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***A cross-sectional exploration of leadership styles exhibited when facing
workplace challenges: qualitative interviews with “the Company’s”
managers***

I hereby declare that the Research Report submitted for the Bachelor of Commerce Honours in Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University or Higher Education Institution for degree purposes.

Abstract

There are many different challenges that are currently affecting businesses in South Africa in the 21st century. These challenges are volatile, uncertain and complex; they present harsh consequences to businesses across South Africa. It is crucial that an organisation has a leadership style that is strategically capable of identifying, analysing and managing those challenges. This may require the leader to adapt and alter their leadership style. This process is linked to Fiedler's Theory of Contingency, which states that a leader's style of leadership is effective when it takes into account the different situation factors, or challenges, which surround the leader. The Contingency Theory states that there is no best style of leadership, but that leadership depends on the situational factors that affect the company.

This research is a cross - sectional exploration of the various challenges that affect a property development company in South Africa. The data was collected using interviews in order to obtain a rich and in-depth understanding of the different challenges and leadership styles used within the company. The research revealed that BEE, managing multiple leadership styles and the age gap within "the Company "were the prominent challenges facing this business. The research found that the CEO's leadership style did adapt to the challenges faced by the company.

Table of Content

1. Introduction.....	1
1.1. Contextualisation.....	1
1.2. Rationale.....	2
1.3. Problem Statement.....	3
1.4. Purpose Statement.....	4
1.5. Research Questions.....	4
1.5.1 Main Questions.....	4
1.5.2 Sub Questions.....	4
1.6. Research Objectives.....	4
2. Literature Review.....	5
2.1. The Research Paradigm.....	5
2.2. Theoretical Foundation.....	6
2.3. Conceptualisation.....	9
2.4. Review of the Current Literature	11
2.4.1 Leadership Styles Commonly Found In Companies.....	11
2.4.2 Challenges Facing Businesses In The 21 st Century.....	12
2.4.3 Challenges Found In Family Owned Enterprises.....	14
3. Research Design and Methodology.....	17
3.1. Conceptual Approach.....	17
3.2. Data Collection Method.....	18
3.3. Research Plan.....	20
3.4. Population.....	20
3.5. Sampling.....	21
3.6. Data Analysis Method.....	23

4. Findings and Interpretation of Findings.....	25
4.1. The Age Gap.....	25
4.1.1 Generation Differences	26
4.1.2 Attitudes.....	27
4.1.3 Understanding Expectations.....	28
4.2 BEE.....	31
4.3 Managing Different Leadership Styles.....	33
4.4 A congenital Leadership Style.....	37
4.5 Quality and Trustworthiness.....	41
5. Conclusion.....	44
5.1. How the Research Question was Answered, the Research Problem was Solved and the Research Goal was Reached.....	44
5.2. Recommendations for Future Practice.....	45
5.3. Recommendations for Future Research.....	46
5.4. Ethical Implications.....	47
5.5. Limitations of the Study.....	48
6. Reference List.....	49
7. Annexures	
7.1 Annexure A: Gatekeeper Letter	
7.2 Annexure B: Interview Consent Form	
7.3 Annexure C: Interview Questions	
7.4 Annexure D: Ethical Clearance Letter	
7.5 Annexure E: Safe Assign Report	

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1. Introduction

1.1 Contextualisation

This study will be conducted in an effort to explore the leadership style adopted by a company, which is a family run organisation, in the construction and property development industry. The organisation has been in existence since 1902. They have an international portfolio which includes properties across South Africa, the United Kingdom and Europe. 21st century business organisations face various challenges that organisations in previous centuries did not experience, such as technology, customer services, uncertainty about the future, regulation and compliance and the age gaps within an organisation, all of which are challenges which are faced within “the company” (Betts, 2003). This research will be conducted using a company as a case study to explore whether the challenges of the 21st century, such as those mentioned above, have altered the way in which leaders are leading their organisations.

“The Company” that was used as a case study wanted to remain anonymous, thus from hereon in the organisation used will be referred to as “the Company”.

In early organisations, leaders generally adopted a more authoritarian and dictator style of leadership. This was the commonly accepted style of leadership and it left full control to the leader whilst leaving little or no autonomy in lower parts of the business. The main reason for this especially through the Industrial Revolution was to increase productivity (Brown, 2004).

Today, organisations have adopted a more comfortable and empowered environment in which employees feel more powerful. This creates more personal and professional growth within the employee (Brown, 2004). The concept of leadership within the workplace has however, been changing and adapting as time passes (Bryman, 2014). Leadership also changes due to leaders analysing certain events and thus changing their own leadership style in order to adapt to the changing issues within the workplace, such as technology, uncertainty and compliance (Bryman, 2014). Due to these challenges, new leadership styles such as Transformational, Transactional and Congenital leadership styles have evolved and others have been discarded such as classical managerial styles (Tice & More, 2007). A focus will be made on the Contingency Theory of

leadership within the company. This is a theory that was developed in the 1970's (Tice & More, 2007). The Contingency Theory suggested that leaders had to fit their style of leadership to the needs and wants of the situation (Riggio, 2010). An attempt will be made to assess to what extent the leadership at "the company" meets the challenges that they are currently experiencing and whether the leadership has been altered in order to adapt to 21st century challenges.

An exploration of how 21st century leadership compared to more traditional styles of leadership will also be conducted. In this regard, the study will investigate the current state of leadership at "the company".

1.2 Rationale

In any organisation, it is important to have a leadership style that is able to satisfy the obligations and needs of an organisation as well as being in harmony with the organisation's environment (Nevins, 2017). In order to effectively deal with an organisation's issues, it is crucial to have a leadership style that is in sync with the management, employees and the culture of the organisation (Nevins, 2017). An effective leader needs to be able to deal with the new issues that are evident in economic, social and technological areas, which are created due to the 21st century (Nevins, 2017). If a company were to fail in adapting to the challenges they face, then "the Company" will struggle both financially and strategically.

This research topic is relevant in South Africa because in order to have a fully functioning economy, it is imperative that South Africa has highly successful companies (Bryman, 2014). This flows from the position that a company needs to have successful leaders heading these companies, and a leader can only be extremely successful if they are adapting to changes that the 21st century is presenting (Bryman, 2014). Research into this topic will provide industry relevance in terms of gaining insight into the contingency theory as well as an insight into the leadership adopted within the company. This study is relevant as it will explore whether leaders are adapting their leadership styles in order to manage 21st challenges, and it will also explore how the leadership style is altered when faced with particular challenges. Exploring the leadership styles evident during a crisis is relevant to the field of Commerce as it related to leadership styles, the Contingency Theory, Challenges facing businesses in the 21st century and how leadership has an effect on the bottom line of a company. The study is also relevant to "the company" because if they know the kind of leadership styles that are evident in "the company", they can learn to adapt these styles through seminars and workshops. "The company" could also possibly

train future managers in order to be able to adapt to the challenges which could potentially face the business.

1.3 Problem Statement

This research study is being conducted in an effort to explore the different leadership styles adopted within organisations in South Africa and why leaders chose to use that particular leadership style (Tice & More, 2017). The concept of leadership has been evident from the start of humanity and civilization. Roman leaders, Egyptian rulers, Greek leaders and biblical prophets had one main characteristic, they were all exceptional leaders, and this is where the concept of leadership actually started being recorded. The concept of leadership within the work place has, however, been changing and adapting as time passes. Leadership also changes due to leaders analysing certain events and thus changing their own leadership style in order to adapt to the changing issues within the workplace (Bryman, 2014).

In early organisations, leaders generally adopted a more authoritarian and dictator style of leadership, as this was the commonly accepted style of leadership and it left full control to the leader whilst leaving little or no room for contribution within lower parts of the business (Brown, 2004). This was in order to constantly increase productivity. More recent organisations have adopted a more understanding, casual, comfortable and empowered environment in which employees feel more powerful and can thus create more personal, and most importantly, professional growth within the employee (Brown, 2004).

Organisations and businesses in South Africa are changing rapidly in the 21st century. There are many challenges that have been created in the 21st century that affect businesses such as technology, customer service, regulation and compliance, and uncertainty about the future (Tice & More, 2017). Due to these challenges, new leadership styles, such as the transformational and transactional leadership styles, have evolved, and others have been discarded, (Tice & More, 2017). This study will focus on the Contingency Theory of Leadership. This theory was developed in the 1970's and suggested that leaders had to fit their style of leadership to the needs and wants of the situation (Riggio, 2010). The research taking place will assess leadership at the company, and determine how "the Company" deals with the challenges that face them in the 21st century with their current style of leadership. There is not enough information on how effective leadership styles deal with challenges in a South African environment. The reason why this research is taking place is because there are constantly new challenges which are affecting companies on a daily

basis and the research will make an attempt at finding out how the leadership of the Chief Executive Officer (CEO) of a company will change or adapt in relation to managing the challenges that “the Company” is faced with.

1.4 Purpose Statement

The purpose of this study is to explore the leadership style at “the company”, which is a business in the construction industry in Kwa- Zulu Natal (KZN), South Africa, using a case study design. The study will also seek to identify the 21st century challenges that affect the company. The result will be a qualitative and descriptive discussion of themes.

1.5 Research Questions

1.5.1 Main Question:

According to the Contingency Leadership Model (CLM), how does the leadership in a South African property development company adapt to managing challenges?

1.5.2 Sub Questions:

- According to the Contingency Leadership Model:
 - What are the challenges that affect “the company”?
 - What is the leadership style exhibited by the CEO in managing 21st century challenges?

1.6 Research Objectives

- Identify the 21st century challenges that face “the company”.
- Explore whether the leadership style of the CEO at “the Company” has been altered by 21st century challenges.
- Evaluate whether the leadership style at “the Company” is effective in dealing with the challenges identified.

