

UNIVERSITY OF KWAZULU NATAL

**EXAMINING PERCEPTIONS OF THE IMPACT OF PARTICIPATORY
LEADERSHIP IN A RECYCLING BUSINESS IN DURBAN**

By

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DECLARATION

I, Roshan Mathura, declare that:

- The research reported in this dissertation, except where otherwise indicated, is my original work.
- This dissertation has not been submitted for any degree or examination at any other university.
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ABSTRACT

Globally, there is an evolution in organisational leadership, where employee contribution to the organisational decision-making process is required. This evolution requires that the utilisation of employees be intensified in order for the organisation to ensure competitiveness. South African business leaders will need to follow suit if they want to be competitive globally. Their competitiveness will have to incorporate the strategy of the organisation, organisational performance, efficiency, and productivity. Participative Leadership (PL) is being recognised as one of the tools to increase global competitiveness. The aim of this research was to examine and study perceptions of the impact of PL at Lindizwe Scrap Metal (LSM), a recycling business in Queensburgh, Durban. It addressed the existence and practice of PL at LSM. The approach of the study was qualitative in nature. The research methodology focused on the collection of descriptive data through a semi-structured interview process. The qualitative research methodology approach, which incorporated purposive sampling, was employed in the study. The data was analysed applying thematic analysis. There were fifteen respondents, made up of management and employees. These participants were selected from different hierarchical positions in the departments. Some of the themes that emerged were: understanding, beliefs, suitability, allowance, benefits, motivation, impact, challenges, and recommendations. The research findings indicated that participative leadership was indeed present and workable at L S M, but the system was beneficial to a limited extent. The benefits found were: increased morale, innovation, cohesion, a sense of warmth, and better communication. The challenges experienced which included PL, were inclined more towards administration than operations. There was also a lack of unity amongst employees in participating in the decision-making process, which led to lack of respect and consideration for PL. Some of the recommendations indicated were: a serious change of mind-set amongst leadership and employees alike, and an improvement in the education, training, communication and implementation of an incentive system. In addition, the enhancement of current PL practices is vital. The implications of this study is to activate a motion of PL research that can ultimately benefit organisations and employees to be competitive, and to sustain their position locally and globally. Future research could focus on job satisfaction, innovation, and motivation, in addition to trust, commitment, and performance, linking it to PL.

GLOSSARY

The terms and acronyms listed below were used in the dissertation:

- ITAC - International Trade Administration Commission
- LSM - Lindizwe Scrap Metals
- PL - Participative Leadership
- PPS - Preferential Price System
- DED - Department of Economic Development

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CHAPTER ONE: INTRODUCTION TO THE RESEARCH

1.1. Introduction

Lindizwe Scrap Metals (L S M) was established in 2013 in Queensburgh, Durban. The business is typical of any scrap metal recycling organisation which includes the buying, processing, and selling of scrap metal to generate a profit. The organisation has grown since inception and currently employs in excess of 100 staff, with operations in Durban, Gauteng, Port Elizabeth, and Cape Town.

Scrap metal is unwanted metal that is derived from recycled metal and is regarded as unwanted or unusable metal that can be sold to scrap metal recyclers for cash. It is differentiated from waste due to the value that it holds, even after being classified as waste. Normally scrap can be differentiated into two categories, namely, production scrap and obsolete scrap. During the manufacturing process of metal products, there is generation of scrap metal, which is known as production scrap. Examples of production scrap are turnings from metal or shavings, offcuts, trimmings and stampings. Obsolete scrap denotes metal products that cannot be used for their intended purposes and have arrived at the end of their lifespan or utility. Obsolete scrap is normally collected by scrap dealers who further process this scrap into resizable sizes or compressed scrap which is ready to be resold (Tutwa-consulting, 2017).

The aim of this Chapter is to present an outline of the research problem, and to describe the purpose of the study and the research methodology employed in the study. A brief explanation of the construct of each chapter will be discussed to provide a summary of the chapters that follow. The motivation of this study stemmed from the difficulties that metal recycling organisations are experiencing nationally, due to government legislation. In 2014 there were drastic changes made by government, to the trading system of scrap metal in South Africa. The South African Government via the Department of Economic Development (DED), which incorporates the International Trade and Administration Commission (ITAC) had introduced a gazetted regulation affecting the export of scrap metal, called the “Price Preference System (PPS)”. Further explanations of the PPS are detailed in point 1.1.1 below. The PPS has a direct negative impact on all scrap recycling operations nationally. The purpose of the PPS is to promote scrap for local beneficiation, where foundries upgrade the recyclable scrap into semi-finished and finished steel products for export, or for local sale. The drive and intention behind

government's introduction of the PPS was job creation, higher export revenue on finished goods, and local beneficiation (Peyper, 2013). The PPS gazetted on 10 February 2012 was as follows:

1.1.1. The Price Preference System

The South African Government via the DED which incorporates ITAC introduced a gazetted regulation called the Price Preference System (PPS), to effect the export of scrap metal. ITAC is responsible for international trade and administration, which includes export and import of any product from and to South Africa.

The introduced legislation was named the PPS on scrap metal. The PPS was introduced in 2014 with the sole intention of assisting local steel foundries in acquiring scrap metal, which is one of the main ingredients for smelting. In summary, the PPS demands that all scrap metal must be offered to South African foundries at government regulated prices which are discounted by a minimum of 30% of international market-related pricing. These discounts extend from 30% up to 50%, depending on the grade of the scrap metal being traded. The foundries have the first right of refusal before ITAC can issue the scrap company with a permit to export the said scrap metal (Department-of-Economic-Development, 2014). Below is the legislation published in the Government gazette detailing the PPS.

"Price Preference System"

"The Minister of Economic Development issued a trade policy directive (the Directive) in terms of Section 5 of the Act, that ITAC exercise its powers under the Act to regulate the exportation of scrap metal. ITAC established a price preference system pursuant, to which it would not allow the exportation of scrap metal unless it had first been offered for sale for domestic beneficiation, to the domestic consuming industry, for a period and at a price discount or other formula determined by ITAC. In accordance with the Directive, the scrap metal categories subject to the PPS are listed in the Export Control Regulations." Government Gazette Notice No. R 92 of 10 February 2012 in terms of section 6 of the Act).

The metal bulletin pricing system is a standard international scrap metal system measured against the average price of graded scrap being exported out of the city of Rotterdam in the Netherlands. The international terms for scrap metal pricing is the “price (FOB Rotterdam)” The FOB is a shipping term meaning Free on Board (Metalbulletin, 2019).

The South African government’s focus is correct in the long term. However, this sudden amendment has changed the way South African scrap metal businesses operate, overnight. The curtailment of the export of scrap metal has reduced profitability and, in many instances, shut down numerous operations permanently. In addition to the local problems, the volatility and uncertainty of the international scrap markets coupled with exchange rate volatility, make trading conditions tough. Due to the new steel market being in oversupply with material at cheap prices from China, the global steel markets have been under serious competitive pressure, which is the major factor that is driving down pricing of ferrous scrap metal pricing (Tutwa-consulting, 2017).

Organisations in the metal recycling industry are striving continuously to find alternative measures that can assist in maintaining profitability during these times of volatility and uncertainty. Unpredictable market conditions lead to uncertainty in employment, which is why organisations form and manage positive working environments for long term organisational performance and success (George, Chiba and Scheepers, 2017). Current business models operate in more volatile, uncertain, complex, and ambiguous environments; therefore the need for business remodelling and entrepreneurial leadership with dynamic capabilities (Schoemaker, Heaton and Teece, 2018)..

Previously, there were no studies available that addressed the impact of PL at a recycling business; therefore, the researcher saw the need to address the need for PL in contributing to ensuring sustainability. The leadership style of leaders in an organisation influences the performance of subordinates. Employee performance is paramount for organisational success, as employees are considered the backbone of the organisation (Bambale, Girei and Barwa, 2017). The researcher is part of the leadership at LSM. From the research conducted, the researcher found that there is a paucity of PL practice at LSM. PL style is perceived as a practice that includes characteristics of great enactment on the part of the leader, where the leader encourages subordinates to participate in important decision making. In addition,

leadership encourages robust engagement on organisational effectiveness and performance (Ishak, Ismail, Samsudin, Soffian Lee and Ali, 2018).

The skill of PL is valuable as it allows both leaders and subordinates to contribute and make positive changes to the organisation. The outcome of this research study can contribute to the existing knowledge that is already available. The concerns highlighted should encourage future researchers to delve deeper and extract concrete positive solutions for the benefit of organisational success and sustainability. The motivation of the study is beneficial to the leadership of LSM as well as to the employees. The skill of PL should enhance and motivate both the leadership and employees to contribute positively to the decision-making process. PL favourably influences the performance of subordinates through stimulating a higher level of trust (Newman, Rose and Teo, 2016). PL is defined as a style that comprises the involvement of a superior and subordinates through consultation, in the partaking of a solution-finding and decision-making process (Miao, Newman and Huang, 2014).

1.2. Background to the research

1.2.1. The study setting

There are numerous explanations for the resilient regard of the topic of leadership in this era, where changes are unavoidable, i.e. organisations, groups and people. The capacity of an organisation to trade in an economically declining business environment requires effective leadership. Co-operative management is directed at a management style where the senior encourages the subordinate to share responsibility in the working environment by participating actively in the decision-making process (Newman et al., 2016). Whilst there has been an increase in research in this area, the findings have remained inconsistent. Therefore, further research into understanding both the leadership of the organisation and their subordinates in enacting the PL process, has to be conducted.

This study will postulate PL as a dialogic relation at LSM, a metal recycling environment in Queensburgh, Durban. The current effects of PL issues affect the employees and employers of the organisation. PL is also a democratic leadership style which involves both the leader and the subordinate in a shared influence in the decision-making process (Venter and Farrington, 2016). As a leadership style, the emphasis and focus of PL is to place more attention the

employee and less attention on the work involved. The leader and the subordinates participate in the decision-making process, where the role of the leader is to intensify the speed of task performance at hand (Afshari, Moein, Afshari, Sharifi-Rad, Balouchi and Afshari, 2017). PL is a behaviour that inspires subordinates in a mode unswerving to simple democratic ethics and processes, such as equal participation, self-determination, inclusiveness and deliberation (Sheshi and KËRÇIni, 2017).

1.2.2. The scrap metal industry

Globally, nationally, and regionally, scrap recycling is a process of recovering and processing metals that are no longer in use. There are benefits of recycling, which are critical to society as it has an economic, environmental advantages. Statistics reveal that during the period 2013 to 2015, an average of 102 million tons of scrap metal with an average monetary value of \$ 77.8 billion, were traded globally (Tutwa-consulting, 2017). The scrap metal industry is a labour-intensive industry, which employs a large portion of the blue-collar labour. Below is a value chain diagram explaining the scrap metal process.

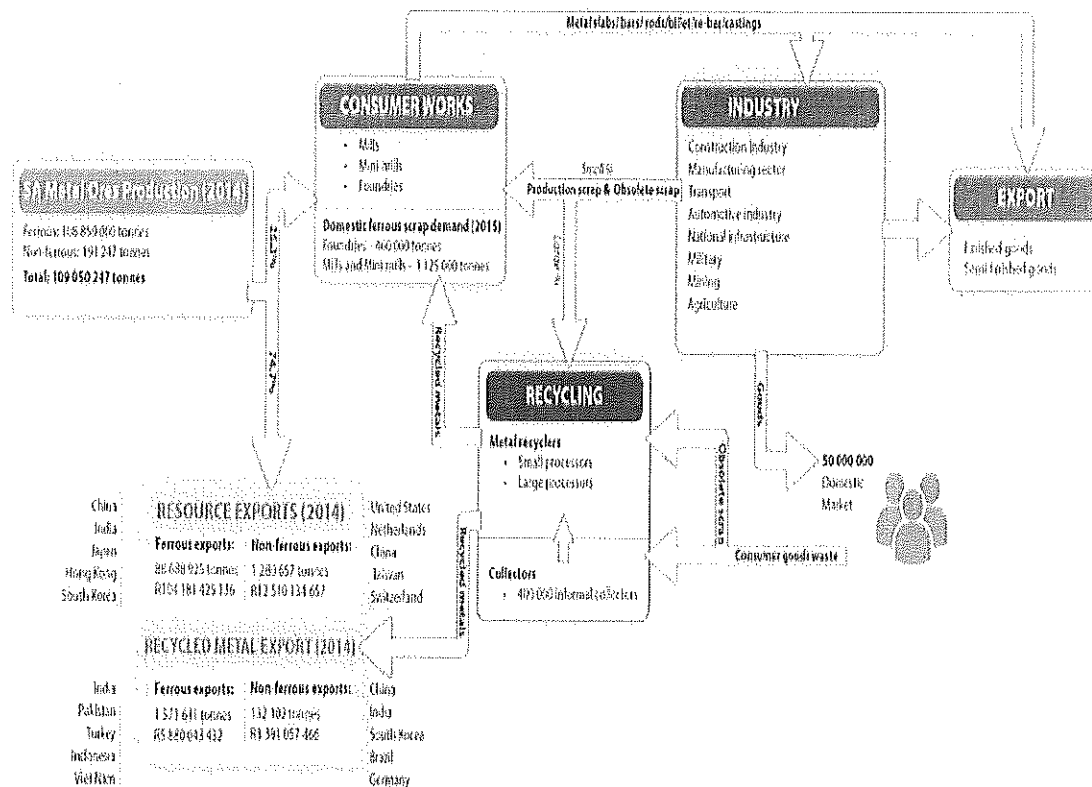


Figure 1.1: South African scrap metal value chain diagram

Adapted from Tutwa-Consulting (2017:14)

Figure 1.1 highlights the purpose of the scrap metal industry in the broader metal value chain. The distribution channel of the ore production presenting the export tonnages of 74.7% as compared to the local consumption of 25.3% are highlighted. Further, the recycled export tonnages are set out for the reader to understand the insignificant tonnages exported as compared to the total raw materials exported (Tutwa-consulting, 2017).

1.2.3. The profitability

The PPS has pressured scrap metal businesses to find alternate methods of sustainability as profit margins have been diminishing steadily, due to the discount structure legislated on ferrous material when it is sold to the local foundries. Larger scrap metal organisations implemented serious competitive behaviour which has forced many smaller competitors to shut down, as the affordability to sustain the business at small margins, and inadequate tonnages, affected the business performance negatively.

1.2.4. PL influencing the study

Table 1.1: South African scrap metal financial analysis

Designation	Operating expenses Non-current assets	% of total expenses - % of non-current assets
Operating Expenses	Employee Cost	44%
Operating Expenses	Yard Expenses	14%
Operating Expenses	Logistics cost	12%
Operating Expenses	Fleet cost	12%
Operating Expenses	Municipal services	2%
Asset	Land & buildings	50%
Asset	Plant & machinery	39%
Asset	Motor vehicles	9%

Adapted from Tutwa-Consulting (2017:5)

Table 1.1 above is an analysis of the expenditure that occurs at a typical scrap metal recycling plant. The analysis highlights the important role that recyclers play in employment. In addition, capital investment is also high in the recycling industry. This capital investment which includes plant and machinery is solely in the control of the employees. To achieve a maximum return on investment from these expensive assets, the employees in control have to be trained and have to be knowledgeable of the expected return from these assets (Tutwa-consulting, 2017).

