performance. Leadership styles relate to a specific behaviour and will be influenced by the leaders aim and personality as
well as their relationship and interaction with the team (Simpson, 2012: 9). Kouzes and Posner (2007) describe leadership style as the style specifically chosen by an individual for influencing and providing direction to others in the group or organisation and with whom goals are shared. Early research has identified four of broad types of leadership styles: autocratic, democratic, laissez-faire and bureaucratic leadership.

**Autocratic leadership**

This style is also known as authoritarian leadership and it is regarded as the most extreme form of transactional leadership. Autocratic leaders predominantly make decisions on their own and rarely accept advice from followers. This leadership style involves complete, authoritarian control over a group. Although decisions are made very quickly and work gets done faster, suggestions and opinions are rarely appreciated from employees (Leadership Styles Choosing the Right Style for the Situation, 2012). Zwemer (2005: 244) states that communication in the group with autocratic leadership is almost always from the top management down to the members of the group; from the boss to the employees rather than from employees to the boss. Communication is one-way and the leader tells the team what to do and how to do it. Feedback is rarely or never used, therefore, limiting creativity and not promoting independent thinking. The team simply do not have a say and the leader has an “I am the boss” attitude.

**Democratic leadership**

Members are allowed a more participative role in the decision making process, therefore, it is also known as the participative leadership style. This style allows for better employee engagement, motivation and creativity and benefits both leader and follower. The leader encourages members to indulge in open discussions and to share their thoughts and therefore receives better ideas and more creative solutions from employees. The democratic leadership style means that the leader will facilitate the communication process and Zwemer (2005: 244) states that there will be communication up to the top management as well as down and across levels of workers. The leader still makes the final decision based on ideas and information received from all involved in the communication process.

**Laissez-faire leadership**

Laissez-faire leadership are also known as delegative leadership and it is a hands-off approach in which the leader places the responsibility on managers and employees. Subordinates are allowed to work independently and taking on projects without management involvement. The team is given complete control over their duties and deadlines. Deva and Yazdanifard (2013: 4) stated that employees are presented with information regarding the tasks they are required to complete, but the strategies and solutions are left entirely up to the employees’ discretion. Communication is also one-way at first until the result is required.

**Bureaucratic leadership**

The bureaucratic leader is characterised by strictly adhering to organisational rules, policies and procedures. Taiwo (2013: 8) states that this form of leadership ensures absolute compliance to procedures and rules to the last letter. These leaders tend to prefer that everything is done in an exact, specific way to ensure total compliance. They then make sure
that the team also strictly follows the rules, policies and procedures. Bureaucratic leaders are known to delay the communication process by checking to make sure that every part of the message and delivery method follows strict company guidelines. Every verbal message is normally backed up by written communication.

The Nature of Leadership

Leaders have to inspire, motivate and bring the best out of their teams. An influential leader should thus have essential elements which shape leadership behaviour and assist in organisational and employee goal achievement.

Motivating people

Every individual and organisation has a vision and a great vision provides the foundation for leadership. It is, however, the leaders' ability to motivate and inspire people that help them delivers that vision. Gopal and Chowdhury (2014: 1) mentioned that the key influencers for organisational effectiveness are leadership and employee motivation and that the leadership style extensively influences employee’s commitment and dedication. Robbins (2009:144) defines motivation as the processes that account for an individual’s intensity, direction and persistence of effort towards attaining a goal. Nel, Werner, Haasbroek, Poisat, Sono and Schultz (2008: 336) describe motivation as intentional and directional, “intentional” referring to personal choice and persistence of action; “directional” referring to the presence of a goal driving force aimed at attaining a specific goal.

Motivated people are goal driven and they are aware of the goals that must be achieved. Nel, Werner, Poisat, Sono, Du Plessis, Ngalo, Van Hoek and Botha (2008: 336) describe a motivated person as a person who works hard, takes the initiative and utilise their skills where needed in an extra effort to achieve goals. Leaders must continuously direct their motivation theories and provide an insight into what makes an employee perform better. It provides managers with a tool to motivate employees and helps them understand how staff can be managed better. People’s behaviour is determined by what motivates them and their performance depends on both ability level and motivation.

Norberg (2010: 21) indicates that people are motivated if they feel they are valued in the organisation. The employee’s relationship with management is one of the most important factors influencing engagement, the responsibility falls thus on the leaders to improve motivational levels. Company X has several incentive compensation programs in place to motivate employees. When the company prosper employees at all levels benefit in the form of annual incentive bonuses. This program is linked to both the company and individual’s performance. The organisation also takes genuine interest in employee work and personal life balance. The organisation and its entire management team tend to be flexible and accommodate employees with personal commitments. The result of motivation will be enhanced performance levels, staff retention, achieving specialisation and employees acquire key skills. Productivity, quality and service will improve because motivation encourages: goal achievement; building self-esteem and capabilities; managing development, gaining a positive perspective and helping others. In 2009 McDonalds received the Employee of the year award http://www.mcdonalds.co.uk/ukhome/Aboutus/Newsroom/news_pages/mcdonald_s_awards30 00apprenticeships.html. Interviews conducted with 20 managers revealed that their hard work
was acknowledged. The company invested in them through training which made it possible for them to be promoted.

**Understanding people**

Lerner (2013) mentions that people are inherently and genetically different. A good leader needs to understand his people, their aspirations and needs, and their behaviour and attitudes. Only when the leadership truly knows their employees a performance culture can be created. A systematic approach is needed to creating a performance culture to manage the performance of organisations, teams and individuals. Constant engagement and interaction with employees creates a sense of trust and understanding. Leaders will connect with followers and place them on the path of a healthy growing relationship by focusing on their needs. The health of this relationship is a key contributor to the optimal efficiency and effectiveness of the organisation.

Today’s demanding life expose society to all sorts of pressure. Gentry, Weber and Sadri (2007: 3) indicate that leaders today need to be more person-focused and be able to work with all employees. Company X realise that its employees are bound to face personal issues and that it will affect their performance. The leadership is, therefore, encouraged to spend more time with employees in order to encourage supportive relationships. The organisation has introduced several compulsory training and development opportunities and initiatives for leaders. These initiatives are designed to encourage a more empathetic workplace and help managers improve their empathy skills.