2. Literature Review

2.1 The Research Paradigm

An Interpretivism paradigm will be used. This approach entails an understanding of a certain notion rather than approving or disproving a certain notion (Bryman, 2014). Investigating leadership at “the Company” requires the paradigm of Interpretivism as this entails not only understanding, but also appreciating the differences between people and understanding their different views and opinions (Maree, 2016). Interpretivism relies more on natural approaches to research such as interviews and observation (Maree, 2016). These methods are generally used in order to ensure effective conversation between the researcher and the participant. Interpretivist situations are founded on the theoretical conviction that reality is fluid and socially constructed, therefore, what we know is always negotiated within cultures, social settings, and relationships with other people (Maree, 2016). Interpretive researchers accept that the meaning of human actions is intrinsic and that the duty of the researcher is to uncover meaning (Willis, 2007). Interpretive research is dedicated to the broad philosophy of social construction, which views reality as a constructed world, which is based on meaningful interpretations (Willis, 2007). The objective of the researcher is not to capture a predetermined reality, but rather to understand the process of symbolic world making or constructing meaning from qualitative data (Schwandt, 2000).

The ontological issue relates to the nature of reality and its characteristics (Burrell & Morgan, 1979). When researchers conduct qualitative research, they are accepting the idea of numerous realities (Burrell & Morgan, 1979). Different researchers embrace different realities, as do the participants being studied and the readers of a qualitative study (Burrell & Morgan, 1979). When reviewing individuals, qualitative researchers conduct a study with the purpose of uncovering these different realities (Burrell & Morgan, 1979).

With the epistemological assumption, conducting a qualitative study means that researchers attempt to get as near as possible to the participants being studied (Burrell & Morgan, 1979). Subjective evidence is collected based on participant views. It becomes significant to conduct studies in the “field” where the participants reside and work as these are significant contexts for understanding what the participants are saying and meaning (Burrell & Morgan, 1979).

All researchers bring worth to a study, but qualitative researchers make their values known in a study (Burrell & Morgan, 1979). This is the axiological assumption that characterises qualitative

research (Burrell & Morgan, 1979). In a qualitative study, the inquirers declare the value-laden manner of the study and vigorously report their values and biases (Burrell & Morgan, 1979).

The measures of qualitative research and its methodology, are considered to be inductive, emerging, and formed by the researcher's experience in gathering and examining the data (Burrell & Morgan, 1979). The logic that the qualitative researcher follows is inductive rather than handed down completely from a theory (Burrell & Morgan, 1979). Often the research questions adapt and alter in the middle of the study to imitate the types of questions required to understand the research problem (Burrell & Morgan, 1979).

In terms of this research study, it is imperative to understand the views and opinions that the employees of "the Company" have on the type of leadership exhibited within "the Company" as well as the views and opinions of the leader. This is to ascertain why the leader leads the way he does. Interpretivism has a main emphasis on the meaning of information. Through interviews, data will be gathered from the employees and the CEO of the company. This data will be analysed and interpreted by applying the contingency theory.

2.2 Theoretical Foundation

Wu (2009) acknowledged four periods in the creation of leadership theories. These are the theories of contingency, new approaches to leadership, theory of behaviour, and the theory of traits and characteristics.

The Contingency Theory of Leadership will be used in this study. The Fiedler Contingency Model was created in the mid-1960s by Fred Fiedler in Austria, a scientist who studied the personality and characteristics of leaders (Bryman, 2014). The model states that there is no one best style of leadership. Instead, a leader's effectiveness is based on the situation. This is the result of two factors – "leadership style" and "situational control" (Bryman, 2014). This theory belongs to the Interpretivism paradigm because Fred Fielder was a psychology major and followed the paradigm of Social Behaviour.

The Contingency Theory of Leadership:

The Contingency theory of leadership, analyses how situational factors affect the effectiveness of behaviour and the leadership style of a leader (Wu, 2009). This theory suggests that neither leader characteristics nor behaviour form leaders automatically (da Cruz, Nunes & Pinheiro, 2011). The fundamental point is the appropriateness of leadership styles to the situations faced by leaders (da Cruz, Nunes & Pinheiro, 2011). The main contingency theories that are studied are the Fielder's Contingency Theory of 1964 and 1967, and the Paths Goal Theory (Evans, 1970).

Effective decision-making is dependent on the understanding of the internal and external aspects influencing the organisation. These are known as contingency factors (Donaldson, 1996). Common contingency factors are technology, environment and strategy, which are all factors that affect the company. Technology affects all business in the 21st century. "The Company" is involved in property development, thus the environment is a situational factor that will affect the company. The environment can include any political, legal or economic challenges that impact the company. This can include changes in legislation, political and economic instability (Aregbeshola & Venter, 2011). "The Company" is made up of many different divisions, thus strategy will affect the business at different strategic levels (Betts, 2003). By analysing the current state of these situational factors, an assessment of how effective the CEO's leadership style using the Contingency Theory will be made.

er also proposes to relate leadership styles, either contemporary or traditional, to different types of situations with a view of determining what contingencies make one or another style effective (da Cruz, Nunes & Pinheiro, 2011). According to Fiedler (1964), a single leadership style depends on the leader's character, which is fixed (da Cruz, Nunes & Pinheiro, 2011), and through this, the correct style should be matched to the right situation (Armandi, Oppedisano & Sherman, 2003). Fielder's theory explains group performance is dependent on two factors: leadership styles and situational variables.

An advantage of the Contingency theory is that it is prescriptive. The theory and model offers managers an instrument to generate efficient groups by adapting certain factors (Latham, 2017). According to Fiedler's (1964) contingency model, there is no single leadership style that is effective, but each leader style can succeed in the right group setting (Latham, 2017). The theory offers a number of factors that management can adapt to improve the productivity of the group (Latham, 2017). The theory is also very flexible. The theory is designed as a contingency model

and is not seen to be applicable to every situation (Latham, 2017). This is because the model only aims to offer ballpark results that are flexible enough to adapt to selection of groups, leaders and employee relationships (Latham, 2017).

Despite the many advantages that are evident in the Contingency Theory, the theory has not been suggested to be a unified theory of management as it bears some limitations (Chand, 2016). The first limitation, as it relates to this study, is that it suffers from inadequate literature. Thus, it has not sufficiently spelt out the numerous types of actions, which can be taken under different circumstances (Chand, 2016). Presently, there have also been issues in testing the precepts of the theory. For empirical testing of the theory, it is necessary that some methodology is available as testing becomes difficult (Chand, 2016).

The contingency theory will be used as it takes into account situational factors that will affect the way a leader behaves and conducts business. The contingency theory will be used in conjunction with the research as it states that a leader's style will adapt and alter when faced with specific situational factors. This is an appropriate theory for the research study as the leadership style and situational factors within "the Company" are being observed and studied. The 21st century challenges identified above are the situational factors. By using this theory, an assessment of the leadership style of the CEO of "the Company" can be made.

2.3 Conceptualisation

Leadership: Leadership within the context of this research will be defined as inhabiting an especially vital role in relation to strategic management within an organisation (Bryman, 2014). Leadership will refer to interactions between employees and their superiors and when a leader is exercising influence over the employee (Bryman, 2014). The concept of 'leaders' in this study is referring to employees within "the Company" that are in authority to make decisions such as making financial decisions and decisions on policy.

The different styles of leadership that are being investigated are Autocratic, Democratic, Transaction, Transformational and Laissez – Faire.

Autocratic Leadership Style: The autocratic leadership style relays more importance on performance and less importance on people (Van Vugt, Jepson, Hart & De Cremer, 2004). The direction of power is with the leader and all interaction within the team moves towards the leader (Van Vugt et al., 2004). The leader in this sense will refer to the management or the CEO of the company. The leader exercises all decision-making authority by making use of policies, goals, relationships, rewards and punishments (Van Vugt et al., 2004). In this study, autocratic leadership styles will be tested and observed along with other leadership styles.

Laissez – Faire Leadership Style: The importance of laissez faire leadership style is neither on performance nor people (Chaudhry & Javed, 2012). The philosophical assumption is that employees are impulsive and uncontrollable and trying to understand people is a waste of time and energy (Chaudhry & Javed, 2012). The leader attempts to preserve a low profile, respects all employees within the organisation and relies on the available loyalists to get the job completed (Chaudhry & Javed, 2012). In this study, the Laissez- Faire leadership style will be tested and observed along with the Autocratic leadership style. The reason why Democratic leadership characteristics will not be considered is because it did not feature in the data analysis stage of the study.

Generational Differences: This concept refers to the differences between the older and younger generations within the workplace (Gausepohl, 2016). With regards to communication styles, Generation Y tend to send text messages, tweets and instant messages to communicate (Gausepohl, 2016). On the other hand, Baby boomers and Generation X tend to use emails and phone calls. Different generations value different communication styles, job perks and team

structures (Gausepohl, 2016). Leaders and employees need to be able to communicate with generations in the way that they prefer (Gausepohl, 2016). Baby boomers are retiring from the workplace whilst Millennials are joining the workplace. This will create differences in work habits, values and communication styles (Gausepohl, 2016). Generational differences are relevant to this study as it was a challenge that was found to be evident in the data.

Black Economic Empowerment (BEE) AND Broad – Based Black Economic Empowerment (BBBEE): Broad-Based Black Economic Empowerment is a socio-economic process that directly contributes to the economic transformation of South Africa by increasing the amount of black people that control, own and manage within the South African economy, and diminishing income inequalities within South Africa (The Department of Trade and Industry, 2013). BEE/ BBBEE is relevant to this study as it was a challenge that was found in the data that affects the company.

Change: Change within the context of this research will be defined as second order change, which is when there are changes in the body of rules governing their structure or internal order. This is the type of change that will take place when the CEO alters his style of leadership in order to deal with the challenges that face the business (Watzlawick, Weakland, & Fisch, 2011).

“The Company”: “The Company” is a property development company in South Africa. This company is used as a case study by where management will be interviewed. This relates to the study as “the company” wanted to remain anonymous, and by respecting those wishes, the actual company name is obscured throughout this study. Thus, “the Company” which is being studied is referred to as “the Company”.

2.4 Review of Current Literature

2.4.1 Leadership Styles Commonly Found in Companies

A study was conducted by Ahmad Maez Al (2017) in Bangladesh in 2017 and the purpose of the study was to analyse the leadership style of Harriet Green who was the CEO of the *Thomas Cook group*. The research identified different leadership styles that are typically found in companies. The most common leadership styles which were found in companies were autocratic, democratic and the Laissez - Faire leadership styles. Autocratic leadership entails a leadership style which is categorized by an individual with control over all decisions and allows little opinions or views from subordinates (Ahmad Maez Al, 2017). Democratic leadership on the other hand allows others to be involved in decision-making. This allows the leader to be able to acknowledge and understand the opinions and concerns of employees and subordinates (Bhatti, 2017). The leader will make the final decision, but the leader invites the followers to contribute to the decision-making process (Ahmad Maez Al, 2017). The Laissez – Faire leadership style contains a non- interference policy, it permits all employees and followers complete freedom and has no definite way of attaining goals (Bhatti, 2017). The leader will delegate all the decision-making onto the followers (Bhatti, 2017). This is applicable to the research as the research aims at identifying the type of leadership that is found within the company.