Whilst analysing the above, one must take cognisance of the great divide between the workforce and the management, without a clear understanding from both parties of the reasoning behind this. Leaders become reluctant to give up control over decision making due to the loss of power, or handing of power to subordinates. What is more is the risk of blame on the leaders due to the perceived failure of subordinates to conform to expectations. Whilst PL seems like the model answer to a business or institution, there are always stumbling blocks that hinder progress due to human disagreements (Lam, Huang and Chan, 2015).

Therefore, the need for further research into the leadership issues in the scrap metal recycling industry which should result in understanding the current trends, and how best to improve them for the sustainability of the business and employment, is vital. Leadership has become a popular topic, as a tool to encounter the ever-changing environment, the capacity of an organisation to trade in an economically declining business environment, requires effective leadership. Effective leadership is required for the development of employee well-being, and environments that are conducive to subordinates' needs (George et al., 2017).

1.3. Problem Statement

Management used to be a simple task of oversight of subordinates. However, over the decades, the role of leadership has evolved. The recent evolution of leadership is viewed as a practice of persuading subordinates to discuss and agree on task arrangements and effective execution, with the intention of successfully accomplishing their shared objectives (Pretorius, Steyn and Bond-Barnard, 2017). Present business environments have become unpredictable, perilous, and complex (Schoemaker et al., 2018).

Recycled metals are a significant source of supply to the steel mills as opposed to primary metals, due to their lower environmental impact as compared to primary metals (Mackey, Cardona and Reemeyer, 2019). Metal recycling has many advantages and benefits, where the unwanted metals become a business to the metal recycler, which in turn has added advantages to the environment. In addition, metal recycling adds great economic contributions to the country from both the formal and informal sectors. The generic cost structure of a typical metal recycling facility generates 2 to 5 % net profit after tax which gives us an idea of the high cost structure and the economic value addition of metal recyclers. As part of the major cost structure, employee remuneration is approximately 35% with the difference of 65% of the expenditure being in the control of these employees (Tutwa-consulting, 2017). This indicates the high labour intensity that is required to operate these recycling facilities. Most of the labour force is blue collar who don't understand the economics and leadership issues of managing such a facility. The interest of government is to ensure adequate local supply of scrap metal for local beneficiation which is value addition to the country but not necessarily to the scrap dealers (Chitaka, von Blottnitz and Cohen, 2019).

There is a missing link between management and the general work force that creates this divide, which erodes potential cost saving, profitably, and employment sustainability. Hence the frequent closing of businesses due to economic unviability. Organisations that practise traditional operational methods will hinder their progress and attempts to succeed, whilst those that place emphasis on transforming their leadership and business innovation methods continuously will prosper. Over the recent years the approach of management of organisations and subordinates has evolved to newer and more effective methods (Pretorius et al., 2017).

Management is not convinced of subordinate participation in the decision-making process. Moreover, the culture of capitalism does not normally allow the subordinates space in the decision-making process (Nemaie, 2012). The need for employees to understand how the business operates is paramount for the sustainability of the organisation and for the employees themselves. Therefore, there is the need to examine perceptions of the impact of PL at LSM in Queensburgh, Durban. Subordinates are willing to support their organisation when they are persuaded that their involvement will empower them to achieve their predetermined intentions, else their interest in the organisation will decline. Therefore for PL to be successful, management has to entertain the demands of their subordinates in ensuring that there is mutual benefit (Sheshi and KÈRÇİni, 2017).

1.4. Purpose of the study

The study aimed to explore perceptions of the impact of PL at LSM in Queensburgh, Durban. In PL leaders are described as those that are not domineering, and as leaders who allow subordinates to participate in the decision-making process in order to make quality decisions (Bhatti, Ju, Akram, Bhatti, Akram and Bilal, 2019). The study was conducted using a qualitative approach. Qualitative research is preferable especially when there is the need to comprehend a social setting where knowledge is inadequate (Duvald, 2019). The need for the study is vital as organisations need to reflect on their strategies to increase competitive lead and success.

The current influences of PL issues affect the employees and employers of the organisation. In reasoning the relationship, it has been a notion that seniors treat their subordinates differently, to the extent that the employees react to the participative behaviour from their seniors. In reviewing the literature of the subject problem of PL, the results are inconsistent - that no real

research has been done in the scrap metal industry on the subject of PL. Theories foreseeing and studies inspecting the impact of PL in businesses lingers by challenges of inconclusive results (Richard, Kirby and Chadwick, 2013). In addition, it has to be clearly understood that there is a need for PL in a recycling environment.

The management of human capital has replaced the older concept of the personal administration system. The integration of leadership styles incorporated into the management of subordinates has proved to be an effective mechanism in employee performance (Iqbal, Anwar and Haider, 2015). Leaders perform an important role in leading their subordinates in fulfilling the objectives of an organisation successfully. In essence, leadership is a technique by which inspiration is delivered to the subordinates, to accomplish the objectives of the organisation, as employees play a pivotal role in attaining this (Fiaz, Su, Ikram and Saqib, 2017).

Leadership remains one of the most vital dynamics that drives the performance of any business, as leaders influence the future path of an organisation including its policies. However, academic literature can make these realities difficult to distinguish, yet collectively discussed, literature offers additional information to the reader in order for them to attain a broader spectrum of knowledge on the subject matter (Sheshi and KĖRÇİni, 2017). Leaders require followers for their success. The leadership identity theory postulates that the construct of leadership identity involves the leader, the relational recognition by team members, and the endorsement of the leadership from the organisation that both the leader and the followers represent (Buengeler, Homan and Voelpel, 2016).

1.5. Research Methodology

The approach of the study was qualitative in nature. Qualitative research underlines the production of frameworks and theories which are essential where there is a lack of information about the study, or if the study is in a field where no research has been conducted previously (Shafiq and Soratana, 2019). The research methodology focused on the collection of descriptive data through a semi-structured interview process. The data was analysed applying thematic analysis.

The respondents were made up of fifteen members of management and employees. These participants were selected from different hierarchical positions in the department. All the respondents signed an informed consent form. The interview process was explained to all the respondents. The interview recordings were transcribed verbatim.

1.6. Aim and Objectives of the study

The main aim of the study was examining perceptions of the impact of PL in a recycling business in Durban, which is LSM. The main objectives of the study were to:

- determine the extent to which PL exists at LSM
- identify the benefits of PL at LSM
- identify the challenges of PL at LSM
- provide recommendations to promote PL at LSM

1.7. Research questions

The questions that were answered in the research were:

- To what extent does PL exist at LSM?
- What are the benefits of PL at LSM?
- What are the challenges of PL at LSM?
- What recommendations can be provided to promote PL at LSM?

1.8. Limitations of the study

This study only focused on one recycling company and drew only on the qualitative research approach. Although confidentiality was guaranteed by the researcher, it was observed that participants were careful of their criticism of management and their leaders. Culture played a big role, as majority of the respondents' culture prevented them from saying anything negative that they found, as it is seen as disrespectful towards their leader. The respondents were tactful and conservative in their replies. However, it seems that some vital information was left unspoken deliberately. Participants who are anxious that their specific answers may be shared, may respond to questions biasedly. Although some may resist the belief that confidentiality

and anonymity are implied in ethical research, this information should be clearly documented to comfort the reader of the same (Johnson, 2015).

1.9. Structure of the dissertation

1.9.1. Chapter One

As the introductory Chapter of the study, it highlights the background to the study, the research problem, the purpose of the study, the motivation for the study, the aim of the research, the objectives, the research questions that need to be answered, and the limitations of the study.

1.9.2. Chapter Two

The purpose of Chapter two is to review literature pertaining to the topic of the research. Work of previous scholars related to the research topic was evaluated and integrated into Chapter Two. Theories that were relevant to the topic were identified, together with the perspectives of this research. The literature review focuses on leadership and its related theories. Numerous journal articles were the main source of information. The study decoded the theories of leadership relevant to the research study. The literature review provided support in conducting the study.

1.9.3. Chapter Three

Chapter three details the research methodology applied in the design of the research. It outlines the data collection method, and the sampling system utilised, together with the data analysis method. In addition, the ethical issues that were considered in the study, were outlined. The trustworthiness and credibility of the research were detailed for consideration. The qualitative research methodology was applied in the study.

1.9.4. Chapter Four

Chapter four contains the results of the research, which are discussed in the form of themes to provide a comprehensive understanding of the problem statement. It also provides a synopsis of the opinions of the participants. In addition, Chapter four provides a connection between the

interpreted results and previous research conducted. In concluding Chapter four, the results of the research are included.

1.9.5. Chapter Five

Chapter five is the final chapter which provides a conclusion to the study, together with recommendations that can be utilised to address the problems that were identified successfully. It also determines if the objectives to the research were met.

1.10. Conclusion

The background of the study was highlighted in this Chapter. As the introductory Chapter, metal recycling was explained and the reason for the study on the choice of organisation. Incorporating PL into the organisation and the explanation for doing so was also explained. The motivation, focus, problem statement and aims and objectives were also highlighted. In addition, the research methodology coupled with the research questions and the limitations of the study were included. The complete structure of the dissertation is also detailed, in order for the reader to understand what is expected in the chapters to follow. Chapter two focuses on the review of literature pertaining to leadership.

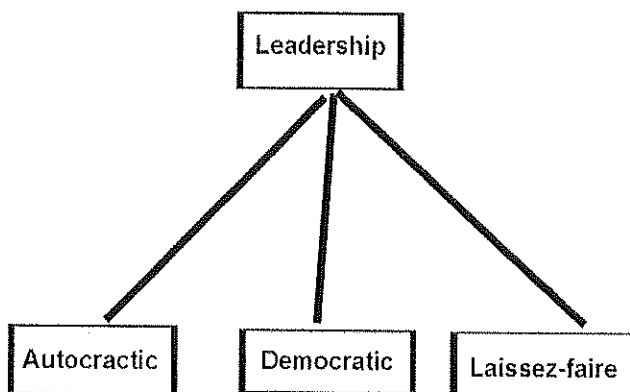
CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

Chapter two offers an analysis of the various management concepts and classifications that portray them diversely. The purpose is to create a broader understanding of the various perspectives on leadership. Whilst the main purpose of the study is on organisational leadership in industry, with focus on “the perceptions of the impact of PL”, the focus of Chapter two will provide the fundamental leadership classifications and theories in order to enlighten the reader with a comprehensive perception of the theories of leadership. In investigating components related to management techniques, latest data indicate that leadership is the outcome of a complicated connection within the organic, cultural, and physical factors of an individual (El Toufaily, 2018).

Autocratic, democratic, and laissez faire leadership are discussed. Further, discussing the four paradigms of leadership, with the emphasis on PL, the history of PL and modern PL are also discussed including delving into the horizontal and vertical leadership theories together with the shared leadership theory. The motivating factor that affects PL together with job satisfaction are also discussed, finally leadership role and how PL is applied are discussed.

2.2. Leadership classifications - autocratic, democratic, and laissez-faire



Lewin, Lippitt and White (1939)

Figure 2.1: Autocratic, democratic, and laissez-faire leadership

Adapted from: Lewin, Lippitt and White (1939, 271)

As illustrated above by (Lewin, Lippitt and White, 1939), who were one of the first to classify leadership into the categories of autocratic, democratic, and laissez-faire, effectual managers need to acquaint themselves in the society where they work, because cultural characteristics of language, and religious beliefs and values affect behavioural preferences in leadership (Hwang, Quast, Center, Chung, Hahn and Wohkittel, 2015). Nemaie (2012) explains the Lewin et al. (1939) theory, which considers the extremities of autocratic and laissez-faire leadership styles. Further, it is stated that, in contrast, free management is considered to be a softer management style.

2.2.1. Autocratic leadership

Autocratic leadership has been defined distinctly and consistently as a leadership style that is “self-centred” - with a heavy-handed, non-egalitarian trait and a unilateral decision-making phenomenon (Chishti-Mujahid, 2016). Autocratic leadership, also known as classical leadership, is an authoritative leadership style, where the leader maintains control, or a master-servant relationship is present. Further, in an autocratic leadership system, converting instructions to results is simple, due to the non-consultative nature of the relationship. However, this is a destructive leadership style, as autocratic leadership is a major cause of organisational decline, due to the power base being held by an individual or a select few (Nemaie, 2012).

Peker, İnandı and Gılcı (2018) state that autocratic leaders tend to demonstrate controlling behaviour patterns. The subordinates under an autocratic leader have fewer to no choices about the methods and decision-making inputs into their job processes and descriptions. Under an autocratic leader, human relations have the lowest priority, whilst work instructions have the highest priority. As an assumption, autocratic leadership basis its foundation on the principle that employees are naturally unwilling and disinterested (Fiaz et al., 2017). The role of a leader in an autocratic leadership environment is to plan, execute, and delegate, to ensure maximum results with high emphasis on performance. The concentration of control is with the leader. In addition, performance has priority over people, together with the announcement of decisions without consultation with subordinates. Motivation under autocratic leadership derives from financial incentives which are extrinsic in nature (Fiaz et al., 2017). Iqbal et al. (2015) stated that autocratic leadership is beneficial in the short term but can be detrimental over an extended

period of time. Autocratic leaders are task orientated and the emphasis is successful task accomplishment. Autocratic leaders are usually seen as strong and directive. Where uncertainty prevails, is where autocratic leadership is preferred over non-autocratic leadership. Self-uncertainty directs subordinates to positively appraise and support leaders who are authoritative and who can provide a strong, explicit, and unanimous model (Rast, Hogg and Giessner, 2013). In contrast, Sengupta and Sengupta (2018) argue that an autocratic mode of leadership is evolving by seeking to involve others in the decision-making process.

2.2.2. Democratic leadership style

Democratic leaders attempt to accomplish tasks by giving subordinates the option to indicate, and they also provide significance to increasing involvement and willingness in a reciprocal respect by considering organisational communication and group dynamics. In a democratic leadership environment, subordinates and leaders can share experiences and appreciate ideas of others within the organisation. Democracy is the preferred system of a free world (Peker et al., 2018). Abraham Lincoln's quote of "the government of the people by the people and for the people shall not perish on earth" depicts him as an illustration of a model leader who participates in the formulation of decisions but has no intention of domination (Oparanma, 2013).

Democratic leadership is described as a decentralised decision-making process, shared with subordinates. However, the flaw of this leadership style lies with the probability of poor decision making and weak implementation. Further research revealed that democratic leadership style, where subordinates had a sense of belonging, conceded to higher responsibility with minimum oversight, delivering positive results to the organisations (Asha and Clear, 2016).

The opine of Nemaie (2012) encapsulates democratic leadership as an idea of a leadership that encourages joint decision making or a shared inspiration in the resolution by the leader and their subordinates. He further states that the advantages prevail over the disadvantages, as the final consensus is derived by a majority of the participants which includes leaders and subordinates. Trust, motivation, and job satisfaction is also earned by the subordinates due to the transparent nature of the decision-making process.