**Inspiring followers**

To inspire others are a unique ability that all effective leaders must possess to ensure that the desired levels of performance and behaviour are achieved. Bilchik (2001) advises that inspiration is a particular relationship between an individual leader and one or more others that enlivens both and provides them with new insight, new emotions and new direction. An inspiring leader will influence followers in such a way that they go above and beyond their self-interest in order to achieve the desired organisational performance. A leader must have the passion for what he/she is doing in order to inspire and motivate followers. Nordstrom (2010: 11) suggests that there are three keys to creating passion in the workplace and thereby, stimulating self-interest; love of work, meaningful work and a nurturing workplace.

**Creating work and personal life balance**

Many of the most innovative and successful companies today realize that a delicate work-life balance increases morale, yields superior work and attracts the best talent in the market as mentioned by Weiss (2013). The management of work personal life is, however, a shared responsibility between the employer and employee. The employer’s responsibility is to develop the resources that will enhance a work and personal life balance. The employee must then take advantage of these resources to benefit from the initiative. As well as participating in work which represents a satisfactory balance between individual needs and values, individuals are increasingly seeking a job which enables them to achieve a satisfactory work-life balance (Cartwright and Holmes, 2006: 206). Company X has the empathy and policies to ensure that their employee’s personal responsibilities are not dominated by their professional duties. The organisation realizes that employees face challengers in business and
life outside the office. Health and wellness are high on the company’s agenda. Its premises facilitate a fully equipped wellness centre with a full-time doctor and nurses. It also has an on-site gym managed by professional instructors sporting regular fitness competitions encouraging maximum participation. Another benefit to keep personal issues under control is the company’s Employee Assistance Program covering alcohol and substance abuse, financial advice, HIV/AIDS support, psychological assistance and so on. The company also believes in personal development and growth, offers exceptional employee benefits and it has a unique company lease car scheme available to all employees to name a few. The aim is to relieve worker stress, and give the company the competitive edge in recruiting the best candidates and also retaining them.

**Leader’s style and work atmosphere**

Every leader has a unique leadership style or way of functioning. Through such leadership style, the leader is able to influence the follower to perform specific tasks and achieve the goals and objectives of the organisation. The leader’s style will therefore have a major contribution to the dedication and commitment of the employee. The way the employee reacts to the leader will depend on the characteristics of the leader. The leader must thus design and maintain a working environment that can foster efficient performance.

Schema Banu et al. (2012) stated that employee commitment and satisfaction can be achieved by ensuring appropriate diverse workforce practices and providing ethically sound conducive work environments. Company X believes that the working environment has a direct impact on employee morale and productivity. The leadership therefore recently made a decision to upgrade the entire office space. Employees were relocated to a temporary facility for a period of eight months while the construction was under way. The result was spectacular. A totally new office lay-out, new classy furniture and an outdoor lunch area called the Garden of Tranquility. The staffs are encouraged to take lunch breaks by not allowing food to be eaten at their desks.

According to the Occupational Health and Safety Act No. 85 of 1993 section 8.1, every employee shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees. The safety of staff is also high on Company X’s priority list. They comply with legislation, industry standards and best practices to provide and maintain a safe workplace by adopting a risk management approach that is consistent with the nature of tasks and activities. Dedicated employees are in charge of all the occupational health and safety issues which provide the relevant safety training and education to employees. The management of this company conforms to the requirements of the IMS Policy and has committed to:

- Provide a healthy and safe work environment;
- Assess all risks and identify possible hazards;
- Minimise employee exposure to risk; and
- They will not allow anybody to work in unsafe or unhealthy conditions without control measures.
Leadership and coercion

Coercion uses threats and force to achieve results and this approach can have a destructive outcome. Lunenburg (2012: 3) defines coercive power as a person’s ability to influence others’ behaviour by punishing them or by creating a perceived threat to do so. Northouse (2015: 11) states that leaders who use coercion are interested in their own goals and are seldom interested in the wants and needs of the subordinates. The leader expects and demands immediate compliance to orders. Through this style of leadership tasks are accomplished by ordering and dictating, even demeaning followers at times. This approach will ultimately reduce flexibility and employee commitment.

Types of leadership based on their approach to leadership

“Leadership is a combination of strategy and character” General H. Norman Schwartkof. The way leaders behave will be influenced by the leader’s aims and personality as well as their relationship and interaction with their team. This in turn will determine what leadership style the leader will possess and portray. Leadership style consist of a leader’s general personality, demeanour, and communication patterns in guiding others towards reaching organisational or personal goals (Hoyle, 2006).

According to research there are various leadership styles each linked to a communication style. Communication is a necessity to any leader. The time management spend communicating underscores the importance of communication to organising, change management and organisational performance (Johansson and Heide: 2008). In any organisation, formal or informal, effective communication leads to effective management which aids achievement of organisational goals (Akinnubi, Gbadeyan, Fashiku and Kayode, 2012). Communication, therefore, assists in building relationships and facilitates achievement of goals. These statements best describe the communicative leadership theory. A communicative leader is one who engages employees in dialogue, actively shares and seeks feedback practices participative decision making and is perceived as open and involved (Johansson, Miller and Hamrin, 2009). This leader recognises the importance of good communication and will make it a duty to communicate effectively.

Leadership and management

Warren Bennis (1989) notes: “To survive in the twenty-first century, we are going to need a new generation of leaders - leaders, not managers. Often it is assumed that everyone in a management position is a leader. The opposite can also be true; not all leaders manage. Leadership points out the interrelationship between people in organisations and is most often associated with cooperative followers who adhere to the leader’s instructions. Lunenburg (2011: 3) states that organisations need strong leaders and strong management for optimal effectiveness and that the leaders need to be strong to challenge the status quo and to inspire and persuade organisation members.

Computers, tables, desks to name a few. It is also the employer’s duty to maintain the equipment and ensure it is in constant working order.

It is important that employees are recognised and acknowledged for good performance. People want to know that the values they bring to an organisation are appreciated and they want to be recognised for their contributions. Company X has several initiatives in place to
reward and recognise employees, one of them being the Employee of the Month. Candidates who demonstrate the company values are nominated by their peers. These nominations, with a detailed motivation are e-mailed to a designated mailbox where the candidates are then shortlisted. Prizes are awarded to the top three candidates and the overall winner received a designated parking spot for the month. There is also the Extra Mile initiative which has a monetary reward at the end of each year, which is also based on a nomination process. Globally, several initiatives are in also place encouraging extraordinary performance.