The research focused on how Harriet Green led the organisation during times of political turmoil and uncertainty within the business environment (Ahmad Maez Al, 2017). This research solely focused on her leadership style in such crisis and concluded that a combination of different styles is needed, and depending on business context, leadership must manifest appropriate style in a required business context (Ahmad Maez Al, 2017). The relevance of this research is that the researcher also considered the Contingency theory of leadership, which depicts that no single style of leadership is applicable in every circumstance and that the leadership style is dependent on the current situational factors surrounding the leader. Fiedler (1996) argued that the effectiveness of leadership is the most important. Hennessey (1998:768) suggested that one way in which organisations have attempted to cope with the increasing volatility and turbulence of the external environment, is developing leaders and providing them with skills to cope. The training enables the leader to be a visionary and attain inspirational skills to motivate followers and also ensures delivery of a superior performance as leadership has been directly linked to the organisational performance (Ogbonna & Harris, 2000). Their arguments insinuate that leadership is genetic, but can be developed through training and experience

According to the contingency theory, there is no best leadership style that is appropriate for all situations, and that it completely depends on the characteristics of leader, difficulties of the situation and capabilities of the follower (Hicks & Gullet, 1987). Thus, it is clear that there is no best leadership style that can be adopted as the article depicts. However, it is important to identify the type of leadership style that the CEO of “the Company” is using as there needs to be a comparison made to the past leadership styles used at the company. Furthermore, it is important to establish if this style of leadership is effective in addressing the present challenges facing the company. The limitation of this article is that it did not identify the challenges that affected Thomas Cook at the time, but rather aimed at identifying a combination of leadership styles that were needed to face challenges. The current study aims to identify the current challenges affecting the company.

2.4.2 Challenges Facing Businesses in the 21st Century

In an article written by Radin (2016) in the Philippines, the author aimed at identifying possible challenges that affect a business in the 21st century. The literature argues that the modern world is difficult and challenging for leaders (Radin, 2016). This is due to chaos, unpredictability, uncertainty and constant change that is taking place (Radin, 2016). According to Krzyzewski (2008), the most significant challenge facing leaders is the concept of continuously building an organisation that is renewing itself and adapting to the challenges that are evident in the environment (Radin, 2016). One of these challenges includes imbalances between relationships and results. It is imperative to build and strengthen deep relationships whilst still yielding strong financial results (Radin, 2016).

This is relevant to the current research as the article identifies possible challenges that may feature in the data analysis. For a business to be effective in the modern world, it will require the organisation to work with itself at all levels in the organisation (Radin 2016). There is a lack of core operating principles which are known as the business’ moral compass. Business leaders are unable to solve challenges and conflicts when working with others or within a group setting. Literature states that leaders need to proactively seek out differences between groups and address them before conflict arises (Radin, 2016). According to Hewitt Associates (2001), further challenges that are found to affect an organisation in the 21st century are empowered employees, more diverse workforces, the emergence of employee networks, new ways to connect to work, the impact of globalization and the revolution of information technology (Hewitt Associates, 2001). These are possible challenges that may affect an organisation like “the Company” in question.

The research will investigate the extent of these challenges by gathering data from employees and the CEO. It is important to establish, according to the contingency theory, if the leadership style is effective in addressing these challenges. Addressing new technological challenges is also a difficulty in a construction company, as new materials and new machinery are brought into the market place. The article by Hewitt Associates (2001) does however, fail to mention how the above challenges affect an organisation.

In an article written by Torres (2014), the author aimed at identifying how Millennials could be used as an advantage in the workplace. The literature states that a further challenge that is affecting businesses currently is the rapid rate to which Millennials are entering the workplace and Baby Boomers are retiring from the workplace (Torres, 2014). The literature states that new conflict will be present in organisations, as a new generation will have to learn how to work with different generations, such as Generation Y, Generation X and Baby Boomers. This is applicable to the research as new Millennials entering “the Company” could be seen as a challenge faced by “the Company” in the data. This article however, fails to identify how the generational differences could affect the leadership within a company.

In an article written by Bencsik, Juhász & Horváth-Csikós (2016) in which they analyse the different generations and the characteristics that are present in each generation, Generation Y is said to be more impatient and more agile than their predecessors, and they look for new challenges and impulses continuously (Bencsik, Juhász & Horváth-Csikós, 2016). They are not afraid of continuous changes and, due to the world of internet, they possess much information, but just to a certain extent. Generation Y is also the first generation to be born into the world of digital technology (Bencsik, Juhász & Horváth-Csikós, 2016). This is applicable to the research as generational differences could be a challenge which is found in the data. This article does not identify how the impact of the different generations could affect the leadership in a company.

In a study conducted by Myers and Sadaghiani (2010), younger generations are observed to be more impatient, self-important, lacking in worth ethic and disloyal. Younger generations may attempt to obtain important positions in large projects soon after being employed (Myers & Sadaghiani, 2010). This is applicable to the current research as it is a challenge that could be featured in the data, however, the study failed to analyse the effect that the younger generations have on the leadership style of the organisation.

DelCampo (2011) conducted an analysis on managing multiple generations within the workplace, which concluded that if a younger employee is not being promoted and working their way up the Company as quickly as they expected, then they are likely to leave the Company and find a job in which they think they will be more valuable and admired. DelCampo also states that Millennials are looking for new challenges and impulses and they are not afraid of continuous changes. DelCampo (2011) stated that employee expectations and beliefs are directly related to their success within the workplace, and that due to the various generations that are currently within the workforce, expectations and beliefs vary considerably from one employee to the next (DelCampo, 2011). In Delcampo's (2011) study, it was revealed that a person's generation can be a strong determinant in the development of expectations and values within the workplace (DelCampo, 2011). A generation's beliefs, values and concerns about authority are determined by their values and beliefs about organisations, their work ethic and their goals for their lives (DelCampo, 2011). DelCampo (2011) failed to compare how generational differences will affect the leadership in the organisation, which is what the current study will aim to do.

A further challenge that could be evident in a South African business in the 21st century is Black Economic Empowerment (BEE). In a study conducted by Van der Merwe and Ferreira (2014), the authors attempted to identify the association between BEE and market performance. The Study concluded in stating that BEE is a very difficult concept for businesses within South Africa to abide by as there are elements which are required of a company in order to obtain a BEE score card. The BEE score entails seven elements which are employment equity, management control, enterprise development, ownership, skills development, socio-economic development and preferential procurement (Van der Merwe & Ferreira, 2014). The principle of BEE is installed in these seven elements, all of which pose specific requirements and expectations on the company (Van der Merwe & Ferreira, 2014).

2.4.3 Challenges Found in Family Owned Enterprises

In an article written by Steiner (2014) in California, the author aimed at identifying the most common challenges that were found within family owned businesses. The author concluded that family owned businesses are usually accused of nepotism, meaning that most of the employees are simply hired because they are related to the owner (Steiner, 2014). Family businesses also lack the ability to be able to separate personal feelings from the business (Steiner, 2014). Many family businesses get too involved with personal affairs rather than focusing on the business (Steiner, 2014). A family owned business generally has multiple generations of workers. Younger family members may come into the business with their own ideas about how to conduct business, and older family members may not listen (Steiner, 2014). Another challenge that is evident in family run businesses is the pressure for the family to stay in the business. It is important that older family members have the ability to pass on the business to younger family members (Steiner, 2014). This study will investigate if similar challenges are evident at “the Company” (Steiner, 2014). There is a lack of research identifying challenges that family owned businesses face within the 21st century environment. It is necessary to identify specific challenges that face “the Company” in terms of it being a family run organisation. The strength of this article is that it identifies possible challenges which may feature in the data analysis. The weakness of the article is that it does not mention how the challenges affect the leadership style within the organisation. The current research however, does have an aim at identifying how the challenges affect the business and how the leadership will adapt to such challenges.

In a research study which was conducted by Steier, Chrisman and Chua (2015) in Texas, they identified a further three challenges that a family business could potentially face. The challenges identified were the issues of multiple stakeholders, dispersion in goals and heterogeneity of family run organisations. According to Gomez-Mejia, Haynes, Nuñez-Nickel, Jacobson, & Moyano-Fuentes (2007), the ambitions of family controlled companies greatly complicates the governance challenge, such as when financial returns drive decision making. The issue of multiple stakeholders was also identified in a study conducted by Cannella, Jones & Withers (2015). The researchers of the study stated that multiple stakeholders, their opposing organisational identities, and their wish for control and authority, further affect a firm’s governance. This article is relevant to the current research as it further identifies challenges that may be found in the data. However, the authors of the research did not analyse how the challenges could affect the leaders within the organisation which is what the current research aims to do.

The current literature available has many insightful and educational studies that range from quantitative to qualitative. However, no study exists that makes use of in depth interviews in order for the researcher to gain insight on the challenges that affect a property development in South Africa, and how the leadership style of that company adapts to the challenges it is faced with. In conclusion, based on the literature, the research proposed is relevant to the current problem and there is a gap in the literature that can be effectively filled by this proposed research.

3. Research Design and Methodology

3.1 Conceptual Approach

A qualitative approach was used in this study (Maree, 2016) as this approach enabled the researcher to interpret and understand participants' opinions on matters revolving around leadership, and what they think is the best leadership style suitable for "the Company" in this day and age. The aim of this approach was to be able to interpret the stories of participants in order to understand how certain leadership styles are affecting followers (Maree, 2016). Quantitatively produced leadership studies regularly fail to show an understanding of deeper structures of the phenomena of leadership (Klenke, Wallace & Martin, 2015). This lack will be offset by the study by providing information relevant to leadership styles and leadership structures especially in terms of management and the CEO.