Research results highlighted that the profitable businesses had a democratic leadership in place whilst those businesses that struggled were led with the laissez-faire leadership style. Additionally, it is stated that subordinates demonstrate a higher degree of loyalty when they are allowed their input into factors that influence their tasks (Mihai, 2017). Democratic leaders permit to maximum involvement of their subordinates in the resolution process. They acknowledge the significance of the aptitudes and abilities of their subordinates. These leaders influence the positive interest and eagerness in their followers (Saleem, Saima and Rahman, 2017).

2.2.3. Laissez-faire leadership style

Laissez-faire leaders rarely intervene in resolving issues, and their intervention is recessive until crisis point. It is during these emergencies that laissez-faire leaders transform themselves to autocratic leaders in order to resolve concerns (Chishty-Mujahid, 2016). In contrast to the previous scholar, Fiaz et al. (2017) argues that the Laissez-faire leadership style sanctions the premise that subordinates need to comprehend their ability without excessive interference of management, thus permitting the above actions to contribute towards transactional leadership which has a positive influence on motivation. Laissez-faire leaders institute objectives only when necessary. The leader renounces controlling subordinates. Resolutions are also avoided, in addition to communications.

Laissez-faire leadership is branded as a general failure to accept responsibility as management. This type of leadership can only be popular where subordinates can work unsupervised and are ambitious. It is important to understand that Laissez-faire leadership cannot be effective in settings where group members' knowledge and experience is insufficient (Bambale et al., 2017). The laissez-faire leadership style cannot work in a leadership of a country, as governments of countries need to intervene to resolve economic problems such as unemployment and social injustices, (Kar (2017) as cited in Keynes (1936)).

Laissez-faire leaders usually circumvent association with their subordinates. They believe in the freedom of choice for their subordinates, allowing them to do as they please. Laissez-faire leadership style indicates disappointment on the part of management accountability and is linked to high levels of fatigue (George et al., 2017). It is one that is branded with a non-appearance of leadership. Laissez-faire leaders are not part of collective conclusions and

policies. Moreover, these leaders allow subordinates to make applicable decisions. They also believe in hiring skilled subordinates and believe that their role is one of problem solving. Contrary to belief, laissez-faire leaders are extremely prosperous, and their subordinates normally work unsupervised. Laissez-faire leadership is appropriate for firms that have long-term staff, but it is not suitable in environments where supervision and direction is constantly required (Dana-Al, Khalizani and Mehmood, 2017).

2.3. Four- paradigm leadership

Numerous theories on the quality of management exist and methodologies to leadership styles are abundantly available. However, there would possibly be an absence of agreement amongst scholars as leadership is continuously evolving, which makes researching leadership difficult. Over the previous eras imperious management progressed into philosophies, viz. traditional and debatable management (Nemaie, 2012). Research around worker’s incentive and education has steered towards the advancement of transfiguration management and constitutional management which in turn advanced into ideas, namely participatory management. In support Nemaie (2012) examined Jing and Avery (2008) who have categorised the prominent management methods; patterns which are traditional, negotiable, idealistic or evolutionary and natural for participant. Presented in the diagram are the four paradigms of leadership. A paradigm is a pattern that serves as an example of a concept.

Table 2.1: The Four Paradigms of Leadership

Classical	Transactional
Transformational	Participative

Adapted from Jing and Avery (2008, 78)

2.3.1. Classical leadership

According to Dana-Al et al. (2017), Lewin et al. (1939) defined and differentiated three major classical leadership styles, namely, democratic, authoritarian, and laissez-faire. Previous research has shown that leaders are born, and their duty is hereditary and that leadership involves self-confidence, the introduction of new ideas, and ensuring that the concerns of

subordinates are addressed. It is further stated that classical leadership practice began BC and has evolved to date. It is still currently practised (Laurence, 2017).

The trend of adopting characteristics of classical leadership styles by other leaders is growing, due to the characteristics of honesty, intimacy and diligence (Tiftik, Kılıç and Sağlam, 2015). The characteristics of a classical leader are listed as follows : physical vigour and endurance, intelligence and feat, enthusiasm to accept responsibility, successful task ability, indulgence of subordinates and their people skills in addition to their determination for achievement, courage and resolution, motivation characteristics, decisiveness, assertiveness, adaptability and flexibility, and trustworthiness and self-confidence (Nemaie, 2012; Gardner, 1989; Bass, 1985)

2.3.2. Transactional leadership

Transactional leadership concentrates on the leader-follower principal. The followers adhere to the instructions of the leader and the leaders certainly compensate for the efforts shown by the followers. Transactional leadership operates on a reward system and can have detrimental results if subordinates fail to follow. These leaders communicate their expectations to the followers, with a monitoring system in place to ensure positive results for the leader (Zareen, Razzaq and Mujtaba, 2015). Transactional leadership requires a serious debt of interpersonal talents that include communication and negotiation skills, which requires the leader to influence their subordinates into conducting their duties according to the leaders' requirements (Dorczak, 2013).

Transactional leadership is based on a relationship of give-and-take or negotiating. Aims and objectives are the final attainment that satisfies a transactional leader with a strong emphasis on clarifying those objectives to their juniors. Moreover, Afsar, Badir, Saeed and Hafeez (2017) studied Bass (1985) who describes transactional leadership as an association that is established on compensation and payback (Afsar et al., 2017). The emphasis of transactional leaders is to raise compliance levels, decrease resistance levels, and compensate for contributions (Brahim, Ridić and Jukić, 2015). Brahim et al. (2015) further drew on Burns (1978) who claims that transactional leaders recognise the desires of their subordinates and respond accordingly with effort and rewards. Transactional leadership simplifies anticipations by offering gratuities when objectives are achieved. Transactional leadership places emphasis on short term and usually functions on a financial exchange mode (Sheshi and KËRÇİni, 2017).

2.3.3. Transformational leadership

The transformational leadership theory has justifiably developed as one of the highly admired leadership theories during the last three decades (Ketan, Mhatre and Riggio, 2014). The core drive behind transformational leadership is the encouragement and motivation from leader to subordinate and visa-versa ensuring mutual trust and common goal sharing (Ha-VikstrÖM, 2018). Transformational leaders usually change the monotonous style of leadership by employing motivation methods where employees are encouraged to commit their effort, accept the responsibility and share in the process of decision-making, relating to the context of their work (Boehm, Dwertmann, Bruch and Shamir, 2015).

Transformational leadership encourages followers to be motivated to extend themselves and to endeavour further than the call of duty without thinking about compensation or retribution.

Followers of transformational leaders frequently demonstrate a yearning to engage in resourceful undertakings when they experience reassurance in an environment where creativity and innovation is welcomed (Afsar et al., 2017). Empirical work in a study done by Tepper, Dimotakis, Lambert, Koopman, Matta, Man Park and Goo (2018), drew on Pratt and Ashforth (2003) who claim that effort is more important when it motivates a sense of purpose and social importance that goes beyond the motivating power of economic incentives. Whilst a transformational leader may deliver his motivational leadership equally on a daily basis, followers will only respond favourably on days where the need for the transformational leadership is required, and it would not be well received on days that followers don't need the leadership guidance (Tepper et al., 2018).

The outcome of transformational leadership is an affiliation of common motivation and improvement that transforms juniors into leaders and leaders into ethical managers. Transformational leadership comprises of a quartet of elements, namely idealized influence, inspirational motivation, intelligent stimulus, and personal compassion. Transformational leaders have a serious compulsion for transformation and the ability for recognising, and acclimatising to others' perceptions, resulting in them continuously searching for fresh ideas and new adventures that can lead to the development of the organisation, their subordinates, and themselves (El Toufaili, 2018).

2.3.4. Participative Leadership

PL is a leadership style that places high significance in the subordinate's dynamic involvement, besides the manager's, in the deciding procedure. Everyone in this group puts emphasis towards independence, capability, and ability to speak out therefore, managers should give subordinates a chance to share their input during significant rulings (Hwang et al., 2015). PL is an influence by the leader that entails acknowledgement and gratitude of the leader (Buengeler et al., 2016). Studies have shown that the younger generation view PL positively due to the influence of western values and the ever-changing social values. PL influences the performance of subordinates favourably through stimulating a higher level of trust (Newman et al., 2016).

As a leadership style, the emphasis and focus of PL is to place more attention to the employee and less attention to the work involved. The leader and the subordinates participate in the decision-making process, where the role of the leader is to intensify the speed of task performance at hand (Afshari et al., 2017). PL is a behaviour that inspires subordinates in a mode unswerving to simple democratic ethics and processes such as equal participation, self-determination, inclusiveness, and deliberation (Sheshi and KËRÇİni, 2017).

It is one of the "path goal model" leadership systems. The perception of PL is that it is one of the leadership styles that can contribute to effective leadership. Further, it is stated that in PL, subordinates play a pivotal role due to the involvement in the consulting and decision-making activities, which often lead to implementation of solutions stemming from the subordinates (Banjarnahor, Hutabarat, Sibuea and Situmorang, 2018).

An increase in the actual call for and being granted leadership stems from the idea that PL behaviours support the intention of constructing mutuality, such as contingent reward. What is more is that participative leaders contemplate the idea of teamwork and the opinions of team members through the encouragement of consultations, and by soliciting proposals from subordinates, which support the idea of true PL behaviour (Buengeler et al., 2016).

2.4. History of Participative Leadership

PL stems from the simple understanding that requires the subordinates to collaborate with their leaders in the successful completion of tasks. It was initially researched by the American Federal Investigative Committee at a huge phone spares plant. Since then PL has evolved via research and implementation (Nemaie, 2012).

2.5. Modern Participative Leadership – Participative Leadership and the future leader

With the turn of the century and the rapid rate of growth of technology, the practice of using PL had to adapt to the fast pace at which the world is moving. PL allows leaders to develop future leaders of the organisation (Iqbal et al., 2015). PL style is a procedure which reflects the unconventionalities of future prospective organisational leaders (Mohiuddin, 2017). Changing globalisation, climate change, digital lifestyle, individualisation, and the corporate environment, require input from participative leaders and their future leaders (Nemaie, 2012).

2.6. Horizontal, vertical and shared leadership

2.6.1. Horizontal Leadership

Horizontal leadership was initially labelled as distributed leadership or shared leadership. Across organisations, team-based structures are increasingly replacing hierarchical structures. Due to an increase in the complex working environments and uncertain external environments, it is almost impossible for a single individual to lead organisations successfully (Kakar, 2017). Horizontal leadership is an offspring of vertical leadership, where a horizontal leader is nominated by the vertical leader to manage and execute a specific task. The vertical leader has oversight of the tasks whilst it is being carried out. He further postulates horizontal leadership as a distributed form of leadership where other team members have influence over the decision maker (Pretorius et al., 2017).

2.6.2. Vertical Leadership

An organisational hierarchy defines a vertical leadership structure, where an appointed leader delegates and instructs subordinates, having final oversight and control in the reporting

structure. In summary, the leader oversees the activities of the group, where the group receives and performs the duties as instructed and the final input comes from the leader (Pretorius et al., 2017). Vertical leadership usually resides within a single individual. Vertical leadership is an application of official power on the subordinates. No single leader, no matter how smart and organised, can save teams from mediocre performance; hence it is insufficient for a subordinate to focus on a single leader for guidance (Kakar, 2017).

2.6.3. Shared Leadership

Shared leadership is different to normal leadership, in that it is about achieving total cohesion between leadership and subordinate in the process of task management and completion (Nordbäck and Espinosa, 2019). Shared leadership was found to influence a greater positive impact on team innovation (Kakar, 2017). When leaders demonstrate shared leadership they are viewed as more collegial and attached to their leadership approach (Lamm, Carter and Lamm, 2016). In a shared leadership style, a corporative state of mutual influence exists, where the leadership role arises from members in a team. The decision-making process is a team effort which involves collaborative decision making. Team members manage tasks that normally would be exercised by the leader in a vertical leadership style. These task management would include being accountable, whilst offering input to other team players to achieve the successful results of the team. In essence, shared leadership encourages team members to allocate responsibilities cooperatively. In the normal course of business, different skills are required at different times, therefore during a shared leadership style, team members will nominate a specific team leader who fits the skill to take on the leadership role which is transferred to the most skilled as required by the demands of the task, or when the situation warrants. These team members assume the role of leader immediately, thereafter withdrawing as the tasks alters, handing over leadership to their other team members (Pretorius et al., 2017).

2.7. Leadership and motivation

2.7.1. Transformational leadership and motivation

Transformational leadership is one of the most popular notions of leadership. Deschamps, Rinfret, Lagacé and Privé (2016) further cite Yukl (2009) who defines transformational leadership as one that consists of the following components: inspirational motivation, intellectual motivation, idealised influence, and individualised consideration; thereby

concluding that transformational leadership has been linked with effective organisational change (Deschamps et al., 2016).

The consequence of transformational leadership is a relationship of reciprocated motivation and improvement that transforms subordinates into leaders, and leaders into moral agents (El Toufaily, 2018; Burns, 1978). Transformational leaders via inspirational motivation express to followers that they have the abilities to achieve the goals set by leadership, hence motivating and strengthening the confidence of followers (Getachew and Erhua, 2018). Transformational leadership is seen to have a positive effect on the performance of decision making amongst team members. Transformational leadership emphasises the necessity for managers to apply it in order to guide subordinates proactively. In addition, charismatic leadership was found to be a part of transformational leadership, where leaders exert their influence over their subordinates in order to motivate them (Tyssen, Wald and Spieth, 2013).

2.7.2. Participative leadership and motivation

Participative leaders prioritise participation of subordinates in discussions and decision-making processes, which is a motivating factor for the subordinates to feel the effects of the leadership effort in encouraging PL (Fiaz et al., 2017). Factors that motivate employees are: gratification in terms of personal needs, fairness and justice, programmes for employee development, and the system of reward and appreciation (Dana-Al et al., 2017). Positive motivation of subordinates leads to higher job satisfaction of employees, which in turn leads to increased motivation and lower absenteeism. It is further stated that the involvement of employees in participating in the decision-making process increases job satisfaction and employee empowerment (Stefanovska-Petkovska, Bojadziev and Mucunski, 2015). Participative management is the motivation of employees to participate in the contribution of ideas towards goals of the organisation, contributing to the solutions of problems that affect them (Linski 2014). The motivation of subordinates is based on values, leadership and behaviour. Commitment is easier when employees are motivated, and their input is at maximum as the subordinates see themselves as valuable to the organisation. They further see the organisation as a tool of education. These employees remain loyal to the organisation and its goals and in time become a competitive benefit by being more skilled and dedicated (Zareen et al., 2015).

2.8. Leadership and job satisfaction

Job security is stated as being a positive emotional experience for an employee. Leadership's positive influence over their subordinates, increases employee retention (Malik, Javed and Hassan, 2017). When subordinates have greater job satisfaction, it impacts positively on the company (Yıldız and Şimşek, 2016). Okan and Akyüz (2015) cites Herzberg's (1968) two factor theory, where job satisfaction is portrayed as a multifaceted construct which includes extrinsic and intrinsic employment factors that inspire a subordinate's satisfaction in the workplace.

