

## CHAPTER 6

### CONCLUDING REMARKS AND RECOMMENDATIONS

#### 6.1 Introduction

This chapter contains the concluding remarks of the researcher. It provides an overview of the study, recommendations for the organisation under investigation, recommendations for future research, limitations of the study and general conclusions.

##### 6.1.1 Overview of the study

The focus of the study was to look into the effects of leadership styles on worker motivation. It is clear from the background of the study and literature studies that leadership in organisations is an instrumental phenomenon. Supervisors (leaders) get things done through others, and if they cannot motivate their subordinates through their work behaviour, they will be destined to fail as supervisors or leaders.

It is evident from the findings that the basic aims of this study were achieved. The findings indicate that the telling, selling, participating and delegating leadership styles are used at Falke Hosiery, with the telling leadership style employed to the greatest extent. The nature of the organisational structures calls for a leadership style where the supervisor or leader is directional, as certain procedures and steps have to be followed to get the work done. It is therefore evident that supervisors or leaders in organisations are significant forces. They have to apply leadership styles appropriate to the given situation and ensure that these styles are aimed at the achievement of organisational and individual goals.

## **6.2 Recommendations of the study**

### **6.2.1 Recommendations for the organisation under investigation (Falke Hosiery)**

- **Human resources**

According to Burnes (1992: 61): "A cherished principle is that companies treat their workers with respect and dignity. This is because people, rather than systems or machines are seen as the primary source of quality and productivity gains." Despite the mechanised nature of this organisation, supervisors or leaders should therefore direct their work behaviour towards the attainment of employees' needs. If machines and organisational targets are put first in organisations, people, as key resources, will be demotivated and organisational goals will accordingly be forfeited. This study holds that employees are key instruments in every company and that Falke Hosiery should focus resources on meeting most of the needs of their employees.

- **Decision making**

Employees at Falke Hosiery have limited participation in organisational processes and developments. The company needs to involve employees in one way or another (e.g. quality circle groups) as this may motivate them to work harder.

- **Reward system**

Supervisors or leaders at Falke Hosiery should give careful attention to extrinsic rewards. The employees are generally not satisfied with the monetary rewards they receive – this serves as a demotivator. Intrinsic rewards also need attention, especially in an organisation of this nature. For example the meeting of monthly targets means workers have worked hard, so an intrinsic reward of some sort will motivate them further.

- **Organisation as a total system**

Supervisors or leaders at Falke Hosiery can work towards managing the company using the total systems approach. According to Daft (1995: 54), "systems approach is an extension of the human resources perspective that describes organisations as open systems that are characterised by entropy, synergy and subsystem interdependence". If leaders are aware of the subsystems interdependence in their organisations, they will involve every person in the organisation in all organisational processes and developments, as the non-inclusion of one part will affect the whole. It is therefore recommended that leaders in Falke Hosiery should include every subsystem in whatever they are doing, for greater profitability and productivity.

The critical factor is that the organisation as an employer should keep employees informed about the organisation in general. Caudron (1995: 30) says employees need to be given information about the business and how their work fits into the overall operation. If employees know what they are working towards and understand how their work affects other employees and the organisation as a whole, they start to find meaning in their work. People want to feel that they are doing something of value, then personal needs may be satisfied (i.e. sense of belonging) and work will be accurately done (job itself), and thus employees will work towards organisational goals (productivity and profitability).

### **6.2.2 Recommendations for future research**

The textile industry contributes significantly to the general economy in South Africa. Insufficient research is done in this industry as a whole, and consequently researchers need to identify research problems with specific reference to the hosiery industry.

- A questionnaire for managers and supervisors should also be designed on leadership styles and motivational factors, for comparison purposes.
- Due to the elusive nature of motivation, there is also a need for subtle observation, for instance observing the participants in their workplace before presenting the final results.
- The same measuring instrument should also be used over a period of time to ascertain the consistency of the motivation level and leadership style used, and other pertinent information that may arise.

### **6.3 Limitations of the study**

The study had a number of limitations:

- Insufficient time allowed by the company to conduct the research.
- The changing of shifts by respondents posed a problem during data collection, as some respondents were on different shifts when questionnaires were collected.
- Omission of some important questions by the respondents.
- The non-response of some of the respondents.
- Most of the literature consulted, if not all, was based on international viewpoints. There is little literature on this topic with regard to the South African context.

### **6.4 Summary and conclusions**

This research report has six chapters: the first chapter covers the background of the study and the problem statement, including the main assumptions of the study. Operational definitions had to be clearly stated for applicability purposes and the scale used for measuring the motivation of workers had to be explained. The aims for the study had to be listed to drive the whole research process. Literature studies focused on the background of the

research problem and the principal theoretical framework of the study, that is Hersey and Blanchard's Situational Leadership Model. This model was used as a benchmark in describing the types of leadership styles employed in the organisation under investigation and the level of worker motivation. The research procedures were also covered in the research design. The findings were discussed first and later integrated with the propositions of the theoretical framework of the study, that is Hersey and Blanchard's Situational Leadership Model, which also integrated the motivational theories of Maslow and Herzberg. The findings revealed that the telling and the selling leadership styles as used in the company affect worker motivation to some extent, and that the participating and the delegating leadership styles affect worker motivation to a lesser extent. Recommendations for the organisation and for future research were covered as were the limitations of the study.

*Brown, A. D. 1995. Organizational Culture. Prentice Hall, New York.*

In conclusion, supervisors or leaders in organisations should play their rightful role and direct their work behaviour towards the needs of their subordinates, making their work interesting and creating an organisational climate conducive to the attainment of individual and organisational goals, thus enhancing worker motivation. Employees are key elements in any organisation and if they are highly motivated, organisations, including those in South Africa, will perform well and be able to compete internationally.

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*Cohen, L. and Manion, L. 1980. Research methods in education. London: Croom Helm Ltd.*

*Daft, R.L. 1995. Understanding Management. Fort Worth: The Dryden Press.*