Researchers argue that qualitative studies play a more vital role in management and leadership research (Klenke at al., 2015). The study of leadership is complementary for qualitative analyses because of the multidisciplinary nature of the field which has to be more open to paradigmatic assumptions (Klenke at al., 2015). The main advantage is that qualitative analyses creates in-depth, thorough and comprehensive information (Gagnon, 2010). It highlights the significance of looking at variables in the ordinary setting in which they are found (Gagnon, 2010). The main disadvantage of qualitative data is that the subjectivity of the investigation leads to complications in establishing the trustworthiness of the methods and information (Gagnon, 2010). It is challenging to avoid or distinguish researcher-induced bias. Its capacity is restricted due to the in-depth and thorough data gathering methods needed (Gagnon, 2010).

The reason for using the qualitative approach was to explore the feelings and opinions of managers as it relates to the strengths and weaknesses of certain leadership styles and their appropriateness within "the Company" (Maree, 2016). It is important to understanding the perceptions of a company in terms of what employees' opinions are. It was also important to understand the leadership within "the Company" and to generate ideas in order to improve the leadership within the company. Thus, the qualitative approach was appropriate to use in the context of studying and exploring the leadership used within the company.

The research was conducted in a deductive approach, as the research was aimed at testing a theory. The theory that was tested in this research was the contingency theory of leadership. The research was exploratory in nature as it did not intend to offer a final solution to the leadership of the company, but rather aimed at exploring the leadership within the company. The research was conducted using a cross- sectional time dimension as it allowed the researcher to be able to

compare many variables at the same time. However, cross-sectional studies offer information for a single moment in time, which suggests that the researcher does not know about the history of the organisation before the research, or the events that happen after the research, is conducted (Gagnon, 2010).

3.2 Data Collection Method

Interviews were conducted with the employees of “the Company” in order to collect information and opinions on what they perceived to be the best leadership style and how they personally react to certain leadership styles. By doing this, information was able to be collected in order to explore the leadership style at the company. Individual semi- structured interviews were conducted (Maree, 2016). A series of structured questions were asked, and if the participant made any opinion that required further information, then the researcher asked further questions in order to discover more information. These interviews were conducted at the offices of the company.

An interview with the CEO was conducted; this was also a semi-structured interview. The purpose of an interview is to explore the views, experiences, beliefs and motivations of employees of a company on specific matters relating to leadership (Gill, Stewart, Treasure & Chadwick, 2017). Interviews are considered to offer a deeper understanding of social phenomena than would be obtained from quantitative methods, such as questionnaires (Gill, Stewart, Treasure & Chadwick, 2017). Interviews are thus more appropriate for this research because thorough perceptions are required from employees at “the Company” (Gill, Stewart, Treasure & Chadwick, 2017).

The interviews were conducted face- to- face. Face- to- face interviews are characterised by synchronous communication in time and place (Opdenakker, 2006). Suitable to this synchronous communication, the researcher is able to take advantage of social cues (Opdenakker, 2006). Social cues refer to voice, intonation, body and language (Opdenakker, 2006). This is because the participant is able to give the researcher a lot of extra information that can be added to the verbal answer of the participant on a question (Opdenakker, 2006). However, the worth of social cues only depends on what the interviewer wants to know from the interviewee (Opdenakker, 2006). If the participant is viewed as a subject and as an irreplaceable person from which the researcher wants to know the attitude towards the CEO’s style of leadership, then social cues are essential (Opdenakker, 2006). However, a disadvantage of face-to-face interviews which is applicable to this study, is that the researcher is able to guide the participant in a certain direction,

which increases researcher bias (Opdenakker, 2006). There are no prominent time delays in face-to-face interviews with regards to questions and answers because the researcher is able to directly react to the participant, and vice versa (Opdenakker, 2006). However, a further disadvantage of face-to-face interviews is that the researcher must not only be aware of what participants say but also how they say it (Opdenakker, 2006).

An audio recording of each interview was conducted. The Researcher first asked the participants for their permission to be recorded before the researcher recorded them. The reason why audio recording was used was because it allowed the researcher to transcribe the data accurately and correctly. Audio recording of interviews gives a precise summary of the interview; this is because all the answers are captured during the interview, as well as the comments made by the Researcher (Kalpesh, 2013). The tone, speed of the speech and pitch of the voice was assessed and analysed by the researcher (Kalpesh, 2013). The recorded interviews were used for transcription of the participants' answers, which was essential for including relevant quotes in the research report (Kalpesh, 2013). The disadvantage of audio recording the interviews is that the equipment used for recording the interviews may fail to work properly (Kalpesh, 2013). Should this have happened, then the researcher could have taken note of the relevant points during the interview.

With regards to the questions asked by the researcher to the participants; Questions 1-2 of the questions aimed at the employees were introduced as the researcher wanted to uncover whether the manager was a superior to any employees and to identify the type of leadership style that the manager had. This was done in order to identify whether there were different leadership styles within "the Company". Questions 3-6 were introduced as the researcher wanted to uncover the various challenges that were affecting "the Company" and how the management and CEO of "the Company" were responding to the mentioned challenges. Questions 7-8 were introduced as the researcher wanted to uncover the leadership style possessed by the CEO.

With regards to the questions asked by the researcher to the CEO; Questions 1-3 were introduced as the researcher wanted to understand the various challenges affecting "the Company" from the CEO's perspective as well as how the CEO is personally managing those challenges. Questions 4-5 were introduced as the researcher wanted to uncover the leadership style possessed by the CEO.

Refer to Annexure C for the list of interview questions.

3.3 Research Plan

The unit of analysis that was used for this research was the employees of the company, specifically employees working in management. The researcher gathered all the information and opinions about the leadership at “the Company” from the employees and CEO by conducting interviews.

3.4 Population

The population in this research determined who needed to be interviewed to gain valuable insights in relation to the success of leadership within the company. The population included the higher management of “the Company”. “The Company” is a property development company with many different levels of management. Thus, there were many opinions from different levels of management on how they perceived certain leadership styles and how they responded to these styles. The key characteristic of the population was that the individual was a current employee of the company, would be aware of challenges effecting “the Company” and would know intimate details about the leadership style of the CEO. A sample from the population was selected in order to attain information from the company.

The parameter of this research was that the population only included employees that are involved in the day-to-day management of the company. This was done because members of management have an in-depth understanding of the different challenges that affect “the Company” as they are involved in sensitive issues that lower level employees may not be aware of. This was because the purpose of the research was to identify the challenges that affect The Company. It was for that reason that no lower level employees were included in the population. Top management employees were only included in the population because the research was also aiming to identify the type of leadership that the CEO possesses. Lower management employees do not work closely with the CEO on a day-to-day basis so they would have limited knowledge about the leadership style of the CEO. Top management work closely with the CEO, thus they were able to provide detailed data about the leadership style of the CEO. The population need to be working for “the Company” for at least ten years. The population need to be in a managerial position within the company. The population need to be in direct communication with the CEO and have dealings with him on a daily basis.

3.5 Sampling

The sampling method that was used was non- probability sampling. The difference between probability and non- probability sampling is that probability sampling involves random selection and non- probability does not (Dudovskiy, 2017a). The limitation with non-probability sampling is that it may not represent the population correctly, and probability sampling is seen to be more accurate and rigorous (Dudovskiy, 2017a). However, when social research is conducted, often it is not feasible and practical to use probability sampling (Dudovskiy, 2017a).

The sampling type in this research was purposive sampling, and the sampling unit was the employees of The Company. In purposive sampling, the researcher uses a specific sample with a purpose in mind. Purposive sampling is useful for situations where the researcher needs to identify a specific target of people that they want to use in their research (Etikan, 2016). When purposive sampling is used, it is possible for the researcher to identify the opinions of the target population (Etikan, 2016). However, purposive sampling can also lead to the researcher overweighing subgroups of the population that are freely accessible (Etikan, 2016). The main objective of purposive sampling is that the researcher is able to focus on particular features of a population that are of interest, which best enables the researcher to answer the research questions (Etikan, 2016).

One of the main advantages of purposive sampling is the variety of sampling techniques that can be used across such qualitative research designs (Etikan, 2016). These purposive sampling techniques can range from homogeneous sampling through to critical case sampling and expert sampling (Etikan, 2016). A further advantage is that qualitative research designs can contain numerous phases, with each phase building on the previous one. In these circumstances, different types of sampling techniques may be required at each phase (Etikan, 2016). Purposive sampling is useful in these circumstances as it offers a variety of non-probability sampling techniques for the researcher to have used (Etikan, 2016).

Although purposive sampling offers many benefits, it also bears weaknesses. Purposive samples, regardless of the kind of purposive sampling used, can be disposed to researcher bias (Etikan, 2016). The concept that a purposive sample has been generated based on the judgment of the researcher is not a good justification when it comes to the researcher lessening researcher biases (Etikan, 2016). However, the judgmental subjective element of purposive sampling is only a main

disadvantage when those judgments are poorly developed and impractical (Etikan, 2016). That would be in a situation where judgments have not been grounded on a clear theoretical framework or criteria.

The subjectivity and non-probability founded nature of unit selection in purposive sampling means that it can be difficult to defend the representativeness of the sample (Etikan, 2016). Thus, it can be a challenging task to convince the reader that the judgment the researcher used to identify units to study was appropriate (Etikan, 2016).

Employees were chosen with a purpose to represent a phenomenon. The phenomenon in this research was the views and opinions that employees had on the leadership within the company, as well as the leader's perception on how "the Company" is lead. The employees were selected by the level of authority that they have in "the Company". Four executive employees were chosen to participate in the research. These four employees were members of top management and they had rich information regarding the challenges which faced the company, as well as the leadership style used within the company. This is because top management employees have detailed knowledge around the challenges that affect "the Company" and they work closely with the CEO so they will have rich knowledge pertaining to his leadership style. However, in the event that the interviews failed to yield data that will be exhaustive, then snowball sampling would have been considered. However, the interviews did yield exhaustive data, thus snowball sampling was not necessary. Snowball sampling is a non-probability sampling technique, which is used when characteristics to be possessed by samples are rare and difficult to find (Dudovskiy, 2017b). The snowball sampling technique is founded on referrals from original participants to produce supplementary participants (Dudovskiy, 2017b).