2.8.1. Transformational leadership and job satisfaction

Job satisfaction in an environment with transformational leadership is considered vital due to unwanted consequences in the workplace, which includes frequent and unnecessary absenteeism, high staff turnover, and employment related illnesses. However when employees are satisfied with their leader, job satisfaction is connected to positive outcomes such as effective performance, commitment, professional fulfilment, and life gratification (Abelha, Carneiro and Flávia, 2018).

Subordinates of transformational leadership are more satisfied with their supervisors and content with their jobs. Further, these employees are more committed to their organisations and there is sign that a constructive association exists between transformational leadership and subordinates' attitude towards their jobs. Despite the above, recent scholars have disputed its efficacy as it is believed that studies have proven that transformational leadership does not influence already positive and motivated employees. In conclusion to their observation, transformational leadership can be robust or fragile depending on the characteristics of the subordinates and the organisational contents (Dwyer, Bono, Snyder, Nov and Berson, 2013). Job satisfaction has a positive effect between employees, due to empowerment and transformational leadership. Moreover, leadership quality in an organisation has a direct effect on employee intelligence and satisfaction. In their conclusion Malik et al. (2017), postulate that employee job satisfaction in a transformational leadership style is superior to other leadership styles.

2.8.2. P L and job satisfaction

Job satisfaction is an employee's personal appraisal of how well the job satisfies their personal needs. Additionally job satisfaction is a tool of measurement for organisational success in meeting the subordinate's needs (Banjarnahor et al., 2018). Previous studies have highlighted that when employees are involved in decision making, job satisfaction increases, together with a reduction in absenteeism and an increased organisational commitment (Muindi, 2011). The intangible relationship between job satisfaction and the yield of employees has captivated scholars and researchers over the decades (Stefanovska-Petkovska et al., 2015). Recent research commenced studies to observe and examine the importance of subordinate and leader relationship to examine the outcomes such as satisfaction. Secondly there has been limited focus on leadership behaviour, the impact it has on the subordinates of PL, and the underlying mechanisms (Newman et al., 2016).

According to the social exchange theory, subordinates reciprocate the good treatment of PLs by demonstrating a much higher level of work performance and job satisfaction. A further statement is that PL should display a higher level of trust in subordinates, to increase the subordinate's perception of the confidence bestowed upon them, and thereby heighten the perceptions which give the subordinates a sense of security and satisfaction within the relationship. In return, the subordinates are more likely to exhibit stronger effort in their tasks (Miao et al., 2014). The benefits of incorporating subordinates into the participative decision-making process, is that those subordinates gradually prepare themselves for change within the organisation, unlike in an autocratic system where employees are prepared to listen but not change (Linski 2014).

2.9. Applying PL

2.9.1. Barriers to P L

Leaders become reluctant to give up control over decision making due to the loss of power or handing of power to subordinates. What is more is the risk of blame on the leaders due to the perceived failure of subordinates to perform to expectations. Whilst PL seems like the model answer to a business or institution, there are always stumbling blocks that hinder progress due to human disagreements (Lam et al., 2015). Organisational specialists and scholars confirm

that businesses require PL to succeed through this ever more aggressive and tempestuous globe. Shifts are happening, yet, participative methods have disseminated immensely. Indeed, it is stated that participative systems do encounter problems due to prior adversaries, the cost of implementation of the PL programme, and leadership incentives supporting control (McCaffrey, Faerman and Hart, 1995).

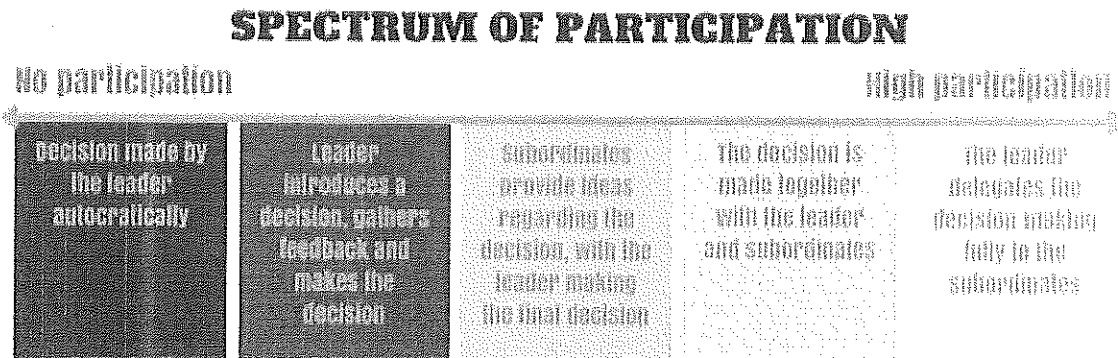


Figure 2.2: Spectrum of participation

Adapted from: <https://www.cleverism.com/participative-leadership-guide>

Figure 2.2 above highlights the various forms of leadership decision-making processes that are practiced. The arrow above defines the level of participation between the various leadership models. Autocratic leadership has low or no participation whilst the other extreme which is PL where the leader involves the subordinates in the decision-making process, has a high participation.

In addition, Figure 2.2 illustrates the flexibility of a participative leadership model. Further it highlights the challenging process of defining PL, as these leadership styles offers flexibility in the decision-making process. Nonetheless PL requires the input from both, the leader and the subordinates (Pietrykowski, 2015).

HIERARCHY OF NEEDS

BY ABRAHAM MASLOW

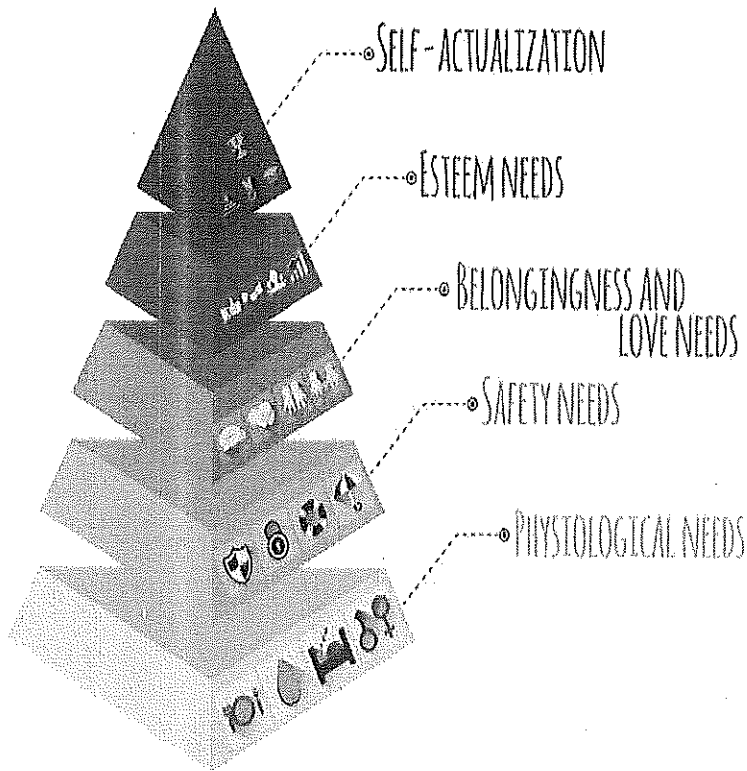


Figure 2.3: Maslow's hierarchy of needs

Adapted from: <https://www.cleverism.com/participative-leadership-guide>

Maslow's hierarchy of needs, as indicated in figure 2.3 starts from the basic needs of human beings and moves up to more socially accepted needs thereafter to higher level needs. PL supports and gratifies a subordinate's higher-level needs. In order for PL to be successful, the subordinates basic and socially accepted needs must be fulfilled.

2.9.1.1. Cultural issues

(Westhuizen, 2010) claims that although cultural importance has been acknowledged by previous scholars, Hayes and Prakasam (1989) and (Heller, Drenth, Koopman and Rus, 1988) however, claim that the effect that culture has on the participative decision-making process in PL has not been investigated thoroughly. PL has been critiqued for avoiding cultural impacts on the participative decision-making process, as these barriers do exist internationally.

Westhuizen (2010) cites Hofstede and Bond (1984) value-based framework of cultural dimensions, where “power distance and individualism-collectivism” was selected as cultural dimensions to demonstrate how culture influences participative decision-making processes in PL.

Table 2.2: Power distance and effects

Power distance	Effects
H I G H	Making decisions still left to management Deputation is shunned Making decisions still believed to be exclusive to managers Belief that management and employees are not equal, management being knowledgeable, more skilled, creating a worry of retribution if employees query, oppose or dispute managers verdict
L O w	All are believed to possess the ability to take part in the decision-making process Interdependence between management and subordinates are valued Everyone is assumed to have equal decision-making rights Participation is encouraged and at times rewarded

Adapted from Sagie and Aycan (2003, 456)

Table 2.2 above highlights Sagie and Aycan (2003), power distance and its effects, where power distance affects the work relationship concerning superiors and their juniors. Where there is low power distance management and subordinates are perceived as partners in a democratic leadership environment. Participation is encouraged in the low power distance environment. In a high-power distance environment, the leadership makes the decision and the subordinate is expected to follow it without being part of the process. In a high-power distance environment, the autocratic leadership style is present. The responsibility for decision making is in the hands of leadership, without any subordinate participation or input.

National cultures and political systems have an impact on organisational systems. Organisational leaders must use a participative methodology to legitimise this style of

leadership in order to approach cultural barriers in PL. A further suggestion is that, on a broader scale, breaking the cultural barriers with PL between subordinates and leaders, the subordinates become more informed and educated and will encourage PL for civic and governmental decision-making process (Nemaie 2012; Spreitzer, Sutcliffe, Dutton, Sonenshein and Grant, 2005).

2.9.1.2. Managerial issues

Leadership is the most important factor that affects management issues. Research has revealed that a relationship exists between an effective management team and the positive performance of an organisation. Subordinates are willing to support their organisation when they are persuaded that their involvement will empower them to achieve their predetermined intentions, else their interest in the organisation will decline, therefore for PL to be successful, management has to entertain the demands of their subordinates in ensuring that there is mutual benefit (Sheshi and KÈRÇİni, 2017). Management's barriers are usually divided into two types which are, controllable and uncontrollable. Controllable factors can contain limited time, and untrained subordinates. Uncontrollable factors could include lack of knowledge of management within the area of service within the organisation (Shagholi, Hussin, Siraj, Naimie, Assadzadeh and Al-Hejaili, 2010). Iulia and Grecu (2014) opines that the groundwork cost and time involved in the meetings, material multiplication costs, and the logistics involved deter management from the PL process.

2.9.1.3. Participative techniques

The true sense of participative management techniques is where a successfully functioning participative approach requires that management at all levels must take accountability for all decisions made, else the programme of participative decision making of which, decision making and accountability are the cornerstone, will be destroyed (Linski, 2014; McConkey, 1980).

(McConkey). Participatory techniques contribute by encouraging intellectual stimulation and providing inspirational motivation and self confidence amongst subordinates (García-Morales, Jiménez-Barrionuevo and Gutiérrez-Gutiérrez, 2012).

2.9.1.4. Cultural values

The African cultural paradigm has an influence in the way leadership is viewed. A major focus of the African culture is on people, their self-respect, the collective unit, and the comradeship, which personifies the characteristics of African leadership. The communal term for the above is “Ubuntu” (Eustace and Martins, 2014). Leadership begins with an indulgence of and commitment to an individual’s core values. In addition, Venter and Farrington (2016) opines that the real leadership role is management of values of an organisation and that leadership is moral and value-laden.

2.10. Conclusion

In concluding the literature review of the various models of leadership, it can be deduced that leadership is broad and complex. Furthermore, it was found that there are pros and cons to all leadership styles. The purpose of the review was to enlighten the reader on the numerous options that previous scholars have researched extensively. The review leads one to accept the complexity of leadership together with its interaction which ultimately states that leadership cannot be studied in isolation, and it cannot be practised in isolation. In particular, PL and the previous writings lead us to the assumption that a creditably functioning participative methodology requires that each manager at each level takes responsibility for his decisions. The conclusion of Chapter two leads to the methodology of the research paradigm in which the constructs of the research method is deciphered. The next chapter provides an in-depth explanation of the research methodology applied in this study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

Linking of a research topic and the tools required for the research to be successful requires the researcher to understand all the tools that are available for the research to be successful. Research methodology and the understanding of it would enlighten the researcher into deciding the appropriate path that they would choose regarding the correct method for their research.

Research is normally founded on theoretical and methodological assumptions and their application for a given study. A research design is the path that one decides to follow through one's research journey, to discovery answers to one's research questions as validly, objectively, precisely, and frugally as possible. The application of strategy by the inquirer will rely on the research questions, including the objectives of the research (Kumar, 2014).

The chapter starts with an overview of the different research methodologies, followed by the data collection strategies and research designs and methods that were used. The techniques used to analyse the data will then be described, ending with a discussion on the trustworthiness and credibility. It is appropriate to restate the aim and objectives of the study, as the research methodology used in the study is discussed. Through this research, data was collected and interpreted accordingly. This study was designed such that it allowed the researcher to conduct detailed research regarding the perceptions of the impact of PL in a recycling business in Durban.

3.2. Aim and objectives of the study

The main aim of the study was to examine perceptions of the impact of PL at LSM, a recycling business in Durban. The main objectives of the study were to:

- determine the extent to which PL exists at LSM
- identify the benefits of PL at LSM
- identify the challenges of PL at LSM
- provide recommendations to promote PL at LSM

3.3. Research Design

A research design is the explanation of a problem and response to that specific problem (Blair, Cooper, Coppock and Humphrey, 2019). A research design is an illustration of demonstrating the planning process as to exactly how you will endeavour to answer your research questions (Saunders, Lewis and Thornhill, 2016). In order for the study to be successful, a research plan has to be designed for the collection and analysis of data, that can eventually answer the research questions, which includes the appropriate research method that will be applied for the collection of the required information (Sekaran and Bougie, 2013). A research design is an illustration of demonstrating the planning process as to exactly how you will endeavour to answer your research questions. A clear and concise definition of the research questions are paramount to the research design which will contain clear intentions resulting from the research questions (Saunders, Lewis and Thornhill, 2016). In addition Saunders et al. (2016) postulate that the research design should stipulate the sources from which the researcher intends to collect data, and how he proposes to collect and analyse the data. Further, the researcher has to discuss exactly how he/she would attend to ethical issues and constraints that he/she would encounter

The methodological choice in research design is between qualitative, quantitative or mixed methods (Saunders et al., 2016). Qualitative research underlines the production of frameworks and theories which are essential where there is a lack of information about the study, or if the study is in a field where no research has been conducted previously (Shafiq and Soratana, 2019). The research methodology focused on the collection of descriptive data through a semi-structured interview process. The data was analysed applying thematic analysis, where various themes were formulated from the data that was collated through the semi structured interviews. Participation in these interviews in their natural setting allowed the growth of a trust relationship between the participants and the researcher. The trust relationship assisted in acquiring rather fair and honest answers to the interview questions. Strategies associated with qualitative research include action research, case study research, ethnography, grounded theory and narrative research. (Saunders et al., 2016). The research strategy focused on the collection of descriptive data through a semi-structured interview process. The data was analysed applying thematic analysis.