Training and Development

Eustace and Martins (2014: 1) mention that today’s changing technological landscape presents organisations, leaders and employees with a multitude of challenges and opportunities. It is, therefore, imperative that organisations improve both organisational competitiveness and individual opportunity. People have always been regarded as an organisation’s most precious asset which needs to be nurtured and invested in. It is the people that provide the organisation with a competitive advantage and contribute to its success. The organisation must therefore ensure that employees constantly expand their knowledge, skills and behaviour in order to meet the required organisational standards. To do this, organisations must understand development’s relationship to training and career management (Noe, Hollenbeck, Gerhard and Wright, 2011: 259).

Nel, et al. (2012: 359) describes training as a tool to develop the full effectiveness of the most important resource of an organisation – its people; and development as the formal education, job experiences, relationships and assessment of personality and abilities that help employees prepare for the future. Through training and development employees will be tough the necessary skills, attitudes, knowledge and attitudes to perform their tasks and duties. This will ensure that they make a valuable contribution to the success of the organisation.

Robbins, Judge, Odendaal and Roodt (2009: 57) refer to the following learning concepts in the design of workplace training:

- Education: Formal secondary and tertiary education;
- Training: The systematic acquisition of skills, rules, concepts or attitudes that result in behavioural change;
- Career development: A mutually agreed process between the organisation and the employee to improve the skills, knowledge and abilities of the individual;
- Mentoring: A relationship between junior (protégé) and a senior person in the organisation (mentor) that exists to enhance the personal development and career advancement of the junior person;
- Coaching: A development strategy where a knowledgeable coach assists an individual or a team to self-direct their own learning to achieve mutually-agreed development objectives;
- Knowledge: An acquaintance with or understanding of facts, actions, ideas and so on; referring to what is known;
- Skill: An ability to do something well due to training, development and experience;
- Competency: A unit of competence existing of knowledge, skills, attitudes and values; and
- Adult Basic Education: Basic reading and mathematical skills.
Company X concurs with Nel et al. (2012: 359) and regards their employees as important. Employees are, therefore, exposed to various training and development programs from sources within and outside the organisation. The employees will identify their business and career development goals and the company will provide the resources and systems to realise these goals. The company has on-site instructor-led training facilities. These facilities make provision for a variety of job related training programs: including the different Microsoft related courses, basic project management, emotional intelligence, time and stress management, conflict management, and so on. Employees are also exposed to financials assistance to pursue any post-graduate qualification they desire.

**The Culture of Diversity**

People no longer live and work in an insular marketplace; they are now part of a worldwide economy with competition coming from nearly every continent (Mazur, 2010: 5). Organisations therefore need diversity to compete in the ever-changing global competition. Diversity is made up of a variety of factors that an individual possess including age, gender, religion, culture, social status, sexual orientation and personality. Cultural diversity is, therefore, a group of diverse individuals that originate from societies or cultures. Company X accepts that they are part of a global company encompassing so many different types of people. They embrace diversity and strive to include all employees in their corporate culture. In addition to the multicultural workforce, they make it a point to advertise several activities relating to culture. These include, but are not limited to, cultural celebrations such as Heritage Day, Human Rights Day, Diwali, Ramadan, Christmas Day, and New Year’s Day to promote diversity of thought and respect of differing perspectives. Through these events employees are educated on the different cultural backgrounds. This also extends to the social responsibility that many of the employees feel passionate about. Company X believes that the culture of diversity starts with the leadership. They realise that not all the leaders are the same and has therefore identified cultural values and the leadership must be the ambassadors thereof. Gardenswartz and Rowe (38) state that for an organisation to get its arms around the complexity of diversity culture change, it needs to focus on three arenas:

- Individual attitudes and behaviours;
- Managerial skills and practices; and
- Organisational values and policies.

They also support other organisations who compliment their efforts to create a more diverse and inclusive world.

**RESEARCH METHODOLOGY**

**Introduction**

**Target Population**

The population is the study object and consists of individuals, groups, organisations, human products and events, or the conditions to which they are exposed (Welman, Kruger, Mitchell, 2009: 52). Coldwell and Herbst (2004) define a population as a group of individual persons, items or objects from which samples are taken. The target population for the research consisted of employees in this organisation’s head office in South Africa, currently there are
156 employees. The sample population consisted of randomly selected participants consisting of employees and managers within the organisation.

Limitations of the Research

Ghauri and Gronhaug (2010) suggest that it is very important for academic studies to define the limitations of the study. Simon and Goes (2013: 1) indicate that limitations are matters and occurrences that arise in a study which are out of the researcher’s control. The aim of this study is to investigate the impact of the leadership and communication on organisational and employee performance. One organisation was used to participate in the study and the results can therefore not be generalised to the entire business environment. Data were collected by means of a questionnaire in order to determine the inside forces of the organisation that contributes to its current performance. The respondents were, however, limited to only a sample of the population due to the size of the organisation.

RESULTS, DISCUSSIONS AND INTERPRETATION OF FINDINGS

Introduction

Hanuman (2006: 63) states that data obtained through questionnaires, interviews and observation or through secondary sources need to be analysed for deductions to be made. Singh (2006: 223) defines the analysis of data as studying the tabulated material in order to determine inherent facts or meanings. He further states that it involves breaking down existing complex factors into simpler parts and putting the parts together in new arrangements for the purpose of interpretation. The data were collected by means of a questionnaire and the findings were analysed through the use of Microsoft Excel. The questionnaire was send to forty participants and thirty three responded, an 82.50% response rate. The questions are stated and the results thereof are discussed immediately.

Analysis of Data

The findings are presented in seven main sections:

- Biographical data;
- Your role in the company;
- Your work environment;
- Training and development;
- Your relationship with your immediate manager;
- The organisation’s culture and communication; and
- The organisation’s leadership and planning.