The sample selected was feasible in terms of time as only a few employees were selected. The sample was easily accessible as consent from "the Company" was obtained. The sampling type in this research was critical case sampling. Critical case sampling is a type of purposive sampling method that is predominantly useful in exploratory qualitative research (Patton, 2014). This involved participants that were chosen on the basis that they demonstrated a position dramatically (Patton, 2014).

3.6 Data Analysis Method

The data analysis method that was used in this research was Thematic Analysis. Although thematic analysis has been applied for a lengthy period of time, it has surprisingly not been subject to a great deal of thorough scholarly documentation (Balkissoon, 2017). Detailing thematic analysis was accepted by Dr Richard Boyatzis, a professor of organisational behaviour at Case Western Reserve University, who wrote the book “Qualitative Information: Thematic Analysis and Code Development” (1998) which summarises the values of thematic analysis. Dr Boyatzis describes thematic analysis as a process for encoding qualitative information (Balkissoon, 2017).

Researchers use thematic analysis as a way of gaining understanding and knowledge from the data gathered by the researcher (Balkissoon, 2017). The method allows researchers to acquire a deeper gratitude for the phenomenon, group or condition that they are researching and reporting on (Balkissoon, 2017). By using thematic analysis to extract data, researchers establish broad codes that will allow them to conduct a detailed analysis and research (Balkissoon, 2017). This is a very inductive method as themes occur within the data that is collected and are not forced or determined by the researcher (Balkissoon, 2017). Researchers are able to apply a statistical analysis to authenticate themes (Balkissoon, 2017). Subject to the context of the research study, thematic analysis could comprise of grounded theory, positivism and interpretivism (Balkissoon, 2017). Practical to use during problem framing, thematic analysis supports a researcher in shifting from a wide-ranging reading of the data towards discovering codes and forming a specific research question (Balkissoon, 2017). Thematic analysis may be used to examine qualitative information and to thoroughly gain knowledge and understanding about a person, a situation, a company or a culture (Balkissoon, 2017).

This study used thematic analysis which is the technique for compressing many words of text into fewer content categories based on explicit rules of coding (Maree, 2016). The traditional approach of thematic analysis is limited in both theory development and description of the lived experience. This is because both sampling and analysis processes make the theoretical relationship between concepts difficult to infer from findings (Hesse-Biber & Leavy, 2011). Thematic analysis is appreciated in organisational research because it permits researchers to examine and explore the characteristics of a company’s organisational behaviours, social trends and stakeholder perceptions (Terry College of Business, 2017). Thematic analysis was the most appropriate analysis method for this research as it allowed the researcher to explore the leadership behaviours within The Company.

The six steps recommended by Braun and Clarke (2006) to carry out a thematic analysis are guidelines that were used: The first step was for the researcher to familiarize themselves with the data (Braun & Clarke, 2006). This was done by transcribing the interviews of the participants and then reading them. The researcher wrote down the main ideas that were evident in the research. This step provided the foundation for the analysis of the study (Braun & Clarke, 2006). The second step was to generate initial codes within the data (Braun & Clarke, 2006). The researcher did this by identifying preliminary codes within the data. The third step was searching for themes (Braun & Clarke, 2006). The researcher did this by analysing the collated codes and extracting data according to themes. The fourth step was for the researcher to review the themes (Braun & Clarke, 2006). The researcher did this by identifying whether to refine, separate or combine themes. Data within themes should correspond together evocatively (Braun & Clarke, 2006). The researcher completed this over two phases. Firstly, the themes were checked in relation to the coded extracts. Secondly, the themes were checked in relation to the overall data set. The fifth step was for the researcher to define and name themes (Braun & Clarke, 2006). The researcher completed this by refining and defining themes and subthemes (Braun & Clarke, 2006). The researcher provided theme names and working definitions that enhanced each theme. Lastly, the sixth step was for the researcher to produce the report (Braun & Clarke, 2006). The researcher transformed the analysis into interpretable pieces of writing by using examples that related to the research question, themes and literature.

4. Findings and Interpretation of Findings

NOTE: The names of the participants and company have been changed in order to protect the identity of those involved.

Profiles of Participants

Participant 1: Participant 1 has been part of management for more than 10 years

Participant 2: Participant 2 has been part of management for more than 10 years

Participant 3: Participant 3 has been part of management for more than 5 years

Participant 4: Participant 4 has served as the Chief Executive Officer for “the Company” for more than 20 years.

A question posed by the researcher to the participants was to identify and explain the 21st century challenges that currently affect the participant as an employee and that currently affect the company. The main challenges that were identified were the Age Gap evident in the company, BEE and managing different leadership styles within the company. The researcher found that each participant mainly focused on one challenge facing “the Company” which was more prominent to them.

4.1 The Age Gap

As Millennials grow in number in the workplace, age gap is a topic that is becoming more common over the years. Relationship dynamics between colleagues can be complicated, especially when generational gaps come into play. The issue of an age gap was a challenge predominantly mentioned by Participant 1 and Participant 4. The theme of the “Age Gap” consists of three codes assigned to the data relevant to the theme, which include Generation Differences, Attitudes and Understanding Expectations.

4.1.1 Generation Differences:

Participant 1: “I think one of our fundamental challenges are the expectations or the mentality, value systems, of the generation differences, ja that would be the most difficult challenge for me, between ourselves, the leadership, the generation gap, and the age gap, and obviously there are a lot of issues that go with that.”

Participant 1 stated that one of the main challenges affecting “the Company” currently is the generation difference within the workplace. Participant 1 stated that the younger generations’, by which he means Millennials and Generation Y, value systems, are an aspect that the management and company struggle to deal with on a day- to- day basis. This statement is in support of Torres (2014), who states that whilst Baby Boomers are retiring, thousands of Millennials are entering the work force and subsequently taking their place.

As a consequence of the increasing retirement age, there is a frequent sighting of three or four generations who are required to work together in companies. These generations have different ways of behaviour, attitudes, thinking and value systems. The technical knowledge and flexibility of the generations are also different. This is directly linked to Steiner (2014) who observed that the main challenge facing family owned businesses is the multiple generations that are required to work together. Younger family members may come into the business with their own opinions and beliefs about how to conduct business, and older family members may be resistant to their ideas (Steiner, 2014). It is evident from Participant 1’s statement that generation differences are a challenge that directly faces the company.

4.1.2 Attitudes:

Participant 1: “I think the attitudes to job loyalty, just the whole way business was done in our formative years, obviously our reference point is what we have grown up with, in terms of our employment and leadership history, whether it was our mentors, the way we were dealt with, without a doubt when you in the workplace, you as an individual draw on your academic experiences as well as your personal experience.”

Participant 1 stated that the main difference in the generations that currently work in “the Company” is their attitude to job loyalty. Participant 1 is referring to the trend where younger generations attain one job, work for a number of years, and then leave to join another company. Participant 1 states that in his formative years being taught by other mentors, he was taught to stay in one company and gradually work his way up in terms of his position. He states that this is a concept that Millennials do not abide by. This is directly linked to Bencsik, Juhász and Horváth-Csikós (2016) analysis in which Millennials are more impatient and more agile compared to the former generations. Participant 1’s views are also linked to DelCampo (2011) in which Millennials are looking for new challenges and impulses and they are not afraid of continuous changes (DelCampo, 2011). Participant 1 makes mention of “job loyalty” which is directly linked to DelCampo’s (2011) analysis which concluded that if a younger employee is not being promoted and working their way up “the Company” as quickly as they expected, then they are likely to leave “the company and find a job in which they think they will be more valuable and admired.

Participant 1’s views about job loyalty are linked to Myers and Sadaghiani (2010) study in which younger generations are observed to be more impatient, self-important, lacking in worth ethic and disloyal. Younger generations may attempt to gain important positions in large projects soon after being employed (Myers & Sadaghiani, 2010). Colleagues often believe this to be arrogance which is driving the new generation and not their desire to be successful (Smith & Nichols, 2015). From this, it is clear that “the Company” faces a loyalty issue with the younger generation as they are prone to changing jobs frequently.

4.1.3 Understanding Expectations:

The concept of “expectations” refers to the needs and wants of the younger generation within the workplace.

Participant 1: “So I think that is probably where our challenge is, finding a way to understand those expectations, and the new scenario of the modern workforce is, in terms of what they are expecting individually and what they are expecting as a collective.”

Participant 1 states that a difficult challenge affecting “the Company” is understanding the expectations of the younger workforce. He also insinuates that “the Company” needs to identify what the younger workforce wants both individually and as a combined group. This therefore adds to the fact that there is a gap within the workplace in terms of understanding expectations between the different generations. This issue is linked to DelCampo (2011) who stated that a challenge affecting businesses currently is understanding and managing expectations of the younger workforce. Participant 1 expands on this gap by stating:

Participant 1: “I think the expectation of the modern workforce is that we are a little bit apart, and I think we don’t quite fully understand the expectations there, and I don’t think we do enough to try and understand that. So, I think there is a gap, but an unconscious gap.”

The above statement indicates that there is a gap within the workplace that exists but that no one knows how to address it or make sense of it. Participant 1 also states that he thinks the management of “the Company” does not do enough to try and understand the expectations that the younger generation of “the Company” have. If “the Company” fails to understand the expectations of the younger generation, then this is only going to increase the gap and make it worse. Participant 1 elaborates on the generation gap by stating:

Participant 1: “So I think that’s our biggest challenge, for us to either move down to that, or our understanding of the workplace, the requirements and expectations of the workplace versus our expectations of what the workforce should be delivering to us, that’s our fundamental challenge, trying to merge those two things closer together, because I would say that they are very far apart.”

From the above statement, it is clear that the generation gap is a “fundamental” challenge that “the Company” is currently facing in terms of understanding expectations. This view is linked to DelCampo (2011) who stated that employees’ expectations and beliefs are directly related to their success within the workplace and that due to the various generations that are currently within the workforce, expectations and beliefs vary considerably from one

employee to the next (DelCampo, 2011). This is linked to Participant 1's statement as different generations will find it difficult to understand another generation's values and beliefs. A statement that Participant 1 made can highlight this concept:

Participant 1: "So I think that's probably one of our weaknesses, we can't relate there, so if you can't relate, then you can't even plot a plan to deal with it."