3.3.1. The Qualitative research design

The approach of this study was qualitative in nature, where it involved the collection of qualitative data in order to examine the perceptions of the impact of PL at LSM. Qualitative research underlines the production of frameworks and theories which are essential where there is a lack of information about the study, or if the study is in a field where no research has been conducted previously (Shafiq and Soratana, 2019).

The reason for choosing a qualitative design approach pertains to the lack of previous research into participative leadership at recycling centres globally and locally. This study addressed the effective role of employers with employees applying the PL model. In the first phase of the study, semi-structured interviews were conducted with the management and the subordinates of LSM to gain information about the thinking, attitudes, and motivation of the leadership and subordinates, in relation to PL at LSM. In addition, the study will highlight the perceptions of the leadership and subordinates in the enactment of PL at LSM.

Qualitative research provides the researcher with descriptive tools that go in-depth in a study (Creswell, 2014a). Qualitative research is preferable especially when there is the need to comprehend a social setting where the researcher's knowledge is inadequate (Duvald, 2019). Qualitative research demonstrates some etymological indications of being a classificatory way of philosophy about the world, and this reveals the concept that what things are, and how meanings are created, is resultant from the way distinctions are created (Barnham, 2015). Qualitative research underlines the production of frameworks and theories which is essential where there is a lack of information about the study or where the study is in a field that no research has been conducted previously (Shafiq and Soratana, 2019).

Qualitative research defines research that is dependent on qualitative data and inductive theorising. Whilst quantitative data are arithmetical and it can be added, changed and transformed into well-organized data displays, qualitative data are basically non-reducible texts. Even though the qualitative data can be digitised and even counted, it firstly requires interpretation of the data to distinguish patterns and understandings. Given the extensive methods in which qualitative data may appear, a researcher's onto-epistemological assumptions often outline his or her methods to this analytical procedure (Bansal, Smith and Vaara, 2018).

An interpretive philosophy has a clear relationship with qualitative research. It is also pointed out to as naturalistic due to researchers operating in a natural environment where they must acquire confidence, access to meanings, and detailed perspective, as well as to ensure participation. In addition, qualitative research can also be utilised with realist and pragmatist philosophies (Saunders et al., 2016). Qualitative methods provide a space to the experiences of the participants in the research. In addition, the researcher has an opportunity to observe the depth of the human involvement and participants' thoughts more precisely (Poulton, 2014). In addition, the objective of qualitative research is to endeavour to present the perceptions of the participants of the study (Matross, 2010).

Qualitative research methodology refers to a diverse group of theories and research grounded on the interpretative-symbolic paradigm. Within qualitative research, lie three assumptions: the first being the postulation of tabula rasa, which means that hypotheses are not framed at the phase of conceptualisation, but only the questions are created; the second is methodological triangulation which comprises the use of numerous parallel datamining methods that are complementing each other; and the third assumption is reflexivity, meaning exposing the original results to critical analysis and reflection not only by a researcher but also by the respondents (SuŁKowski and MarjaŃski, 2018).

In qualitative research, an active role is played by the researcher for the initiation and analysis of perception, and a more subjective outlook on the nature of reality is embraced. In addition, qualitative methodologies provide for interpretation that is subjective, and that can be essential for perceiving phenomena that is extremely complex. One of the advantages of qualitative research is that it allows for a more innovative-oriented methodology in directing research and can be beneficial predominantly in discovering phenomena especially where the understanding of the same is minimal. A priori hypotheses are not obligatory in qualitative research. Qualitative methodologies can discover themes completely unknown to the existing literature or to the researcher. Researchers are thus capable of generating, instead of testing, theory. Furthermore, qualitative methodologies frequently consent to the opinions and replies from the respondents, to questions that are open ended. This can provide a deeper and complete understanding of the perspectives of the participants. Theoretical sampling comprises in the selection of sources with familiar and all-encompassing knowledge relevant to the questions of the research which enlighten the research process (Johnson, 2015). In a setting where the research in question had generated very little previous research, this setting warrants a

qualitative approach, which was the choice for the research project. Furthermore, the research problem was new and had not yet been addressed with this sample of people before, thus lending itself to a qualitative approach (Creswell, 2014b).

3.3.2. The Quantitative research design

A post-positivist worldview assumes a deterministic view and is entrenched in a quantitative research design. It takes a scientific view of the world, and relies on reductionism, empirical observation and theory validations. Qualitative research provides the researcher with descriptive tools that go in-depth in a study (Creswell, 2014a). Quantitative research stands connected to positivism. The paradigm of positivism relates to working with the mechanisms of an evident social reality to produce law-like generalisations. Positivism promises explicit and true knowledge. When utilising a positivist position, epistemologically one would place emphasis on ascertaining visible and quantifiable facts and regularities, and only phenomena that one can witness and measure would lead to the creation of credible and significant data (Saunders et al., 2016). Kumar (2014) relates to the quantitative study design which are well structured designs that have been established for their validity and reliability and can be clearly recognised and defined. Quantitative study designs are precise, well arranged, have been verified for their validity and reliability, and can be clearly defined and identified. Study designs in qualitative research are less specific and precise, and do not have the same structural depth (Kumar, 2014).

The quantitative research method is labelled as a method that integrates the examination and assessment of objective concepts through examining the correlations between variables. The variables are gauged by means of specific instruments to construct data that is numbered, and thereafter analysed, by employing statistical procedures (Creswell, 2014b). Saunders et al. (2016) state that quantitative research is also applied with the realist and pragmatist philosophies. The realist and pragmatist philosophies are used in mixed methods research designs. Quantitative research is also associated with the deductive approach. The characteristics of quantitative research according to Saunders et al. (2016), are statistical and graphical techniques are the analytical tools used to examine relationships between variables in a quantitative research. In addition, questionnaires are also used as a single data tool in a quantitative research. Probability sampling techniques which ensure generalisability is a

further methodology which is often used in quantitative research. The multi-method research data technique is a further quantitative research design approach.

3.3.3. Mixed Methods

The design of the mixed methods research is an amalgamation of the quantitative and qualitative research. A clear bearing on the direction of the study will be evident in a mixed method study, where the research direction can either focus towards a qualitative or a quantitative methodology. The alternate option is also available where the inquirer can highlight both methods (Creswell, 2014b). In supporting the basis of the mixed methods approach, it can be deduced that precise solutions to research questions are not easily available (Kumar and Phrommathed, 2005). According to Kumar (2014) the rationale behind this design is the assumption that accurate explanations are not simply available, and secondly, that between the two there will be a choice of a method that will provide an enhanced representation of research question. Due to the complex social world that we belong to, mixed methods design is assumed to be fitting and useful as a research design. Mixed methods design is based on accessing information from multiple origins and integrating it. The integration of un-associated information is the crucial part of the mixed methods design (Uprichard and Dawney, 2019).

Table 3.1: The difference between qualitative and quantitative research methods

Qualitative method	Quantitative method
Highlights the importance on understanding	Highlights the importance on testing and verification
Emphasis is placed on the understanding from the respondent's viewpoint	Emphasis for social events is based on reasons and facts
Coherent and clarified approach	Common Sense and critical approach
Opinions and Measures in ordinary setting	Measures are controlled
Biased viewpoint and close to data	Unbiased viewpoint not close to data
Orientation is explorative in nature	Orientation is hypothetical and deductive in nature
Procedure Orientated	Outcome Orientated
Holistic perception	Specific and analysed
Overview by contrast and situation of individuality	Overview by population association

Adapted from Ghauri and Gronhaug (2010:76)

Table 3.1 adapted from Ghauri and Grønhaug (2010) differentiates between qualitative and quantitative research methods. The contribution of either one or both can contribute positively in a similar manner to the outcomes of a research study. The selection of either method or a combination of both is dependent on the selection of the research practitioner.

3.4. Research paradigms

Research frequently begins with a social examination that needs to be undertaken to speak to a problem of the research. The choice of an approach varies, in accordance with the study being undertaken, where Blaikie (2007) has identified four research methods:

- Inductive research commences with the collation and examination of material and then obtaining abstracts applying causative reason. The description into the social conditions concerning the people involved are identified and thereafter the decision of the nature of patterns of relationships. According to Kumar (2014) an inductive study is related to

a qualitative study, where the problem is continuously reformulated once data collection commences to acquire the phenomenon in totality or to choose certain aspects for an intense in-depth study. In addition, Creswell (2014b) states that in an inductive method, the qualitative researchers construct their categories, patterns and themes from the bottom up by sorting data continuously into abstract pieces of information, until a comprehensive set of themes emerge.

- The deductive or analytical study being the opposite of inductive or causative study, commences with the study relating to the pattern of attachments, pursuing the discovery of answers for the presence of patterns that appear within societal events in the study. The analytic study initiates from a supposition, the purpose being, experimenting of its philosophy. A deductive study is frequently associated with quantitative study (Creswell, 2014b).
- The retroductive study commences with a perceived frequent action nevertheless pursuing a distinctive interpretation. The pattern constructed being hypothetical while observation or experimentation is used to establish its existence (Creswell, 2014b).
- The abductive research commences with the social world of the social actors being examined. The aim of abductive research is to comprehend their reality together with the conceptualisation of the domain that they exist in. In order to discover and understand their motives, the inquirer has to step into their world (Creswell, 2014b).

Research paradigms are approaches inside a wider agenda of theoretical insights. Whilst numerous research paradigms exist, ontological assumptions and epistemological assumptions remain as the two uniquely distinguishing characteristics on which the fundamentals of these paradigms are different. Ontology is focused on the description of social certainty and investigates the nature of being, upon the kind of circumstances in which they survive and their relationships. The concern of epistemology is the methodology of understanding and seeks to comprehend how knowledge is acquired by human beings in the world around them. With reference to epistemology, both these facets are an individual's universal view. This view has produced a substantial effect towards what is distinguished as comparatively significant in real life. Various views by others, of the world, will have consequences for academia and research,

as they impact our worldly thinking of the world we reside in and our desired aspirations (Blaikie, 2007).

Qualitative research points towards a “whole world experience”. Qualitative academicians seek the intensity and complexity of a person’s encounter related to a specific incident. Comprehending such ideas relates to this research as required by the analyst, to probe into the observations of the impact of PL at LSM, a recycling business in Durban. In addition, qualitative research necessitates analysts to comprehend how employees and the employer comprehend and see, thereby understanding PL from personal experience, as well as revelations to the business in its operational cycle (Du Plooy-Cilliers, Davis and Bezuidenhout, 2014).

Kumar (2014), and Grinell (1993) state that research is a structured inquiry that uses acceptable scientific methodology to resolve problems and to produce new knowledge that is generally applicable. Research is also defined as a systematic investigation to find answers to a problem. Kumar, (2014) and Burns (1978) state that several experts define research in a mode of diverse ways, however, the mutual gist relates to the mode of enquiry. There are three approaches to this mode of enquiry, namely, quantitative, qualitative and a mixed methods approach. The methodology of the data collection process and the analysis process are the essential difference between quantitative and qualitative research. The strong points of both qualitative and quantitative research are applied in the mixed method approach (Du Plooy-Cilliers, 2014).

3.5. Study setting

There is a missing link between management and the general workforce that creates this divide, which erodes potential cost saving profitably, and employment sustainability; hence the frequent closing of businesses due to economic unviability, and therefore the need to investigate the enactment of PL at LSM. The study setting chosen was LSM based in the Queensmead Industrial Park of Queensburgh. The current effects of PL issues affect the employees and employers of the organisation. In reasoning the relationship, it has been a notion that seniors treat their subordinates differently to the extent that the employees may react adversely to the participative behaviour from their seniors. In reviewing the literature of the subject problem of PL, the results were inconsistent, with no real research done in the scrap metal industry about PL.

3.6. Population and sample of the study

The sample included 15 staff members which comprised seven from management and eight were general labourers.

Table 3.2: Table of participants

Respondent	Association	Occupation	Gender
R1	Administration	Receptionist	Female
R2	Management	Stock Controller	Female
R3	Operations	Cutter	Male
R4	Operations	General Worker	Male
R5	Management	Financial Manager	Female
R6	Management	Accounts Manager	Male
R7	Administration	Creditors Clerk	Female
R8	Operations	General Worker	Male
R9	Operations	General Worker	Male
R10	Operations	General Worker	Male
R11	Operations	General Worker	Male
R12	Management	Accountant	Male
R13	Management	Fleet Controller	Male
R14	Management	Director	Male
R15	Management	Operations Manager	Female

3.7. Sampling

Need for sampling in research is paramount, as conducting survey or interview on a whole population is impracticable. In addition budget and time constraints prevent researchers from interacting with entire populations. Saunders et al. (2016) further argues that applying sampling techniques in research makes possible a higher accuracy than census. Sampling using the probability method is typically associated with survey research strategies. Probability sampling is capable of being further separated into four stages. These stages are at first identifying a suitable sampling frame, thereafter is the decision on the size of the sample, followed by a selection of the sampling technique, and lastly is the inspection of the sample as representative of the population (Saunders et al., 2016).

For qualitative research, the most frequent non-probability sampling methods used are convenience, purposive, quota, and finally snowball sampling (Γαλάνης, 2017). In making a choice of a sampling method for informant selection, the interrogation or question the researcher is concerned with pursuing is of paramount importance. The question or interrogation method will decide the objectives on which the methodology will be based. The first contemplation is, should a study be conducted on the entire population? And, if not, how does the researcher sample the population efficiently? What quantity of respondents will the sample population entail? Which hierarchal structure of organisation would be sampled? Would the sampling originate from an individual or from the community? The methodology of sampling methods that should be utilised should be convincing that the sample is representative and the data collected pertinent, replicable, and concrete (Tongco, 2007).

The sound judgement of the researcher in the data collection process is paramount as no amount of analysis can compensate for improperly collected data (Etikan, Musa and Alkassim, 2016b).

The purposive sampling technique, also termed judgment sampling, stands as the considered selection of a research worker, relying on participants' characteristics (Etikan et al., 2016b). The most important concern in purposive sampling is the judgement as to who can provide the information to achieve the objectives of your study. The researcher can choose to interact with those who can part with information on the subject matter. The advantage of purposive sampling lies with constructing a historical reality, developing something about which little is known, or describing a phenomenon. Purposive sampling is common in qualitative research (Kumar, 2014).

In purposive sampling, the researcher resolves what is required, and sets out to find people or groups who are capable and enthusiastic to participate, due to their knowledge and experience of the required research. Purposive sampling is generally applied in qualitative research to categorise, classify, and decide on the data-rich cases for the best suitable application of accessible resources. A detection and choice of individuals or groups who are capable and knowledgeable with a phenomenon of interest is involved, in addition to knowledge, willingness, availability and experience to participate. As part of purposive sampling, the participants chosen will have the capability of communicating experiences and opinions in an eloquent, communicative, and philosophical manner. For the purposes of this qualitative

research, purposive sampling was used as the sampling method (Etikan, Alkassim and Abubakar, 2016a).