Biographical Data

Respondents selected

This section provides a gender breakdown of the respondents selected for the study.
Forty respondents have been randomly selected from six different departments to complete the questionnaire; 19 (47%) males and 21 (53%) females respectively. These respondents include both managers and employees. Thirty three respondents completed the questionnaire. This is an 82.50% response rate consists of 15 males (45%) and 18 (55%) females.

**Your Role in the Company**

I know what is expected of me in my job and the importance thereof

The aim of this statement is to determine whether the respondents are aware of what is expected of them in their jobs.

**Figure 4.2 Job expectation**

A total of 96.97% of the respondents agree that they know what is expected on them in their jobs. This is an important aspect of any business and the determining factor in goal
achievement. According to Pramlal (2004: 85), every member of a team needs to know the team’s goals; his or her place in the team, as well as the team’s operating principles. It is evident that each employee’s role and function has been communicated to them and this has been effectively done. Each staff member has access to their job description ensuring accountability and measuring performance.

Aylott (2014: 57) states that how well an employee performs in a job will depend on their knowledge, skills and experience and with additional training and employee’s performance may improve, not only by the development skills but by communication of the expected standard of work.

**I am recognised for good performance and feel valued**

The aim of this statement is to determine whether the respondents feel they are recognised for good performance.

**Figure 4.3 Recognised for good performance**

A collective 66.66% of the respondents agree that they are recognised for good performance and are indeed valued. Locke (2009: 239) states that there are three types of positive reinforcers (treatment interventions) that have shown to increase the frequency of employee behaviours, and that are most often used to improve performance in the behavioural management literature/research; money, feedback and recognition. 24.24% did not agree with the statement and the remaining 9.10% responded that they don’t know. Moodley (2011: 60) annotates that some team members do not perform effectively no matter how much rewards and recognition they receive.

**I am given the authority to make the necessary decisions within my role**

The aim of this statement is to determine whether the respondents are given the authority to make the necessary decisions within my roles.
A total of 69.70% of the respondents agree that they have the authority to make the necessary decisions within their roles. Empowering employees require trust and the manager must feel confident enough that the employees will make the correct decisions and perform their tasks effectively. Zimmerer and Scarborough (2012) stated that empowerment involves giving workers at every level of the organization the power, the freedom, and the responsibility to control their own work, to make decisions, and to take action to meet the company's objectives. A total of 24.24% feel that they are not allowed to make the necessary decisions within their roles. Research has shown some of the reasons could be a lack of trust or confidence from the managers or these employees might be afraid to take on this added responsibility and therefore not feeling empowered.

**I am able to achieve reasonable balance between work and my personal life**
The aim of this statement is to determine whether the respondents are able to achieve reasonable balance between work and personal life.

**Figure 4.5 Work and personal life balance**
A total of 84.85% of the respondents agree that they have a reasonable balance between work and personal life. Greater job security, increased social support and the existence of family friendly policies have been shown to reduce the incidence of work-family conflict (Barling et al., 2005; Cooper, 2005). More and more employees are seeking to join organisations that deem work-personal-life a priority. As well as participating in work which represents a satisfactory balance between individual needs and values, individuals are increasingly seeking a job which enables them to achieve a satisfactory work-life balance (Cartwright and Holmes, 2006: 206).

**I am motivated towards accomplishing tasks**
The aim of this statement is to determine whether the respondents are motivated towards accomplishing tasks.

**Figure 4.6 Motivated**

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Don't know</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>33.33%</td>
<td>51.52%</td>
<td>6.06%</td>
<td>6.06%</td>
<td>3.03%</td>
</tr>
</tbody>
</table>

A total of 84.85% of the respondents agree that they are motivated to accomplish duties and tasks. This is in line with the 66.66% who agreed that they feel valued in the organisation. Norberg (2010: 21) annotates that people are motivated if they feel they are valued in the organisation. Performance arises when people want to perform a task and when people are able to perform the task, in other words performance is a function of motivation and ability – if either is missing performance will not occur (Patterson, 2010: 58). The end result of motivation will be enhanced performance levels, staff retention, achieving specialisation and employees acquire key skills.

**Your Work Environment**

**My working environment is good and conducive to achieving set goals**
The aim of this statement is to determine whether the respondents are working in a good and conducive working environment.
Figure 4.7 Good and conducive work environment

A total of 87.88 agree that their working environment is good and conducive. Employees are spending more and more time at work and they are more so in contact with people other than their families. Schehar Bano et al. (2012) stated that employee commitment and satisfaction can be achieved by ensuring appropriate diverse workforce practices and providing ethically sound conducive work environments. Hameed et al. (2009) investigated the relationship between office design and productivity using subjective productivity measurement method. This is confirmed by the (87.88%) respondent and it is in agreement with Hameed et al. (2009) research that there is a relation between office design and employees productivity.

I feel physically safe in my working environment
The aim of this statement is to determine whether the respondents are working in a physically safe environment.

Figure 4.8 Physical safe environments
A total of 100% of the respondents agree that they are working in a physically safe environment. Workplace safety is fundamental to the success of any organisation. The Occupational Health and Safety Act No. 85 of 1993 section 8.1 states that every employee shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees. It is, therefore, the employer’s responsibility to ensure that employees are safe at all times, both physically and mentally. This process involves identification of hazards and the control thereof according to set standards. It also involves providing ongoing training and education for employees.

**This is a great place to work**
The aim of this statement is to determine whether the respondents perceive their work as a great place.

**Figure 4.9 Great places to work**

A total of 81.82% of the respondents agree that the organisation they work for is a great place to work for. Relationships are built daily and that experience is what creates the environment employees work in. The key factory common in these relationships is trust. Trust can therefore be created by inspiring, speaking, listening, thanking, developing, sharing and celebrating. 18.18%, however, do not agree that the organisation they work for is a great place to work for. Robert Levering, Co-Founder, Great place to work said “A great place to work is one in which you trust the people you work for, have pride in what you do, and enjoy the people you work with.”

**Training and Development**

**I have the materials and equipment needed to perform my tasks and duties effectively**
The aim of this statement is to determine whether the respondents have the proper materials and equipment to perform their tasks and duties.
A total of 93.94% of the respondents agree that they have the materials and equipment needed to perform their tasks and duties effectively. Each employee has a job description which includes their tasks and responsibilities. They must, however, be adequately equipped to perform these tasks and responsibilities. Materials and equipment would include stationary, telephones, computers, tables, desks to name a few. Without these employees would not be able to perform daily functions.