It is clear from the above statement that the management of "the Company" is struggling to understand the expectations that are required from younger generations within the workplace. This stems from the thought that one specific generation will struggle to understand another generation, which was identified by DelCampo (2011). DelCampo (2011) conducted a study which revealed that a person's generation can be a strong determinant in the development of expectations and values within the workplace. A generation's beliefs, values and concerns about authority are determined by their values and beliefs about organisations, their work ethic and their goals for their lives (DelCampo, 2011). This is linked to Participant 1's views in stating that there is confusion in understanding the expectations of the younger generations.

"The Company" thought that creating a more interactive environment would possibly bridge the generation gap. Participant 4, who is the CEO, expanded on this:

Participant 4: "I think as we get older, talking about senior management, you've got to probably have an environment to attract younger people so we went for new offices, better working conditions to try and attract people uhm, people don't really want to go work at a poor environment, you know you want to be in a more exciting environment. We've gone for open plan so there's more interaction so I think ja, it is a challenge."

The statement above shows that the management of "the Company" was aware that there was a gap between the different generations but they attempted to close the gap by creating a more inclusive environment. "The Company" recently moved to a new office building which as a more open plan structure; this was done in order to make the workplace more

interactive. This would have been a solution to “the Company” for the present age gap that they are experiencing, however the age gap appears to still be an issue that faces the company.

It is evident in the above data that generational differences, the younger generation’s attitudes, and understanding the younger generation’s expectations are issues which are manifested in the challenge of the “Age Gap” which affects “the Company” currently.

4.2 BEE

BEE (Black Economic Empowerment) or Broad-Based Black Economic Empowerment (BBBEE) as it is technically known, is an initiative by the South African government to address historical inequities of the country by assisting the participation of black people in the economy. This challenge was reported by Participant 2.

Participant 2: “There’s a, let’s call it a business challenge, which I think are challenges to most people and that would be a changing environment in which we work. I think that primarily, because of, I think it’s probably very different to, to, South Africa versus the

UK or something like that, uhm. I'm saying that in the sense that our government is providing a tremendous number of challenges that we can't answer."

With regards to this statement, Participant 2 is stating that there are specific challenges that businesses in South Africa have to deal with compared to businesses in different countries. It is clear that he is referring to the policies and procedures that the South African government have implemented that other countries do not follow. Participant 2 is also stating that the challenges that the South African government require are "tremendous" which insinuates that these specific challenges are complex and difficult to implement. By Participant 2 stating that "the Company" "can't answer" these particular challenges, suggests that the challenges are demanding on the company. Participant 2 defines one of the main challenges affecting "the Company" by stating:

Participant 2: "Part of them as a company we, let's say as a South African company you have BEE challenges and we trade out of those in many ways, uhm, saying that in the sense that we can't answer them."

This statement insinuates that the BEE is a major challenge that affects the company. Participant 2 is also suggesting that "the Company" does not comply with parts of the BEE initiative by stating that "we trade out of those in many ways". Participant 2 is further insinuating how demanding BEE is on a company by stating "we can't answer them" which suggests that "the Company" is unable to meet the requirements and expectations that BEE expect of a company. The significance of BEE compliance for companies and organisations within South Africa was made evident by Van der Merwe and Ferreira (2014). "The Company" must abide by these requirements if they want to be considered BEE compliant. "The Company" however, has decided to not be compliant with BEE. This was revealed by Participant 2 who stated:

Participant 2: "Ya, we at a point now where we are not going to be compliant at all, purely because the threshold or the goal is too far away and we've tried damn hard until now."

This statement shows that the expectations of BEE are too demanding on the company, as indicated by Participant 2 stating, “the threshold or the goal is too far away”. However, Participant 2 does not appear worried by the fact that “the Company” will no longer be BEE compliant. This is evident in this statement made by Participant 2:

Participant 2: “In terms of trading within South Africa we fortunate that we do all of our own work and if we were to work out in the marketplace we would need to change the way we are structured as a company to be able to meet that. So, if we lucky, we are creating our own work and we aren’t reliant on the market generally, you know, to do that.”

Participant 2 is suggesting that they do not need to be BEE compliant in order to successfully conduct business. He is insinuating that they are able to conduct business successfully without BEE because he states that “we do all of our own work” and that “we aren’t reliant on the market”. This shows that BEE is a challenge that fundamentally affects the company, but it is a challenge that “the Company” can avoid and discard.

4.3 Managing Different Leadership Styles

“Managing Different Leadership styles” refers to the issue of dissimilar leadership styles used by higher management and lower management, as well as the conflicts that arise because of these differences.

Participant 3: “Okay so I find that my superiors do not have the same leadership style as me, so I would say that is possibly one thing, that we do have different leadership styles, uhm and it could be possibly a challenge because how do you get the most out of the

business and out of people, when uhm, the sort of overall culture is not mine, in a sense, it's more hierarchical potentially. It is more controlling than my approach in a sense."

Participant 3 stated that an aspect in the business that she finds challenging is that there are different leadership styles within the organisation. She specifically makes mention of her "supervisors" not having the same leadership style as her. Participant 3 stated that she was also a supervisor to many employees. This suggests that the way Participant 3 leads employees and the way Participant 3 is led, is conflicting, and that poses a major challenge to her personally. Participant 3 states that the leadership in "the Company" is more "hierarchical" and that it is more "controlling" compared to the style of leadership that she uses. Participant 3 also states that the "overall culture" of the organisation is not the same as hers and that it is more hierarchical. This would suggest that the leadership used within the top management has an effect on the culture of the organisation.

Business literature provides a compelling case that states that there is evidence that supports a relationship between leadership and organisational culture, as they are considered to be two of the most crucial elements required in order for an organisation to compete successfully, and to gain a competitive advantage (Hazy, Goldstein and Lichtenstein, 2007). According to Tsai (2013), founders of organisations unknowingly create an organisational culture based on their personal values and early goals (Bryman, 2014). Participant 3 expanded on her own leadership style by stating:

Participant 3: "I think mine is Laissez Faire, so it's not hierarchical at all, uhm, I was in an administrative role if that's what you want to call it, and then I moved in that sense, and the environment that I started working in was that sort of environment, so that influenced me, so I sort of saw the success of the team in a sense, so it was a very team based."

From this statement, Participant 3 is stating that her leadership style is Laissez Faire, and not hierarchical which is what she suggests the top management of "the Company" is. She states that she was previously in a job in which the environment and governing leadership

style was Laissez Faire, and she specifically states that that environment “influenced” her to adopt a Laissez Faire leadership style. Participant 3 mentions that by doing so, she was able to see the success of teams through the Laissez Faire leadership style. This is linked to Bhatti’s (2017) view on the Laissez – Faire leadership style that it contains a non-interference policy, it permits all employees and followers complete freedom, and has no set-in stone way of attaining goals. The leader will delegate all the decision-making onto the followers (Bhatti, 2017). This shows there is a link between what Participant 3 finds Laissez – Faire leadership style to entail. It is apparent that Participant 3 finds difficulty in dealing with a more hierarchical leadership as she has a more lenient leadership style. Participant 3 was asked by the researcher how she manages to deal with this challenge:

Participant 3: “Uhm, I suppose I try to over time change things, and I think I have, I think I have been successful in creating more of a team, maybe in my level and below me in the structure I suppose, uhm people above me, I will never change them, I will never influence them, but they do know that I have a different style and they do agree to disagree, in a sense. But we do just agree to disagree.”

It is evident that Participant 3 has attempted to try and “create more of a team” within the workplace, and this is a measure that she uses in order to try and bridge the gap between the leadership styles used within the organisation. Participant 3 acknowledges that she will not be able to change the leadership styles used by management above her, but she does also recognize that the different levels of management “agree to disagree” in term of the different leadership styles used. Participant 3, however, was not the only employee who found that the different leadership styles were challenging in the business.

Participant 2: “I do think that people work differently, uhm, I respond well to working in coffee shops and uhm not like here there is a very structured thing. Like you arrive and you put your finger on the thing and you report for duty and you’re allowed to go for coffee between such a time and such a time. Other people thrive better in a more laissez faire kind of environment but I don’t know if they necessarily perform better.”

Participant 2 also acknowledges that people work differently. He personally prefers working in coffee shops and having a more lenient approach in the workplace. Participant 2 insinuates that “the Company” has a very structural approach in terms of when an employee is expected to come to work and when the employee is allowed to have a coffee or lunch break. He emphasizes this by stating that the environment in “the Company” is a very “structured thing”. It is clear from this statement that Participant 2 does not enjoy the hierarchical and structured environment that is present in the company. This environment is a possible consequence of having a hierarchical leadership style. Participant 2 also touches on the aspect that there are employees within the organisation that prefer to have a Laissez Faire environment and leadership, however, it is clear from his response they he is not sure whether it actually improves the performance of the employees. Participant 3 however, also expanded on the structural environment that is present within the company:

Participant 3: “I mean a lot of business is done in the corridors, and that’s what I think the new world is about, it’s done over the social media sort of thing, you don’t have to clock in at a certain time and clock out at a certain time, and have lunch at a certain time, and don’t dare you go before, and it’s bizarre.”

In the above statement, Participant 3 states how “bizarre” the structural environment in “the Company” is which also shows Participant 3’s dissatisfaction with the company’s hierarchical environment posed by the leadership. She expands by saying “you don’t have to clock in at a certain time and clock out at a certain time” which indicates that she thinks that the hierarchical structure is unnecessary and suggests that employees are able to perform and complete the required tasks without having a strict and hierarchical environment.

4.4 A Congenital Leadership Style

Congenital in this sense refers to one having a particular trait from birth or by a firmly established habit.

An attempt was made by the researcher to identify the style of leadership that Participant 4, the CEO, possessed. The reason why this was done was to identify the leadership style of Participant 4 and analyse how Participant 4 leads the company. This was done by asking the participants to describe the leadership style of the CEO.

Participant 3: "Listen, he is definitely more, hierarchical, in a sense, you know, more autocratic."

Participant 3 stated that the Participant 4 is hierarchical and autocratic in terms of his leadership style. In relation to hierarchical, it is clear that Participant 3 is referring to the structure of the business, suggesting that everyone has his or her specific title and duties and that there is a clear line of authority. Participant 3 states that Participant 4's leadership style is Autocratic. Participant 1 supports this statement by saying:

Participant 1: "And I think the CEO's style is that he is fairly autocratic, he wants to be involved, and he will obviously make all the final decisions, either by guidance or direct decision making, so he is that."