3.8. Data Collection

Data collection methods in qualitative research include observation, interviews, focus groups, and the Delphi method (Γαλάνης, 2017). Flexibility of methods, for participants of research, may improve their response rate, recruitment and entrance to research. In addition, whilst the complexity and magnitude of data may vary, when using different methods, there has to be consideration by the researcher of the different approaches of interviewing and the effect these methods will have on the participants and the researcher as well (Heath, Williamson, Williams and Harcourt, 2018). Anonymity, confidentiality, and privacy are a concern to participants in a data collection process as these pose concerns of ethics about the researcher.

Data collection and the levels involved include setting boundaries for the study, the collation of information via semi structured and unstructured interview processes, observations, the gathering of visual materials, and documentation, which must also include the establishment of protocol for information recording. Data collection in qualitative research is about selecting participants or research sites decisively, that will assist the researcher with the research questions and the research problem (Creswell, 2014b). In addition, the collection of data is categorised as one of the vital constructs in a research study, which is why researchers should be cautious of the data they collect. The credibility of the data is paramount as it influences the results of the research study (Creswell, 2014b). A researcher can divide the collection of data into two sections, namely primary data collection and secondary data collection (Du Plooy-Cilliers et al., 2014).

Utilizing interviews that are semi structured as a way of collection of data, allows the researcher to develop a rich and comprehensive set of data which is used to explore topics and to derive findings (Saunders et al., 2016). The establishment of trustworthiness based on rationality, vision, and influential effectiveness and reliability through a process where the information can be verified rather than through traditional validation methods and measures of reliability, is the intention of the investigator (Saunders et al., 2016). There are four aspects that must be included in the data collection process which are: the setting (that is the place of the research), the actors (who will be viewed, considered for the research study or debriefed), the occurrences (exactly

which actions of the participants will be observed or debriefed) including procedure (happenings ventured by the participants inside the environment) (Creswell, 2014b).

3.8.1. Primary data collection

Primary data can be collated via different sources. These sources are interviews, observations, questionnaires, and focus group interviews. Due to the data sources being resultant from direct interaction with the interview respondents, which adds to the value of the research, as it is part of the objective of the study, they are classified as primary data sources. The approach to data collection applied was a subjective approach. (Du Plooy-Cilliers et al., 2014).

The choice of data collection methods depend on the purpose of the study, what resources the study requires and the availability thereof, and most importantly, the skills of the researcher. Limitations of data collection can become an issue on the quality of the data, if insufficient resources are available. A further point is that the researcher must know the characteristics of the participants, together with their interest and attitude towards the study. Another important factor for the quality of data is the way that the purpose and relevance of the study are clarified to the participants. The idea is to ensure that the participants understand the purpose and relevance of the study (Kumar, 2014).

3.8.2. Secondary data collection

When data was collected previously for a specific reason, it is perceived as secondary data. The researcher must consider some areas of concern of the data previously collected which include the validity and reliability, and the bias of previous researchers who are less objective. In addition, the format in which the data is presented must be relevant (Kumar, 2014).

3.9. Interviews

Interviews can be utilised as a tool to refine the research ideas where the researcher has not yet fully framed the research question and objectives (Saunders et al., 2016). Interview methods have both advantages and disadvantages. The advantage of interviews is that it caters for personal interaction with the interviewees, where the intention of the research and the research questions can be explained in detail to the participants (Leedy and Ormrod, 2014). Interviews

serve as a medium of conversation between the researcher and the participant, where data can be obtained through the use of open ended questions (Du Plooy-Cilliers et al., 2014). There are various types of interviews that can be applied to a qualitative research study which are detailed below:

3.9.1. Unstructured Interviews

Unstructured interviews are informal interviews. This type of interview is usually applied in an environment where there is a need to explore the depth of an area in which interest is shown. Whilst no list of pre-determined questions to be asked in this situation exists, the researcher must be concise about the aspects he/she wants to explore (Creswell, 2014b). The advantage of unstructured interviews is that there aren't any restraints, as the researcher is at liberty to construct the enquiries, substance, and the direction of the interview (Warren and Karner, 2015).

3.9.2. Semi-structured Interviews

Semi-structured interviews are ordinarily characterised as qualitative level interviews. Here the researcher has a record of subjects and some vital queries to be screened. Such questions might differ between interviews for the purposes of the research (Creswell, 2014b). Broad discussion topics are developed in advance, questions are set up as a base for a broader frame for the discussions to follow. Specific points of discussion emerge during the discussion. These participants express their opinions as part of the discussion. During the study at LSM, the semi-structured interview process was conducted at the study site in Queensburgh. The respondents were interviewed on site. The interviews occurred from 7th November to 9th of November 2018 and they varied in time due to language restrictions as some interviews required translations.

3.9.3. Structured Interviews

Structured interviews utilise surveys grounded on a fixed and consistent group of enquiries which are purports to interviewer completed enquiries (Saunders et al., 2016). In a structured interview, researchers usually have predetermined questions, keeping to similar wording and order as per their interview document. This document or schedule is a set of questions, prepared by the researcher for a one on one interaction with the participant. The tool utilised is the

interview schedule and the method is the interview process. This method requires fewer interviewing skills than unstructured interviewing (Kumar, 2014).

3.9.4. Focus group Interviews

For comprehensive planning and debate to be successful in research, focus group interviews function as the groundwork for its success. In addition, before the commencement of the interview process, the topics for the planning and discussion are arranged. The perceptions of the research group coupled with their capabilities, experiences, understanding and knowledge with their research study are the areas of exploration in focus group interviews (Kumar, 2014).

Table 3.3: Interview schedule and respondents

Interviewee Number	Date	Place
R1	7 th Nov 2018	LSM
R2	7 th Nov 2018	LSM
R3	7 th Nov 2018	LSM
R4	7 th Nov 2018	LSM
R5	8 th Nov 2018	LSM
R6	8 th Nov 2018	LSM
R7	8 th Nov 2018	LSM
R8	8 th Nov 2018	LSM
R9	8 th Nov 2018	LSM
R10	9 th Nov 2018	LSM
R11	9 th Nov 2018	LSM
R12	9 th Nov 2018	LSM
R13	9 th Nov 2018	LSM
R14	9 th Nov 2018	LSM
R15	9 th Nov 2018	LSM

Table 3.3 shows the list of participants of LSM that took part in the study, and the dates they were interviewed.

3.10. Data Analysis

Data analysis is the most complex phase of qualitative research (Nowell, Norris, White and Moules, 2017). For qualitative analysis to be successful, the skill of acquiring good organisational and informative abilities is required. In addition, for suitable information related to the research study to be established, it is vital for the vast amount of data to be scrutinised in a methodical method. The collected data generates concepts and theories that empower the researcher to sustain a study that is focused (Warren and Karner, 2015).

The data analysis tool applied was thematic analysis. Thematic analysis is a qualitative technique that can be applied when working in research teams and analysing large qualitative data sets. It is argued that that thematic analysis should be a initial method for qualitative analysis, as it provides core skills for conducting many other forms of qualitative analysis. Many authors have maintained that because thematic analysis is a process used by many qualitative methods, it is not a separate method, rather something to be used to assist researchers in analysis thematic analysis is a qualitative research method that can be widely used across a range of epistemologies rigorous thematic analysis can produce trustworthy and insightful findings. Thematic analysis is highly flexible approach that can be modified for the needs of many studies culminating in detailed, rich data analysis. Thematic analysis provides a highly flexible approach that can be modified for the needs of many studies, providing a rich and detailed, yet complex account of data, An added advantage of thematic analysis is that researchers who are relatively unfamiliar with qualitative methods may find that thematic analysis is easily grasped and can be relatively quick to learn. Thematic analysis is a useful method for examining the perspectives of different research participants, highlighting similarities and differences, and generating unanticipated insights. Thematic analysis is also useful for summarizing key features of a large data set, as it forces the researcher to take a well-structured approach to handling data, helping to produce a clear and organized final report (Nowell et al., 2017).

The purpose of research is to create new knowledge which can be put into practice. Trustworthiness is one of the ways to persuade readers and other researchers that the findings of research conducted is worthy of attention and study (Nowell et al., 2017). Data analysis is opined as raw data being converted into meaningful information that make available answers to the objectives of the research. Qualitative research has five distinctive characteristics which

are as follow; firstly, It is usually documented, which comprises of the use of oral language, written language, and graphic language ; hereafter the researcher is required to explore the text to gain insight into the data by conducting an in-depth reading secondly, the process of qualitative data is iterative for the purpose of examining data improvement and the interpretation of data to gain insight and new meaning; thirdly qualitative explorations are interpretative and necessitate thorough reading and examination of text which possibly will refer to a discussion, written words, or pictures; fourthly, qualitative data is subjective, due to the data being the understanding and interpretation of the data by the researcher - the task of motivating and substantiating the outcomes becomes a tedious task. Lastly, the collection of the data together with its interpretation is seen as symbolic (Du Plooy-Cilliers et al., 2014).

3.10.1.2. Tree Map

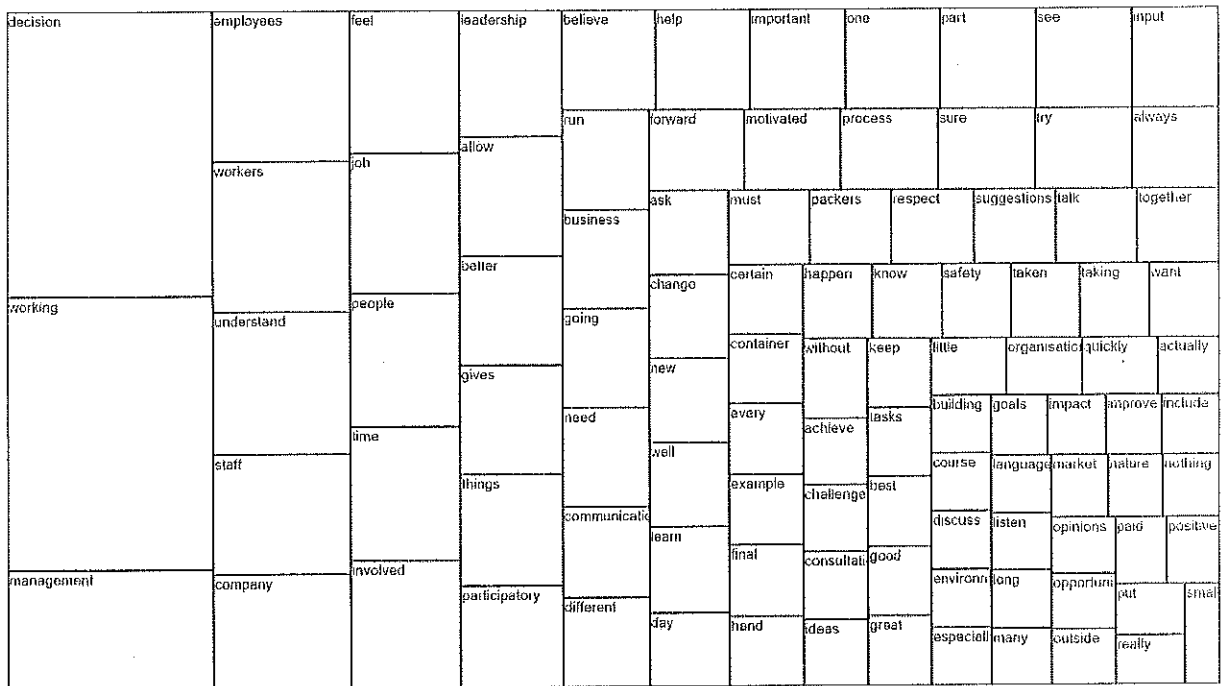


Figure 3.2: Tree map for all study data

The tree map resembles a “tree” where the many branches are linked to the trunk of the tree. Tree maps are a data analysis technique applied to visualise raw data. A tree map works by dividing the displayed map into a nested sequence of rectangles in a hierarchical format which correspond to the attributes of a dataset. The data is displayed in nested rectangles in a hierarchical format. These rectangles of various sizes portray a tree which displays the appearance of the words. The words in the larger blocks emphasise the higher frequency of the words and the smaller rectangles the lower frequency of the words. Thematic analysis uses tree maps for the generation of themes (Oyelade and Aborisade, 2010)

3.10.1.4. Hierarchy Charts

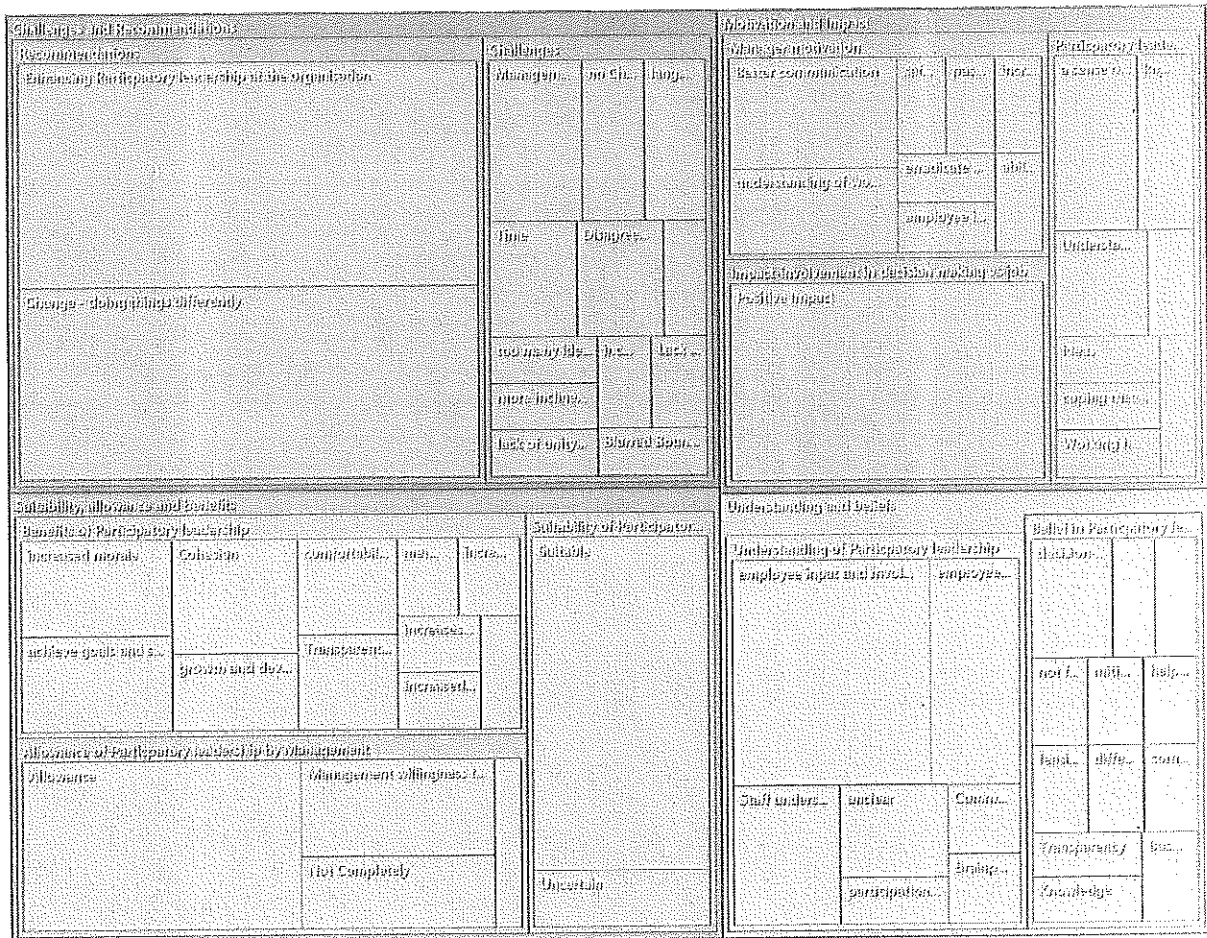


Figure 3.4: Hierarchy charts of all study data

A hierarchical chart is defined as a visual depiction of a method of hierarchy. Roles, ranks, or positions are defined in an illustrated format that highlights the relationship between the elements. The more important part of the hierarchy is at the top of the chart, thereafter other connected components follow (Chavez, 2017).