**The company provides me with relevant training**
The aim of this statement is to determine whether the respondents are receiving the relevant training.
A total of 90.91% of the respondents agree that they receive the relevant training to perform their duties effectively. This organisation realise that it is the people that can provide a competitive advantage and contribute to its success. Nel et al. (2012: 359) described training as a tool to develop the full effectiveness of the most important resource of an organisation – its people; and development as the formal education, job experiences, relationships and assessment of personality and abilities that help employees prepare for the future. Employees must, therefore, be exposed to various training and development programs from sources within and outside the organisation. Training is a learning process where people acquire capabilities to help in the achievement of goals. It can contribute to effectiveness through establishing a link with the company’s strategic direction and demonstrating return on investment. The key to successful training is to choose a method that will best suit the training objectives of the organization.

**I am encouraged to explore growth or advancement opportunities within the company**

The aim of this statement is to determine whether the respondents are encouraged to explore growth or advancement opportunities.

**Figure 4.12 Growth or advancement opportunities**

A total of 66.67% of the respondents agree that they are encouraged to explore growth or advancement opportunities within the company. The ultimate goal of an organisation’s human resource department plan is the identification and exploitation of opportunities along with the migration of risks, by aligning the goals and initiatives of the organisation and by allocating the necessary and appropriate resources to deliver the desired results of its stakeholders (Fall, 2008). A total of 24.24% disagree and feel that they are not exposed to growth and advance opportunities, while 9.09% don’t know.

**All employees have a fair chance of promotion within the company**

The aim of this statement is to determine whether the respondents have a fair chance of promotion.
A total of 39.40% of the respondents agree that all employees have a fair chance of promotion within the company. This is not an acceptable level and an area of concern. 15.15% don’t know and a total of 45.45% of the respondents disagree that all employees have a fair chance of promotion within the company. Raju (2006: 86) describes a promotion as an upward movement or advancement of an employee in an organisation to another job, which commands better pay or wages, better status or prestige and higher challengers, and responsibilities and opportunities. Every organisation should, therefore, be committed to being fair and obliged to practice fairness at all times. The company does make provision for promotions in its Recruitment and Selection Policy. Wherever possible, suitable internal employees should be appointed preferably to external applicants. These vacancies will be internally advertised and employees are given the opportunity to apply. The majority of the respondents feel that this is not the case, which is of great concern.

Your Relationship with Your Immediate Manager

My manager supports and guides me with my career development
The aim of this statement is to determine whether the respondents are receiving support and guidance from their managers.
A total of 63.64% respondents agree that their manager supports and guides them with my career development. This is in line with the 66.67% that agree that they are encouraged to explore growth or advancement opportunities within the company. The manager plays a very important role in the advancement of any employee within an organisation. Managers can do this by providing opportunities for employees to develop the knowledge, skills, abilities, tools, resources, and opportunities to be successful in their job and career. Examples include providing on-the-job training and coaching, giving them performance goals and feedback, asking about and supporting their development goals, and helping them write an individual development plan (IDP). The employees must, however, identify their need for development the company will provide the resources and systems to realise these goals.

My manager treats me with respect
The aim of this statement is to determine whether the respondents are respected by their managers.

Figure 4.15 Respect

A total of 78.79% of the respondents agree that they are respected by their managers. Respect is most probably one of the most important values that any organisation must have and it is one of this company’s values. 12.12% responded that they don’t know if they are respected and this should be further investigated. Respect plays an important role in recognition, engagement and in creating a strong organisational culture. Research has shown that people who are respected tend to actively contribute to the goal and objectives of the organisation. Marciano (2011) advises that employee engagement depends upon the extent to which individuals respect their organisation and its leadership, and feel respected.

My manager’s work related communications are frequent and detailed enough
The aim of this statement is to determine whether the manager’s work related communications are frequent and detailed enough.
A total of 69.69% of the respondents agree that their manager’s work related communications are frequent and detailed enough. Communication is the translation of information to relevant parties. The more information people have the better their understanding is resulting in the effective performance of tasks. The better the task is performed, the better the employees feel about their jobs and about the organisation. Udegbe (2012: 16) states that communication touches every aspect of human activity and that in business communication, messages are conveyed through various channels of communication, including internet, print (publication), radio, television, outdoor and word of mouth. A total of 21.21% disagree with this statement and the general consensus is that there is not sufficient personal communication in the form of meetings. 9.10% responded “don’t know” to the statement and a reason could be that they find meetings to be of no real value.

**My manager is open to hearing my opinion or feedback**
The aim of this statement is to determine whether the managers are open to hearing opinions and feedback.
A total of 69.69% of the respondents agree that their manager is open to hearing their opinion or feedback. Communication is effective when there is feedback on matters raised or communicated. Feedback has several positives if given constructively. Feedback can be very motivating and energizing and has strong links to employee satisfaction and productivity. People like to feel involved and identified with their organisation and feedback helps achieve that state. 21.21%, however, disagree to this statement and 9.10% responded that they don’t know. Lunenburg (2010: 10) indicates that time lags between the communication and the action are one of the barriers to upward communication; if it takes months for the various levels of administration to approve a staff member’s suggestion, upward communication is hindered.

**My manager handles my personal issues satisfactory**
The aim of this statement is to determine whether managers handle personal issues satisfactory.

**Figure 4.18 handles my personal issues well**

A total of 75.76% of the respondents agree that their manager handles their personal issues satisfactory, while a total of 9.09% disagree with the statements. 15.15% don’t know and the main reason could be that they are not comfortable to reveal personal issues to their managers. Employees are bound to face personal problems that will influence their jobs. This may include health challengers, financials problems, family issues, and so on. How the manager assists the employee with their problems will determine the levels of trust between them. Gentry, Weber and Sadri (2007: 3) indicate that leaders today need to be more person-focused and be able to work with all employees.