Participant 1 states that Participant 4's leadership style is "fairly" autocratic and it is clear that Participant 1 has the same opinion as Participant 3 in terms of Participant 4's leadership style. Participant 1 further states that Participant 4 wants to be involved in every aspect of the business, which is a characteristic of an autocratic business leader. Participant 1 states that Participant 4 will make decisions either by guidance or by direct decision-making. This implies that the management of "the Company" provide Participant 4 with their opinion, but ultimately Participant 4 will always make the final decision with regards to business matters.

Participant 2: "I do think that he has a very open-door policy where you can come in, but at the same time he wants to be involved in every decision of the business which I would call autocratic. So, on one side he's very open to hearing opinion, but the other side, you know, you're going to do it his way. Uhm, so, I suppose at the end of the day it is an autocracy."

It is evident from the above statement that Participant 2 also agrees with Participant 3 and Participant 1 in stating that Participant 4's leadership style is autocratic. He delivers this opinion by stating that Participant 4 "wants to be involved in every decision". It is apparent from this that Participant 1 and Participant 2 have the same point of view in that Participant 4 wants to be involved in all matters which face the business. Participant 2 expands on Participant 4's autocratic leadership style by stating that "he's very open to hearing opinion, but the other side, you know, you're going to do it his way". It is evident that Participant 1 and

Participant 2 have the same view in saying that Participant 4 will listen to the opinions and guidance from his management, but ultimately he will make the final decision.

It is apparent in the data that the participants agree that Participant 4 has an autocratic leadership style. However, in stating that Participant 4 has an autocratic leadership style, the participants also provide a conflicting description of his leadership style, by stating that he is open to hearing opinion and accepting guidance from the higher management team. It is evident in the data that Participant 4 is involved in all aspects of the business, which is an indication of an autocratic leadership style.

The researcher posed a question to the participants in order to establish whether the leadership style of Participant 4 had altered or changed during the course that the participant had worked for the company. This was done in order to ascertain whether the leadership style of Participant 4 had been adapting to the challenges faced by the company.

Participant 1: "I don't think he has, he has been consistent in the way he conducts his leadership style, uhm, I think the only change is at different times there are different pressures, but I don't think his leadership has change at all."

From the above statement, it is apparent that the leadership style of Participant 4 has been consistent in managing the company. Participant 1 further states that the only apparent change to the leadership style is when Participant 4 is faced with "different pressures". These "different pressures" could refer to the challenges that affect "the Company" at the given time. This statement however, is directly linked to the dynamics of the Contingency theory. Effective decision-making is dependent on the understanding of the internal and external aspects influencing the organisation. This is related to this study as the leadership style of Participant 4 changes when Participant 4 is faced with different challenges. According to Fiedler (1964), a single leadership style depends on the leader's character, which is fixed (da Cruz, Nunes & Pinheiro, 2011), and through this, the correct style should be matched by the right situation (Armandi, Oppedisano & Sherman, 2003). This statement is linked to the research as Participant 4 will adapt his leadership style depending on the different situational factors which are challenges that affect him.

Participant 2: "Uhm, has his style changed? No not really.... he's the same person he was 20 years ago. He hasn't changed because of unsucccess. If anything, he's probably become a bit harder on people to do things but the business has grown to an extent where he's still wanting to be in control of things but it's a big business now where as 20 years ago it was a very little business. I think he's always been involved."

It is evident that Participant 2 agrees with Participant 1's views in stating that the leadership style of Participant 4 has not changed significantly. Participant 2 further states that the only way the leadership style has changed is that Participant 4 has "become a bit harder on people to do things" which suggests that Participant 4 is influencing more control then before. This is related to the Contingency Theory of leadership because even though Participant 2 stated that Participant 4's style of leadership has not "really" changed, he has become sterner on people compared to before. According to the Contingency Theory, the fundamental point is the appropriateness of leadership styles to the situations faced by leaders (da Cruz, Nunes & Pinheiro, 2011). This insinuates that a leader will adapt his leadership style in order to manage the challenges which are being faced by the company. Participant 2 states that Participant 4 is "still wanting to be in control of things" which suggests that the leadership style has not changed in that regard. Participant 2 reiterates that Participant 4 has always been involved in all aspects of the business.

From the above data it can be seen that these findings directly link to the study by Ahmad Maez Al (2017). That study solely focused on the leadership style of a CEO when different challenges (situational factors) were present in the company. The study conducted by Ahmad Maez Al (2017) is linked to this study as it concluded in stating that a combination of different leadership styles is needed depending on the different challenges that affect the business at a given time and that leadership must manifest an appropriate style in certain business contexts. In this study, it is evident that Participant 4 did possess characteristics of an autocratic leader, however Participant 4 also takes guidance and listens to the advice of his management team. It is evident from the participants' views that Participant 4 exerts an autocratic leadership style, however, in times of challenges and "pressures", his leadership style does alter. This change is linked to the philosophy of the Contingency Theory. It is possible that the way the CEO of "the Company" is able to manage the challenges which face

the company, is due to his apparent autocratic leadership style. The CEO insists on being part of every business matter which implies that he is aware of every challenge affecting “the Company”.

4.5 Quality and Trustworthiness

The main difficulty for researchers is aiming for the greatest possible quality when conducting research (Cope, 2014). Popular criticisms are that qualitative research is anecdotal, vulnerable to researcher bias, and subjective (Koch & Harrington, 1998). However, it should be noted that qualitative research is not substandard research, but a unique approach in studying humans and phenomena (Vishnevsky & Beanlands, 2004). For a researcher to ensure trustworthiness in qualitative research, Lincoln and Guba (1985) recommended five criteria that should be achieved, which are credibility, dependability, conformability, transferability and authenticity.

Credibility signifies the truth of the data or the participant opinions and the interpretation and representation of them by the researcher (Cope, 2014). The researcher enhances credibility by defining their experience as a researcher and confirming the research findings with the

participants (Cope, 2014). A qualitative study is considered credible if the descriptions of human experience are directly recognized by individuals that share similar experiences (Sandelowski, 1986). To encourage credibility when reporting a qualitative study, the researcher can establish methods of observation and engagement (Cope, 2014).

Dependability refers to the constancy of the data over comparable circumstances (Polit & Beck, 2012). This can be attained when another researcher concurs with the decision trails at each stage of the research process (Cope, 2014). Through the researcher's process and descriptions, a study would be considered dependable if the study conclusions were repeated with similar participants in similar conditions (Koch & Harrington, 1998).

Conformability suggests the researcher's capability of demonstrating that the data represents the participants' replies and not the researcher's biases or perspectives (Polit & Beck, 2012). The researcher validated conformability by defining how conclusions and interpretations were recognized, and by demonstrating that the findings were a result of the data (Cope, 2014). In conducting qualitative research, this can be achieved by having direct quotes from the participants that portray each developing theme, which the researcher made use of (Cope, 2014).

Transferability refers to findings that can be applied to other situations (Houghton, Casey, Shaw, & Murphy, 2013). A qualitative study has achieved transferability if the results have relevance and applicability to individuals not involved in the study. This study has then achieved transferability as it will have relevance to other individuals who were not involved as this research is about challenges facing a company in South Africa (Cope, 2014). The Researcher provided adequate information on the informants and the research setting to allow the reader to evaluate the findings as being transferable (Cope, 2014). The standard of transferability is reliant on the purpose of the qualitative study and may only be applicable if the intent of the research is to make generalizations about the subject or phenomenon (Sandelowski, 1986).

Authenticity refers to the extent to which the researcher articulates the feelings and sensations of the participant's experiences in a faithful manner (Polit & Beck, 2012). By reporting in a qualitative approach, readers are able to clutch the essence of the experience through the participants' quotes (Cope, 2014).

Attaining trustworthiness was difficult because each interview with an employee was unique in some way. This difference was because there were variances between the interviewer in terms of the questions asked, the data collected, and the way that the data was interpreted (Dayan, Fox, & Kasten, 2008). This is strictly because of the interactive nature of the interview and the different prejudices and restrictions that impact on employee decision-making. Interviews give fairer outcomes compared to other data collection tools (Dayan, Fox, & Kasten, 2008). Trustworthiness was gained in this research by asking a set of standardised questions and only asking further questions if the interview required it. By asking a set of standardised questions, the interviews were trustworthy, as the employees were required to answer the same questions. This allowed for a variety of answers and opinions. The research and interviews were conducted in a trustworthy manner by the researcher.

An aspect that compromised trustworthiness was that the participants feared that their opinions and views would be made known to the CEO; this would have then compromise the honesty of the participants. However, this was counteracted by specifying that there was full non-disclosure and that the participants will enjoy anonymity. A compromise to trustworthiness was that only four individuals were interviewed, all of which were on the management level of the company. There were no interviews that were conducted on other levels of management which could have resulted in different responses and data. However, this was done as only top management would be aware of the challenges facing “the Company” and know intimate knowledge about the CEO’s leadership style. A further compromise to trustworthiness was that all the participants that were interviewed were white. There is a possibility that different responses would have been recorded should participants of a different race have been interviewed.

A tactic that was used in this research to ensure honesty was that when a person was approached to partake in an interview, they were first allowed an opportunity to refuse to partake in the interview. Using that measure insured that the participants taking place in the research were doing so willingly and were prepared to offer information liberally. Participants were encouraged to be open and honest from the inception of the interview. The participants were made aware that there was no right or wrong answer, this allowed for participants to speak freely about ideas and experiences within the workplace without fear of losing credibility in the eyes of the managers of the company. By doing this, credibility and trustworthiness of the research was achieved. An aspect that would enhance trustworthiness was that the participants were made aware of the fact

that there is complete non-disclosure and that the researcher's supervisor was bound by a non-disclosure agreement.