3.10.1.5. Word Trees

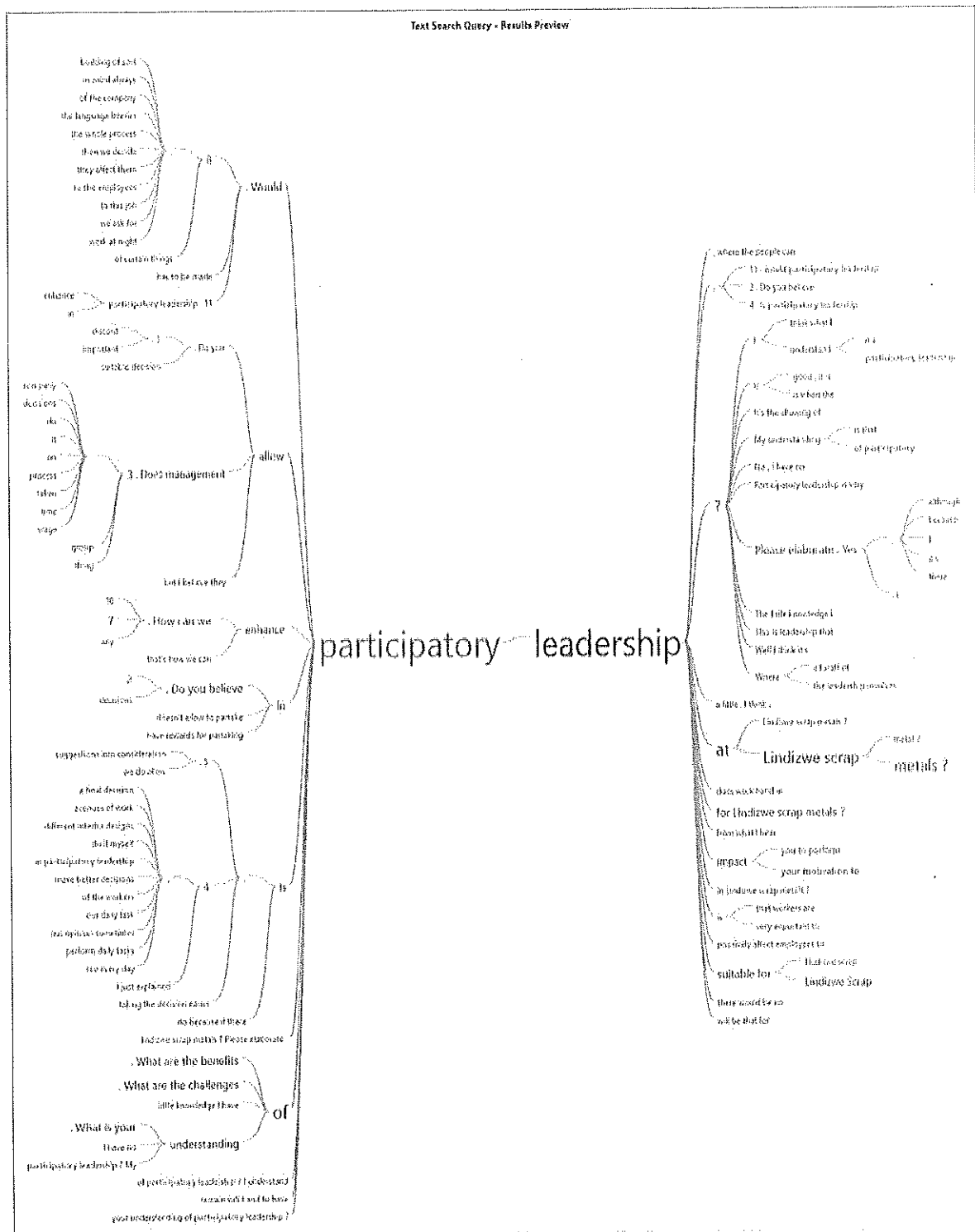


Figure 3.5: Word tree of all study data

Word trees display pre-selected words and how they are connected to other words in text-based data through a graphic branching structure. A word tree depicts multiple parallel sequences of

words. It could be used to show which words most often follow or precede a target word or to show a hierarchy of terms. This word tree depicts a tree of phrases, with the depth of the words proportional to their usage in the tree (Bettersvaluation, 2014).

3.11. Ethics

Γαλάνης (2017) states that the essential ethical issues in qualitative research are respect for the participants, benefit and justice for the participants, protection of anonymity, and the informed consent of the participants. Saunders et al. (2016) states that axiology is defined as the role of ethics and values within the research process. With respect to this research study, the gate keeper's letter (Appendix 5) was issued on 11 May 2018. Subsequent to the gate keeper's letter, the ethical clearance approval (Appendix 3) was received from University of Kwa-Zulu Natal (UKZN) Research Office on the 20 June 2018. The participants were given notice of approval from the management of LSM. The informed consent form is in (Appendix 1). The informed consent form is a template that introduces the researcher to the participants, thereafter inviting them and indicating to the participants, the intention of the researcher for perusing the study. The letter of consent was read and signed by all participants who took part in the study.

3.12. Trustworthiness and Credibility

Trustworthiness as a purpose in a qualitative study is positively argumentative in support of the findings of the study that have credibility and are worthy of attention. For the acceptance of research and the relevant data collected, the researcher must exhibit that the analysis of data was conducted in a detailed, reliable, and thorough manner, through the documentation of the various methods of analysis. This should portray ample detail to persuade the reader of the trustworthiness and credibility of the data (Nowell et al., 2017). The honesty and trustworthiness of good qualitative research is usually showed by utilizing words such as authenticity, conformability, transferability, dependability, credibility, believability, reliability, conformity, transmissibility, and assuredness (Elo, Kääriäinen, Kanste, Pölkki, Kati, Utriainen and Kyngäs, 2014). In a good quality research project, the examination of the credibility of the consistency of data across various projects and researches equates to the showing of trustworthiness (Creswell, 2014b).

Thematic analysis is an additional methodology to ensure trustworthiness and credibility by determining, parsing, arranging, defining and carrying information matters discovered inside an information group (Nowell et al 2017). Elo et al. (2014) opines that method of qualitative content analysis as a method of data analysis and interpreting its meaning. In this process the good quality content analysis can be divided into three main phases, which are the preparation, organisation and reporting of results.

3.13. Conclusion

The research paradigm, methodology, strategy, and design that have been applied in this research have been outlined clearly in Chapter three. A framework for the analysis of results in Chapter four have been provided for, in the justification of the selection of participants, methods of data collection, analysis, and rationale. Quantitative, qualitative, and mixed methods research were explained and compared. In addition, the reasons for selecting qualitative research were specified. Due to the research being qualitative in nature, thematic analysis was applied as the data analysis tool in the research. Data is presented in a format that is significant and permits the researcher to gain an in-depth understanding of the information. The qualitative research methodology approach, which incorporated purposive sampling, was employed.

Data was obtained through semi-structured, one-on-one interviews. The use of interviews as opposed to questionnaires was selected, to ensure that the data collected was rich in terms of the participants, perceptions, perspectives, and their experiences. The semi-structured interviews with open-ended questions allowed the interviewer to be flexible when there were misunderstandings with the questions being asked. The sampling method, data collection, and data analysis was discussed, with the thematic analysis process being used as the data-analysis method. The concepts of credibility, dependability, confirmability, and transferability were also clarified. The following chapter focuses on the presentation of the results from the interviews.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1. Introduction

This Chapter presents the results and discussion of the research. The aim of the research was to examine perceptions of the impact of PL at LSM. The motivation of the study derived from the difficulties that metal recycling organisations are experiencing nationally due to government changes in legislation.

The objectives were to determine the extent to which PL existed at LSM. In addition the study aimed to identify the benefits and challenges and thereafter provide recommendations. The study was qualitative in nature and involved semi-structured interviews that were conducted at LSM in order to obtain data from respondents that consisted of management and staff. Fifteen participants were interviewed. The interview questions were designed to extract maximum information from the participants to address the objectives of the study.

Thematic analysis was applied in the study. Interviews were transcribed verbatim. These interviews allowed for themes to emerge as data was analysed. The major themes that emerged were the understanding and beliefs; suitability; allowance and benefits; motivation and impact; challenges and recommendations. Sub-themes also materialised during the process of analysis. From the evidence provided in Chapter four, the participants had knowledge of PL which was shared in the research study. Further, it seemed that the leadership had implemented PL at the organisation; however, further improvement was necessary.

Table 4.1: Summary of themes and sub-themes

Theme	Sub-theme	Discussions under sub themes
Understanding and beliefs	Understanding of PL	Employee input, involvement consultation, and decision making, and participation in management
		Common understanding
	Beliefs in PL	Subordinate understanding of business and management decisions
		Decision making opportunities for employees
		Business continuity
		Mitigating confusion
		Communication and assistance
		Feasibility, transparency and knowledge
	Suitability, allowance and benefits	Suitability of PL
Economic protection		
Allowance of PL		Forward moving
		Nature of work
		Teamwork
		Allowance for employee input
		Management's willingness to include employees in PL
		Management planning and learning
		Employee motivation
	Competitive business behaviour	

	Benefits of PL	Increased morale and ideas
		Cohesion and comfortability of employees in their tasks
		Growth, development, goals, and success
		Transparent decision making
		Increased employee retention
		Communication between staff and management
		Increases management knowledge of operations
Motivation and Impact		
	Motivation of PL	A sense of belonging and goodness
		Understanding of work output
		Knowledge improves motivation and performance
		Management interest sparks motivation
	Impact of PL (involvement vs job)	To promote success
		Better understanding of work environment
		Bigger picture
		Knowledge
		To discuss issues
		Joint agreement on work
	Manager motivation	Better communication system
		Understanding of work given
		Safety and protection
		Passion and drive
Challenges and recommendations		
	Challenges of PL	Blurred boundaries
		Lack of unity on issues

		Employee hesitation
		Lack of respect and consideration
		Too many ideas at once and different opinions
		Time
		Language barrier
	Recommendation for successful PL	Change – Doing things differently
		No change
		Remuneration
		Discussion of how to promote work output
		Culture and communication
		Education and training
		Rewards
		Safety
	Enhancing PL in the organisation	Leadership
		Better understanding of decisions
		Respect
		Consideration of employee input

Source: Constructed by the researcher

4.2. Understanding and beliefs

4.2.1. Understanding of PL

The following was found when it understood of PL. The coding hierarchy of the sub theme of understanding of PL is made up of employee input and involvement, employees taking small decisions on their own, participation in management, brainpower, and common understanding.

It is important to determine the understanding of PL from the employee's perspective, as this t can indicate if there is a common understanding. In PL the opinion of the subordinate is incorporated in the decision-making process, giving the subordinate a shared responsibility in

the workplace. Previous empirical studies also demonstrate the positive impact of PL (Miao et al., 2014). PL is a leadership style that places a high significance on the subordinate's dynamic involvement besides the manager's, in the deciding procedure. Everyone in this group lays emphasis on independence, capability, and the ability to speak out. Therefore, managers should give subordinates a chance to give their input during significant rulings (Hwang et al., 2015).

4.2.1.1. Employee input, involvement, consultation, decision making.

Respondents felt that PL was primarily about employee input and involvement into key decision making. The focus of answering the question was based on their input and involvement in the PL process. Employee input entailed ensuring that subordinates views' was taken into account for final business decisions, which is an argument that is similar to the work of Sinani (2016)

"My understanding of participatory leadership is that workers are involved in the decision making of the management." (R2)

"Well I think it's involving staff in decision making. Having them make small decisions that will continue or progress the company." (R6)

"Where the leadership involves employees in the decision-making process for the company." (R7)

Previous research has complimented the discussion of PL at LSM, where the discussion stated that employee involvement was about ensuring that subordinates were actually involved in the decision-making process that contributes to PL. PL involves both leadership and subordinates in recognising goals and developing techniques in achieving the goals (Iqbal et al., 2015).

PL is a behaviour that inspires subordinates in a mode unswerving to simple democratic ethics and processes such as equal participation, self-determination, inclusiveness and deliberation (Sheshi and KÈRÇİni, 2017). PL involves the consultation of subordinates during the decision-making process. These leaders promote self-efficacy. Opinions and feedback are encouraged and leaders trust their subordinates to complete their tasks and schedules without too much intervention (Sinani, 2016).

Positive motivation of subordinates leads to higher job satisfaction of employees, which in turn leads to increased motivation and lower absenteeism. It is further stated that the involvement of employees in participating in the decision-making process increases job satisfaction and employee empowerment (Stefanovska-Petkovska et al., 2015).

Respondents indicated that they had a perception of the consultation process in PL. They believed that consultation was a process of communication between management and subordinates on decisions that required employee input. The consultation process was viewed as a contribution to the decision-making process by the employees, which is similar to the previous research conducted by Miao et al. (2014).

“My understanding is that of management consulting the employees about the decision that they want to take.” (R5)

Respondents' replies at LSM were similar to previous research which stated that PL was about management making efforts to consult employees in the decision-making process of the organisation. PL is defined as a style that comprises the involvement of a superior and subordinates through consultation, in the partaking of a solution-finding and decision-making process (Miao et al., 2014).

There were four respondents that believed that PL was about allowing employees the liberty to take/ small decisions on their own. These respondents believed that minor decision making that positively affects their job function was seen as a contribution towards PL, further confirming the research of Nemaie (2012).

“I understand it a bit but can't put it in words per se but could maybe explain it as making decisions as a packer to move our job forward so we can finish.” (R10)

“I think what I understand about it is that when we packers make decisions that allow our work to keep moving forward and achieve the goals, we set out for ourselves or those that have been set out for us.” (R4)

"I understand PL a little, I think it is helping progress the work by taking small decisions that allow your job to continue without having to run to a manager all the time." (R8)

"It's good, it is working together and making small decisions that will benefit us and the company in the long run." (R9)

The decision-making process which includes the participation of employees is the main ingredient of PL, further stating that the focus of PL is on the intrinsic motivation of employees (Nemaie, 2012).