**I am effectively recognised for good performance within the department**
The aim of this statement is to determine whether the respondents are effectively recognised for good performance within the department.
A total of 60.61% of the respondents agree that they are effectively recognised for good performance within the department. Hansen et al. (2002) report that many organisations fail to make an adequate distinction between recognition and reward. There are many ways to recognise good performance consisting of financial- and non-financial recognition which all employees are eligible for. Financial recognition can be in the form of a salary increase, bonuses or profit sharing. Non-financial recognition includes a simple thank you, sharing achievements within the department, small awards and greater job responsibilities. 27.27% disagree with the statements and 12.12% responded that they don’t know. These figures are high and mainly because employees have to nominate each other.

The Organisation’s Culture and Communication

The leaders contribute to the culture of diversity
The aim of this statement is to determine whether the leaders contribute to the culture of diversity.

Figure 4.20 Culture of diversity
A collective 72.73% of the respondents agree that the leaders contribute to the culture of diversity. Applications of organisational behaviour and the effective management of human resources are dependent not only upon the nature of the industry or business, but also upon the characteristic features of the individual organisation – and its culture (Mullins, 2005: 896). People no longer live and work in an insular marketplace; they are now part of a worldwide economy with competition coming from nearly every continent (Mazur, 2010: 5). Culture includes virtually everything that defines an organisation and the people within; their attitudes, goals, behavior, thinking styles, and their vision of the organisation.

**The leaders value the input and contributions from employees**

The aim of this statement is to determine whether the leaders value the input and contributions from employees.

**Figure 4.21 Value input and contributions**

A collective 69.70% of the respondents agree that the leaders value the input and contributions from employees. This figure is in line with the total of 69.69% that agree that their manager is open to hearing their opinion or feedback. The Coca-Cola Company encourages a work environment of open communication and to effectively solicit and leverage innovative ideas, they engage in frequent dialogue with their associates around the world. Employee input was a key ingredient to their mission, vision and values. 24.24% disagree to the statement and 6.06% responded that they don’t know. Communication is a two-way process and the interaction between employee and management should be encouraged. Employee participation is very important and the encouragement thereof will in result problem analysis, development of strategies and the implementation of solutions.

**I can express my honest opinion without fear of negative consequences**

The aim of this statement is to determine whether the respondents can express their honest opinion without fear of negative consequences.
A collective 54.55% of the respondents agree that they can express their honest opinion without fear of negative consequences. This is the direct result of employees that feel they are empowered to make a valuable contribution to the success of the organisation. 39.39% however disagree with the statement. Milliken, Morrison and Hewlin (2003) indicate that there is evidence that employees are especially uncomfortable conveying information about potential problems or issues to those above them. The result is that valuable information is kept from the decision makers. Leaders who are open to ideas, constructive feedback or even concerns have employees who are more engaged and productive. There is also a positive working relationship that is open and honest.

**The leaders regularly keep us informed about company matters**

The aim of this statement is to determine whether the leaders regularly keep employees informed about company matters.

**Figure 4.23 Regular updates**
A collective 75.76% of the respondents agree that the leaders regularly keep them informed about company matters. Communicating with employees is essential in any organisation. It is clear that employee communication is very important and a valuable contributor to the success of an organisation. The most frequent form of communication is electronically via e-mail with the distribution of the company’s e-newsletter. Maintaining open lines of communication will help you enormously in other ways, such as motivating your staff, building your team, and helping you deliver exceptional customer service.

**The corporate communications are open and transparent at all times**
The aim of this statement is to determine whether the corporate communications are open and transparent at all times.

**Figure 4.24 Open and transparent communication**

A collective 66.67% of the respondents agree that corporate communications are open and transparent at all times. A collective 18.18% disagree and 15.15% responded that they don’t know. Hassell (2014) indicates that open communication is a concept that almost all companies claim to value, but very few truly achieve. He further states that open communication builds trust, enhances performance and contribute to goal achievement. Information is conveyed through various channels of communication, including internet, print (publication) and meetings.

**The Organisation’s Leadership and Planning**

4.9.1 **I have confidence in the leadership of this company**
The aim of this statement is to determine whether respondents have confidence in the leadership of the company.
A total of 66.67% has confidence in the leadership of the company. Leadership is the heart of any organisation competing in the corporate world of today. The leader of an organisation is responsible for the harmonisation and integration of both human and material resources to produce the output or services for which the body is created. The knowledge, track record and skills of the leadership determine the level of confidence employees have in them. Employees also want some level of trust in their leadership. The slightest lack of trust will result in uninspired employees questioning all business practices, including positive contributions. 21.21% disagree with the statement sighting that the leadership is too distant from employees and do not spend sufficient time on the floor.

The leaders are interested in the well-being of their employees
The aim of this statement is to determine whether the leaders are interested in the well-being of their employees.

Figure 4.26 Interested in well-being
A total of 54.55% of the respondents agree that the leaders are interested in the well-being of their employees. Tehrani, Humpage, Willmott and Haslam (2007: 4) define well-being as creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation. Well-being is thus about personal happiness. 18.18% disagree with the statement and 27.27% responded that they don’t know. Employees are increasingly becoming more critical of the overall success of their companies, to the extent that their needs and expectations have changed. Money is no longer the only inspiration to performance. Things like personal growth and development, being valued and appreciated, employee engagement and work/personal life balance are increasingly dominating.

**The company has a clear vision and this vision is effectively communicated**

The aim of this statement is to determine whether the company has a clear vision and if this vision is effectively communicated.

**Figure 4.27 Clear vision and communication thereof**

A total of 87.88% of the respondents agree that company has a clear vision and this vision is effectively communicated. The vision is a clear and specific view of the future of the organisation. This vision is, however, of no value if all the stakeholders are not aware of it. It should thus be effectively communicated to all. The more the employees are made aware of the vision they will understand and accept it. It will then be easier directing their behaviour to the desired end, achieving the organisational goals. The employee’s first experience of the company’s vision is at the induction program. This is a continuous process which also form part of the employee’s performance appraisal process taking place twice a year. Employees are then also reminded of the vision at every formal meeting. It is found that transparency of the company goals drive performance because it creates commitment and a sense of urgency.