5. Conclusion

5.1 How the Research Question was Answered, the Research Problem was Solved and the Research Goal was Reached

Within "the Company" in which this research was conducted, it was evident that the management of "the Company" was facing numerous challenges, which affected and impacted "the Company" on a daily basis. These challenges included situational factors that affected the business. The issues of the age gap within the company, BEE and managing different leadership styles within "the Company" were all challenges that affected "the Company" at the time of this study. The age gap and generational differences within "the Company" have led to there being an uncertain environment in terms of expectations required between management and employees, and

attitudes that were complacent. The issue that “the Company” faced in terms of BEE had affected “the Company” to the extent where they were no longer BEE compliant as it was a pressure placed on “the Company” that they were not able to satisfy. Managing the different leadership styles was a prominent challenge that affected “the Company” at the time, as there were both autocratic and *Laissez – Faire* leadership styles that were evident within the top management. From the research, it was evident that the CEO possessed an autocratic style of leadership. The CEO was involved in all business matters and kept in touch with all business dealings that affected the business. It was found that the CEO’s leadership style did not drastically change when “the Company” was faced with various challenges. However, it was evident that the CEO did become more involved and harder on people when “the Company” was faced with different challenges and pressures. Therefore, this research supported Fielder’s Contingency Theory, because the CEO’s leadership style did change in order to manage different pressures and challenges that faced the organisation. This research identified the prominent challenges that affected a property development company in South Africa. This research also identified how the leadership style of the CEO of the property development company in South Africa adapted to certain challenges that affected the company.

The research was a success in terms of identifying the challenges that affected “the Company” at the time the research was conducted. The challenges identified within “the Company” were the age gap, BEE and managing multiple leadership styles within the workplace. By conducting the study, the researcher successfully identified the leadership style used by the CEO of the company. The study was also a success as it identified whether the leadership style of the CEO had adapted to the different challenges that were present. Even though the third research objective was not explicitly a part of the research investigation, it was still interesting to see during the data collection process, whether the leadership style actually had an influence on the success of the organisation.

The research added to the existing body of knowledge with regards to leadership and how a leader’s style was affected by the challenges that the leader was faced with. The research confirmed Fielder’s Contingency Theory in relation to leadership and challenges within the workplace because the leadership within “the Company” did adapt to the challenges that were present within the company.

5.2 Recommendations for Future Practice

In terms of the age gap and generational differences that are evident within the company, “the Company” should consider creating focus groups in which members of management and employees can discuss these issues. The expectations of management and the various levels of employees should be clearly articulated and defined so that the management of “the Company” is more aware of what employees are expecting. In terms of the attitudes of the younger generations with regards to job loyalty, “the Company” could consider explaining to the employees that if employees display loyalty and dedication to the company, then they will be rewarded in terms of promotion opportunities and greater job autonomy. It is evident that “the Company” has tried to bridge the gap between the different generations by creating a more open plan office space, however, it is evident that this has not sufficiently solved the problem. Therefore, by creating focus groups within the company, it is possible that through communication and understanding, the gap between the generations can be reduced. A further method that can be used to close the age gap within the organisation is to give Baby Boomers the chance to mentor the younger employees within the company. This will not only make the Baby Boomers feel more valued within the organisation; it will also allow them to pass on their skills, capabilities and experiences to the younger employees. By employing this method, it will also create and build mutual trust, and develop respect and understanding within the younger demographics. The younger generations could mentor the older generations in terms of new and innovative thinking, as well as digital strategy. “The Company” should also consider eliminating any sense of self-hierarchy among the employees and management. This can be achieved by mixing different generations into different teams and encouraging them to share their capabilities and strengths. To create further team building, “the Company” could hold brainstorming sessions in which Baby Boomers will feel comfortable, while the younger generations will appreciate the opportunity to have their ideas heard by management, as well as feel part of the bigger picture in the organisation. If “the Company” is able to increase collaboration between the different generations, then it will help employees understand what each generation has to offer and will contribute towards building strong working relationships.

In terms of managing different leadership styles within the organisation, “the Company” could consider creating a more laid-back environment in terms of when employees are expected to commence work and the specific times for lunch breaks. “The Company” could allocate a task to an employee with a specific deadline; the employee could then be allowed to choose their own lunch time provided this deadline is reached. If an employee is expected to work 8 hours a day,

then “the Company” could, for example, allow an employee to commence work at 9 o’clock and leave work at 5 o’clock; in other words, provided the task is completed, then employees could be allowed to have more lenient office hours. This however, will not work for employees who are top management, as their presence is needed on a more defined basis in order for successful business practices to occur. “The Company” can also consider outsourcing a consultant who can analyse the leadership styles within “the Company” and determine which is the most appropriate way to manage the different leadership styles within the company.

5.3 Recommendations for Future Research

The following recommendations are offered for related research in the field of leadership:

Given that this study assessed the various challenges that were faced by a property development company in South Africa, identifying and defining the challenges that affect other industries such as the financial and transport industries would prove to be of value. Such an effort will expand the knowledge in terms of the challenges which are faced by many South African businesses.

Research related to other challenges that are commonly present in property development companies in South Africa will also be of value as this will allow for further data to be gathered in terms of the property development industry. Such research will add to the challenges that this study found and will in turn create paths for further research regarding challenges affecting property development companies in South Africa.

Research related to leadership styles other than an autocratic style would also prove to be relevant. Such an effort will identify how other leadership styles could potentially alter and adapt when faced with similar challenges. This will expand the knowledge with regards to leadership in South Africa as it will identify how leadership styles differ from each other in terms of how leaders react to different challenges facing them. Thus, the research will need to be based on leaders who have leadership styles that are not autocratic.

5.4 Ethical Considerations

Permission from “the Company” was needed in order for the research to be conducted. This was obtained from “the Company” using the GateKeeper Form. Informed consent from each participant was also required in order for the research to be conducted. The participants needed to understand and accept that they did not have to take part in the study and were allowed, at any moment, to refuse further participation during the study. The researcher explained, and confirmed that the participants understood, that there was complete anonymity and that their names would not be exposed. The participants also needed to be made aware of the purpose of the study, as well as that they would be allowed access to the results of the study once completed. The participants were encouraged to be open and honest from the beginning of the interview.

This research study did not harm participants, or those about whom the information was gathered, in any manner, due to the choice of anonymity (Maree, 2014). The findings of this research did not cause harm to those who are not involved in the research. This research study did not violate any community standards of conduct (Maree, 2014). There were no ethical policies within “the Company” that prevented this research from taking place. A tactic that was used in this research to ensure honesty was that when a person was approached to partake in the interview, they were allowed the opportunity to refuse. This guaranteed that the participants taking place in the research were doing so willingly and were prepared to offer information liberally.

The researcher will provide feedback to the respondents once the research is complete for the purpose of making them aware of the conclusion of the research, and allowing them to have insight into the different opinions which were found from the research.

Refer to Annexure A for the Gatekeeper Letter.

Refer to Annexure B for the Interview Consent Form.

5.5 Limitations of the Study

A limitation of this study was that it was specific to one organisation, namely a specific property development company. The research only considered this particular company’s organisational structure, employees and environmental factors. The study only took into account the leadership of the CEO, which is specific to one person’s leadership style. This suggests that it may not be generalized to another population or organisation. The research that was conducted was focused on one particular industry, which is the construction and property development industry. This

industry has 21st century challenges that may not be applicable to other industries such as the healthcare or food industry. This suggests that the research may not be generalised to another organisation which is not in the construction or property development industry. The research that was conducted was based on events that are currently taking place within the company. The findings of the research are thus relevant to “the Company” at the time that the research was conducted, but may not be relevant at a later stage. A limitation with regards to sampling is that there was a possibility of bias. Employees may be biased with their answers which will alter the final result of the research. A further limitation is that “the Company” was a family run business; this suggests that the organisation will have a unique ‘family culture’. The culture, capabilities, strategy and business model will be different compared to a typical commercial entity.

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7. Annexures

(Annexure A)

Gatekeeper letter

Date : June 2017

“The company”

To the Management of “the Company”

My name is Roxanne Gillespie and I’m currently beginning a research project for my Honours in Management and Leadership at Varsity College

Subject to approval by the Varsity College Ethics Committee, this study will be using an interview to assess the leadership within JTRoss.

I'm writing to ask your permission to be allowed access to your facility in order to conduct interviews with employees of the organisation. This should not take a large amount of time and can be conducted at a convenient time and date to be arranged. All I will need is to arrange a suitable time with you to come and conduct interviews with the employees.

All answers and results from the interviews are kept strictly confidential and the results will be reported in a research paper available to all participants on completion.

If this is possible please could you E-mail me at rag_gillespie@hotmail.com to confirm that you are willing to allow access to the employees providing they agree to take part?

Yours sincerely
Roxanne Gillespie

(Annexure B)

Interview Consent Form

EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is Roxanne Gillespie and I am a student at Varsity College. I am currently conducting research under the supervision of Pat Naidoo about the leadership within JTRoss. I hope that this research will enhance our understanding of

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you

have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because I would like to gain more insight into the leadership in JTRoss. If you decide to participate in this research, I would like to conduct one interview with you. The interview will take approximately half of your time. It will be scheduled at a time that it is convenient for both of us, and will take place at the offices of JTRoss. I will be asking you questions about your experiences of working at JTRoss. You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your opinions about the leadership at JTRoss. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is purely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor and I. Nobody else, including anybody at Varsity College, will have access to your interview information. I would like to use quotes when I discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Honours in Management and Leadership. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Roxanne Gillespie
0835751598
rag_gillespie@hotmail.com

The contact details of my supervisor are as follows:

Marchant Van Der Schyff
072 769-8733

Annexure C

List of Interview Questions

Questions for the Employees

- 1) Are you a supervisor to any employees?
- 2) If so, how would you describe your leadership style?
- 3) What are the most important challenges that you currently face in your role as an employee at JTRoss?
- 4) How is this a challenge for:
 - You as an employee at JTRoss?
 - The company as a company?

- 5) How do you deal with the challenges you have mentioned?
- 6) How does the management of The company deal with this challenge?
- 7) How would you describe the leadership in JTRoss?
- 8) In your opinion, do you feel that the leadership at The company is effective in dealing with the current challenges that you have identified?

Questions for the CEO

- 1) What are the main challenges that currently affect JTRoss?
- 2) How are you currently addressing these challenges?
- 3) How have the challenges affected your leadership style?
- 4) How would you describe your leadership at JTRoss?
- 5) How is your leadership style different from the leadership style of the previous CEO's?
- 6) Do you think that with the changes that you are constantly experiencing requires you to change your leadership style accordingly?