**Leadership gives instructions and explains the reasoning behind the desired outcome**

The aim of this statement is to determine whether the leadership gives instructions and explains the reasoning behind the desired outcome.
A total of 66.67% of the respondents agree that the leadership gives instructions and explains the reasoning behind the desired outcome. This approach will allow employees to be more participative encouraging them to ask questions if there is uncertainty. 27.27% however disagree with this statement indicating that instructions are given and they must adhere to it. Zwemer (2005: 244) states that communication in the group with autocratic leadership is almost always from the top management down to the members of the group; from the boss to the employees rather than from employees to the boss.

**Leadership allows for sufficient employee engagement before decisions are made**
The aim of this statement is to determine whether the leadership allows for sufficient employee engagement before decisions are made.

A total of 39.39% of the respondents agree that the leadership allows for sufficient employee engagement before decisions are made. Employee engagement is a process to ensure that employees are committed to their Organisation’s goals and values. It will ensure that employees are motivated to contribute to organisational success and to their own sense of well-being. Engaged organisations have strong values with clear evidence of trust and fairness. 51.51%, however, disagree with the statement. Given this integral relationship
between leadership and power, leaders must assess not only their behaviour, but also their possession and use of power, in order to understand how they influence people (Hersey and Blanchard, 2008: 418).

**Leadership creates an environment where employees take ownership of tasks and allows employees to participate in the decision making**

The aim of this statement is to determine whether the leadership creates an environment where employees take ownership of tasks and allows them to participate in the decision making.

**Figure 4.30 Participation in decision-making**

A total of 45.46% of the respondents agree that the leadership creates an environment where employees take ownership of tasks and allows employees to participate in the decision making. It is evident that employees understand what is expected of them, in their jobs. They should, therefore, be allowed to do what they need to do and get the job done. The leaders role is thus to encourage and support the decision making environment and give the employees the tools and knowledge to act upon their own decisions. 39.39% disagree with the statement while 15.15% responded that they don’t know.

**Leadership gives instructions and trusts employees to make the appropriate decisions**

The aim of this statement is to determine whether the leadership gives instructions and trusts employees to make the appropriate decisions.

**Figure 4.31 Trusted to make decisions**
A total of 48.49% of the respondents agree that the leadership gives instructions and trusts employees to make the appropriate decisions. This is in line with the previous statement that the leadership creates an environment where employees take ownership of tasks and allows employees to participate in the decision making. Employees that are empowered take control and make decisions, they feel confident, capable and determined. This mind set allows them to work more effectively and efficiently. 24.24% disagree that the leadership gives instructions and trusts employees to make the appropriate decisions and 27.27% responded that they don’t.

CONCLUSIONS AND RECOMMENDATIONS

The Objectives of the Study

- To determine and understand the different styles of approaches to leadership;
- To investigate the best approach to leadership in the ever-changing organisational circumstances;
- To establish the influence of leadership on organisational and employee performance;
- To investigate if there is a relationship between a lack of leadership communication and the average performance of employees; and
- To make appropriate recommendations towards better organisational and employee performance.

Findings from the Study

The findings from the research study will be discussed under findings from the literature review and findings from the primary research respectively.

Findings from the Literature Review

The key findings are summarised below.

Role in the company

Organisations expect that employees will effectively perform tasks and duties assigned to them. Aylott (2014: 57) states that how well an employee performs in a job will depend on their knowledge, skills and experience and with additional training and employee’s performance may improve, not only by the development skills, but by communication of the expected standard of work. To ensure that the desired performance levels are achieved employees must be informed on what is expected of them in their jobs and the importance therefore.

Work environment

According to the Occupational Health and Safety Act No. 85 of 1993 section 8.1, every employee shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees. The safety of staff should, therefore, be high on an organisation’s priority list. They should comply with legislation, industry standards and best practices to provide and maintain a safe workplace by adopting a risk management approach that is consistent with the nature of tasks and activities.
There should be dedicated employees in charge of all the occupational health and safety issues which provide the relevant safety training and education to employees.

**Training and Development**

Nel et al. (2012: 359) describe training as a tool to develop the full effectiveness of the most important resource of an organisation – its people; and development as the formal education, job experiences, relationships and assessment of personality and abilities that help employees prepare for the future. Through training and development employees will be tough the necessary skills, attitudes, knowledge and attitudes to perform their tasks and duties. This will ensure that they make a valuable contribution to the success of the organisation. People have always been regarded as an organisation’s most precious asset which needs to be nurtured and invested in. It is the people that provide the organisation with a competitive advantage and contribute to its success. The organisation must, therefore, ensure that employees constantly expand their knowledge, skills and behaviour in order to meet the required organisational standards. To do this, organisations must understand development’s relationship to training and career management (Noe, Hollenbeck, Gerhard and Wright, 2011: 259).

**Relationship with immediate Manager**

Lerner (2013) mentions that people are inherently and genetically different. A good leader needs to understand his people, their aspirations and needs, and their behaviour and attitudes. Constant engagement and interaction with employees creates a sense of trust, respect and understanding. Leaders will connect with followers and place them on the path of a healthy growing relationship by focusing on their needs. The health of this relationship is a key contributor to the optimal efficiency and effectiveness of the organisation.

**The organisation’s culture and communication**

Communication plays a vital role in the management of organisations and the achieving of their desired success. Effective communication is intentional and deliberate and its characteristic features include: openness, directness, respect, responsibility and aim (Charvatova, 2006: 32). Organisations should recognise that its employees are its most valuable resource and they are entitled to quality internal communication. Employees must be constantly informed and updated on company initiatives, both locally and globally; employee’s promotions and rotations, departmental plans and initiatives through a comprehensive communication process.

**The organisation’s leadership and planning**

Every individual and organisation has a vision and a great vision provides the foundation for leadership. The leader must establish and clarify the organisation’s vision and objectives and clearly communicate such to the rest of the organisation. Transformational leaders have a clear vision and they make sure the vision is communicated to all. They keep the lines of communication open to encourage the sharing of ideas and the unique contributions of followers are immediately recognised. Transformational leadership involves offering support and encouragement to not only achieve organisational goals but also individual goals.
Findings from the Primary Research

The findings from the research study are presented in line with how the research questions were answered.

Role in the company

The study revealed that employees know what is expected of them in their job and they know the importance thereof. It also reveals that they are sufficiently motivated towards accomplishing tasks, but there is still a gap in the effective recognition of good performance.

Work environment

The study reflected that Company X is physically safe to work for and the working environment is good and conducive to achieve set goals. The company is overall a great place to work for.

Training and Development

The study indicated that employees are sufficiently equipped to perform their tasks and duties. They do receive the relevant training to up-skill them in order to effectively execute these tasks and duties. The study has, however, revealed that employees feel they do not have a fair chance of promotion within the company and there is not enough encouragement to employees to explore growth or advancement opportunities.

Relationship with immediate Manager

The study revealed that managers do treat their employees with respect and deals with their personal issues in a satisfactory manner. The study also showed a lack of support and guidance to employees with their career development. Communication is not as frequent as desired and managers lack the openness to feedback from employees.

The organisation’s culture and communication

The results of the study showed that the leadership do contribute to the culture of diversity in the company and that corporate communications are open, regular and transparent enough. The study showed that an alarming number of employees do not express their honest opinion for fear of negative consequences.

The organisation’s leadership and planning

The results of the study showed that the company has a clear vision and this vision is effectively communicated to all stakeholders. Employees have confidence in the leadership and when instructions are given the reasons behind the desired outcomes are explained. The study also revealed that employee engagement before decisions are made is not at an acceptable level. Employees are also not empowerment enough to participate in decision making.
Conclusions

The study was undertaken to determine and understand the different styles of approaches to leadership, investigate the best approach to leadership in the ever-changing organisational circumstances, to establish the influence of leadership on organisational and employee performance, to investigate if there is a relationship between the lack of leadership communication and the average performance of employees and to make appropriate recommendations towards better organisational and employee performance.

The study established that employees are aware of their job expectations and they are motivated to effectively perform these tasks and duties. Employees are now more concerned about the physical and emotional condition of their working environment and the study has confirmed such. Organisations need to survive in a competitive and rapidly changing environment, thus they are confronted with challenges and uncertainty in their actions and need to be capable of adapting to new situations and environments in order to survive. The study has demonstrated that the correct equipment and materials are needed to perform task and training and development are needed to ensure and maintain a competitive advantage. It has also been demonstrated that employee-manager relationships are key to ensure personal and company development. Leaders who contribute to the culture of an organisation have the confidence of the employees. The study also revealed that employee engagement before decisions are made is not at an acceptable level and employee empowerment lacks.

This study is significant because it investigates whether the leadership and communication style is effective in this organisation. It also provides valuable theoretical insight into leadership styles as well as communication styles. The research could, therefore, assist the organisation to achieve the desired optimal organisational and employee performance. Additionally, it will be useful to verify existing findings and studies on the relationship between leadership styles, leadership communication and organisational performance. It will also serve to investigate how effective leadership and communication can be used as a strategy to offer new direction to an organisation and to explore the best approach to leadership in changing organisational circumstances.

Recommendations

Enhance Dialogue Sessions

Regular and constructive meetings must be made compulsory and these meeting must be scheduled and recorded. 52% of the respondents believe that they do not share in the decision making process of the company and that decision making is unilateral. Management must engage employees earlier in the process and decision making should be on a consensus or majority vote basis. The effectiveness of group decision making processes have become an increasingly important organisational concern as decisions made by teams with diverse expertise are of greater quality than those made by individuals with homogeneous backgrounds (Pramlal, 2004: 52).

This approach will encourage leaders to adapt to the democratic leadership style where members are allowed a more participative role in the decision making process. This style allows for better employee engagement, motivation and creativity and benefits both leader and employee. The leader encourages members to indulge in open discussions and to share their thoughts and therefore receives better ideas and more creative solutions from
employees. The democratic leadership style means that the leader will facilitate the communication process and Zwemer (2005: 244) states that there will be communication up to the top management as well as down and across levels of workers.

**Development of Employees**

Employees are the single most important asset of any organisation and their expertise and skill contribute to its success. This function must be the responsibility of the human resource department to determine the goals and aspirations of every employee through discussions between the employee and HR representative. Once this has been identified, a constructive plan of active are implemented to which the employee and employer must commit. The end result will be motivated and empowered employees ready to improve their own performance and the performance of the organisation. This will also ensure that the best candidates are eligible for promotions, making the process fair equitable.

The organisation must, therefore, ensure that employees constantly expand their knowledge, skills and behaviour in order to meet the required organisational standards. To do this, organisations must understand development’s relationship to training and career management (Noe, Hollenbeck, Gerhard and Wright, 2011: 259). Through training and development employees will be tough the necessary skills, attitudes, knowledge and attitudes to perform their tasks and duties. This will ensure that they make a valuable contribution to the success of the organisation.

**Rewards and Recognition**

The study has shown that the current rewards and recognition initiatives are not effective enough. These programs and processes must be reviewed. Include all employees in the development and implementation of the revised program. It will ensure that all agree on the program determinations, parameters and measurements making the program fair and transparent. The following has been found to be very effective: a simple thank you, creating a bulletin board on the intranet so employees can thank colleagues, giving weekly spot prizes for small achievement and so on.

It is important that employees are recognised and acknowledged for good performance. People want to know that the values they bring to an organisation are appreciated and they want to be recognised for their contributions. Norberg (2010: 21) indicates that people are motivated if they feel they are valued in the organisation. The ultimate result of job satisfaction and employee involvement is employee satisfaction. Price (2001) defines employee satisfaction as the effective orientation that an employee has towards his or her work.

**Areas for further Research**

This organisation consists of two groups and the study was conducted on one group only. The study can therefore be carried out on the other group as well. The scope of the study could also be broadening by conducting personal interview with both employee and management giving a human touch to the study. The research establishes a possible link between the effectiveness of leadership and organisational and employee performance and it does not prove it beyond doubt through a measurable result.
Conclusion

The primary results assisted in answering the research questions that were formulated for the research study. It gives the impact of leadership on performance and how leadership communication contributes to organisational and employee performance. It is evident that the employees know what their roles in the company is, they enjoy the environment they work in, they receive the relevant training and development, there is a good manager-employee relationship, the company’s culture and communication is at a fair level and there seem to be a lack of employee empowerment. It was recommended that management focus on the development of employees to ensure a competitive edge that regular constructive meeting sessions are scheduled and that the existing reward and recognition programs be revised.

BIBLIOGRAPHY