One respondent made an interesting point whereby it was an opportunity for employees to participate in actual management of the business. Respondents believed that PL is about employees being involved in the management of the business. This interpretation can also have negative effects, in that subordinates can make decisions that could be detrimental to the organisation, without understanding the consequences. There is also a positive side to the respondent's answer, as participation in management will arm and experience the subordinates with skills for future benefit to the subordinate and to LSM. Stefanovska-Petkovska et al. (2015) opined similar sentiments in their findings on the positivity of empowering employees.

"Where all staff of the company participate in management." (R13)

Iqbal et al. (2015) opines in a previous study that compliments those discussions by noting that PL is a behaviour that caters for the development of future leaders to serve the organisation.

Positive motivation of the subordinate leads to higher job satisfaction, which in turn leads to increased motivation and lower absenteeism. It is further stated that the involvement of employees in participating in the decision-making process increases job satisfaction and employee empowerment (Stefanovska-Petkovska et al., 2015).

4.2.1.2. Common understanding

A respondent felt that it was about employees and management reaching a common understanding on the decisions that were made. Respondents understood that before decisions could be made, it was imperative that both the leadership and subordinates had to reach a

common understanding on those decisions and the implications of their agreement. From a management perspective, attention has to be given to the subordinates and their opinions so that the subordinates felt that they are part of the PL process (Afshari et al., 2017).

“It’s very important for the people to comprehend and understand what’s going on.” (R14)

As a leadership style, the emphasis and focus of PL is to place more attention on the employee and less attention to the work involved. The leader and the subordinates participate in the decision making process, where the role of the leader is to intensify the speed of task performance at hand (Afshari et al., 2017). PL is a behaviour that inspires subordinates in a mode unswerving to simple democratic ethics and processes such as equal participation, self-determination, inclusiveness, and deliberation (Sheshi and KËRÇİni, 2017).

4.2.1.3. Subordinate understanding of business and management decisions

From a management perspective, when it came to staff understanding of business operations, there were mixed responses. Two out of the three managers felt that they did, but one felt that they did not. Of the two managers that were positive about staff understanding, the one manager (R14) emphasised on compliance, claiming that staff were compliant and ensured that they carried out instructions whilst they also adhered to working hours and safety issues. The discussion was confirmed by a previous study conducted by Fiaz et al. (2017) who confirmed that subordinates partake in PL whilst they follow their job tasks which constitutes compliance. The adherence to the PL process and complying with instructions reaffirms the leadership role of motivating the subordinates of LSM to partake in the PL process.

The one manager (R5) who felt that staff did not understand the running and operations of the business opined that staff tend to get upset quickly without understanding the business holistically. Subordinates need to be trained in business operations in order for PL to be successful, else they would remain ignorant to the workings of LSM, hence causing further frustration in the PL process.

“They do, because, especially as we emphasise, they are involved all the time, trying to be punctual and to make sure work and production is going on, they try their best to make sure whatever instructions are carried out.” (R1)

"Yes, I think they learn something different every day." (R15)

"I don't think so, or at least they don't understand what the entirety of it. The staff gets disgruntled very quickly with some of the decisions we take, as they don't see the bigger picture." (R5)

Subordinates become knowledgeable about business when there is training on the subject matter. Further, incentives are a drawcard in encouraging subordinates to become knowledgeable about business and management activities (Lawler III and Mohrman, 1987). Iulia and Grecu (2014) opine that the groundwork cost and time involved in the meetings, material multiplication costs, and the logistics involved deter management from the PL process. One respondent who is in management of LSM opines that employees are usually consulted when decisions affecting their jobs are made. The respondent states that as part of the PL process at LSM, subordinates are informed of decisions that affect their daily tasks. Newman et al. (2016) found similar patterns in their study that complement the discussion above.

"They have been consulted and fully understand why a certain decision is taken." (R5)

In confirming beliefs of employees in the PL process where the employees of LSM understand the decisions made during the PL process at LSM, Newman et al. (2016) study highlighted that the employees understand why a decision was made because they would be consulted on that decision. Cooperative management is directed at a management style whereby the senior encourages the subordinate to share responsibility in the working environment, by actively participating in the decision-making process.

4.2.2. Belief in PL

The theme of belief in PL examined the actual belief systems of staff in relation to PL. This highlight the overall belief in PL by the respondents. Most respondents did believe in PL. Their beliefs were qualified by the following factors. Subordinates who believe and partake in PL activities in the workplace are more likely to express greater job satisfaction, motivation, and professional self-confidence (Stefanovska-Petkovska et al., 2015). When subordinates are treated well by their leaders and managers, they tend to reciprocate by demonstrating a greater

level of work performance and determination to their positive contribution to the organisation, thereby demonstrating their belief in PL (Huang, Iun, Liu and Gong, 2010).

4.2.2.1. Decision-making opportunities for employees

Respondents shared the view that they believed in PL. They saw PL at LSM as an opportunity that allows them to make certain small decisions on their own, thereby boosting productivity. The respondents saw the benefits of the opportunity which was given to them as a motivating factor to join the PL programme. This decision-making opportunity is also a long term unofficial training programme at the scrap metal yard which would enhance their thinking ability for further processes that required decision making. Similar sentiments were projected by Iqbal et al. (2015) who stated that PL is a training programme for future leaders.

"Yes, because it gives me the opportunity to make decisions."(R1)

"Yes, I believe in it because when we meet as packers and make decisions and implement these decisions we have made, you don't see a negative impact, but rather a positive one all the time."(R4)

Iqbal et al. (2015) opine that PL is a behaviour that caters for the development of future leaders to serve the organisation. The respondents' statement affirms the research of Stefanovska-Petkovska et al. (2015) which highlighted that subordinates' positive motivation leads to higher job satisfaction of employees, which in turn leads to increased motivation and lower absenteeism. It is further stated that the involvement of employees in participating in the decision-making process increases job satisfaction and employee empowerment.

4.2.2.2. Business continuity

One respondent claimed that PL is about a collective action that assists other employees when they are unable to cope with their job function. This respondent was part of management at LSM. In the event of a manager being unable to function (e.g. due to illness), employees are still able to continue with work. This respondent had an illness and was unable to attend work for a few months. His workload was shared between the other managers and subordinates to ensure business continuity in his absence. The discussion was similar to the work of Linski

(2014).

“Yes, there was a time where I couldn’t come to work because of my health and the staff under me took care of my workload without being told to but on their discord.” (R6)

Business continuity at LSM was vital during the respondent’s absence. The PL process brought in the help of his peers and subordinates. This theme is confirmed by previous research which states that in a PL environment, employees becomes responsible for their work and also assist their immediate subordinates with their tasks. Delegation occurs according to their ranking, thereby ensuring business continuity, should there be an absence of leadership at any point (Linski 2014).

4.2.2.3. Mitigate confusion

One respondent emphasised that there would be less confusion as to why certain decisions are made by management because employees would be involved in them. PL at LSM eliminated breakdown of communication between the leaders and their subordinates. Instructions were given once, with a clear understanding, between the management of LSM and their subordinates, of the duties that required clarity. In further confirmation, research by Westhuizen (2010) compliments the understanding of the respondents’ awareness of PL.

“Yes, I do because if there is participatory leadership there would be no confusion when decisions are made by the management since the employees would be involved in the decision-making process.” (R7)

The respondents’ quotation above is in line with previous research which stated that PL is useful, as both the employer and subordinates are exposed to the reason behind the decision-making process, thereby acquiring a clear and in-depth understanding of decisions made, together with the reasoning behind the decision, at the organisation (Westhuizen, 2010).

4.2.2.4. Communication and assistance

Respondents believed that PL is about building a communication system between management and subordinates and between subordinates themselves. The participants indicated that the

concept of continuous effective communication was the answer to a common understanding of functions that had to be carried out. One respondent believed that PL is about assistance to other subordinates, which encompassed working as teams or groups in order to accomplish tasks successfully. In addition, the respondent believed that discussion is allowed between subordinates and this assisted them in completing their job tasks successfully. The same was argued by Zareen et al. (2015) and ÖLÇEr (2015).

“Yes, I believe in it. It allows us to help each other as much we can as we work as a group and discuss as we go along.” (R9)

The belief that the respondents approve of PL at LSM highlighted by the respondent above, is similar to the works of the previous research where it is stated that the perceptions of employees’ and leaders’ communication and peer assistance in the workplace in a PL environment, allowed for more and better communication for all in the organisation. Participative leaders communicate their expectations to the followers, with a monitoring system in place, to ensure positive results for the leader (Zareen et al., 2015). Managers can influence job satisfaction via idealized influence by increasing assuredness and ability, and by increasing communication with subordinates (ÖLÇEr, 2015).

4.2.2.5. Feasibility, transparency and knowledge

A respondent pointed out that PL allowed for some workers to determine the feasibility of how to carry out their duties. The respondent at the recycling centre believed that when they could be part of the decision-making process, they were allowed to assess and decide on the duties that need to be carried out. These assessments required the subordinates at LSM to discuss the job function at hand before they collectively conclude the best method of carrying out their duties. In further confirmation of the discussion, a study by ÖLÇEr (2015) highlights similar findings.

“Yes, I believe in it. As packers we talk alone for example when we don’t have a container to pack, so we decide. On whether we should not go to work or just go in and get paid a normal day wage.” (R10)

The discussions on feasibility of PL at LSM were confirmed herein where the finding of

previous research states that in order for managers or leaders to increase job satisfaction they should implement decision-making process that allows subordinates to ensure the feasibility of their tasks. This would motivate the subordinates as they have an input into tasks at hand (ÖLÇEr, 2015).

Respondents believed that PL is about transparency at LSM. They understood transparency to be the tool that encouraged communication between the leaders of the recycling centre and the subordinates on the subordinate's job tasks and the decision-making process involved in those job tasks. In addition, they believed that it allowed for all employees to know what was happening at LSM at any given time. This eliminates sentiments where the subordinates believe that the leadership of LSM is evasive or unwilling to share in the decision-making process at LSM. Previous research below also places emphasis on transparency as part of PL.

"Yes, I do believe in it, because all members of the company will know what's going on." (R13)

The respondent's belief that transparency is a part of PL was affirmed that indeed transparency promotes PL at LSM. As a model of leadership, any form of democratic leadership calls for transparency between leader and subordinate (Ketan et al., 2014). According to Shagholi et al. (2010) as a component of PL, the approach of transparency by the organisation and its leadership is paramount. Leaders who are positive about leadership, emphasise transparency, openness and optimism (Wart, 2013).

Respondents pointed out that knowledge of the operations at LSM was key to PL. It was mentioned that there are many technicalities at the recycling centre which require input from various people. The respondent further commented on the need for knowledgeable human resources for the operation of the recycling centre and the need for those subordinates and leaders to have the technical knowledge required to carry out their duties. PL at LSM also allowed for knowledge of scrap handling to be gained among employees. This included employees learning from management and also included management learning from employees of LSM as well. A recycling business can be very technical due to the grading of the commodities into various grades, where one has to have knowledge of those materials, else costly mistakes can occur. ÖLÇEr (2015) highlights the benefits of knowledge and knowledge transfer for successful business operations.

“Yes, it’s very important because their knowledge of how to run a business, because the business can be very technical, even a business selling commodities like tomatoes we need to have the knowledge to do that. To have people to help you do that is very important.” (R14)

The discussion on the knowledge of the operations was further confirmed. Involvement and commitment of leaders and participants lead to a transfer of knowledge in both directions. Further knowledge improves quality which improves customer satisfaction. In addition, knowledge encourages commitment in the employee which leads to lower staff turnover. Subordinates favour the support and knowledge transfer from their leadership which improves their development and education (ÖLÇEr, 2015).

4.3. Suitability, Allowance and Benefits

This theme examines the suitability, allowance, and benefits of PL at the organisation. It was formed by the following subthemes;

- *Suitability of PL at the organisation*
- *Allowance of PL by management*
- *Benefits of PL*

4.3.1. Suitability of PL at the organisation

It was important to establish the current suitability of PL at LSM. The benefits of incorporating subordinates into the participative decision-making process is that those subordinates prepare themselves gradually for change within the organisation, unlike in an autocratic system, when employees are prepared to listen but not change (Linski 2014). Respondents felt that it was suitable and this was based on the following factorial findings. The suitability of PL styles are applied to lead subordinates as an effective method for the unification in the decision-making process (Banjarnahor et al., 2018).

4.3.1.1. Collective Decision making

Respondents agreed that PL was about subordinates and leadership combining ideas to collectively conclude on decisions at the recycling centre. They regarded the collective

decision- making concept very important, since it allows them insight into the changes in the organisation, in advance. It further boosted the respondents' morale by being included in the final decision. Sinani (2016) found similar responses in his previous research.

"It is, most of the time when decisions are made, employees are included in the process like recently when some deliveries had to be moved to our new location the staff was asked on what they thought should be moved to the location an actual meeting had taken place at the new location with all the staff members and a conclusion was drawn." (R12)

"Yes, it is suitable as I've seen us using employees' suggestions after consultation about how certain things should be." (R15)

"Yes, because it's not one person making decisions, but all suggestions are put together to make a final decision." (R1)

PL at LSM allowed for collective decision-making whereby all employees were consulted and it was based on the current daily happenings of the business. The organisation's success depends on the employees ability to engage with the goals of the organisation and its leadership (Sinani, 2016).

4.3.1.2. Economic protection

Respondents were of the opinion that PL offered economic protection to LSM, from the opinion that PL allowed subordinates and leadership to be educated about their organisation. They believe that once the members of the organisation were educated, they became skilful and resourceful. PL allowed for subordinates to be more cohesive and to retain their skills within the organisation. This then protected the organisation from an economic perspective in terms of having knowledge within the organisation which will assist in overcoming difficulties. Similar finding from previous research are discussed below.

"It is, because people skills are part of the organisation, they bound to protect us from outsiders, from complications, from people who want to bring us down, in whatever way or form, through stealing, or taking our market shares, very important." (R14)

The respondent's discussions at LSM were relevant to the findings of a previous research of Eustace and Martins (2014) who claimed that leaders have recognised that their efforts to improve economic advantage lies with the subordinates and further understanding that the effects of subordinate involvement could improve the organisational climate of a business. Empirical work in a study done by Tepper et al. (2018), drew on Pratt and Ashforth (2003) who claim that effort is more important when it motivates a sense of purpose and social importance that goes to and beyond the motivating power of economic incentives.

4.3.1.3. Forward moving

One respondent asserted that it keeps the business of LSM 'forward moving'. The respondent was of the opinion that PL encourages progress at LSM. They believed that full engagement between leadership and subordinates will encourage those involved to think progressively in the decisions they are involved in making. The respondent claimed that PL allowed the subordinates to progress in their careers, therefore ensuring that LSM also progresses. The same was highlighted by previous studies by Pretorius et al. (2017).

"Yes, it keeps working moving forward." (R8)

Organisations that practise traditional operational methods will be hindered in their progress and attempts to succeed, whilst those that place emphasis on transforming their leadership and business innovation methods continuously will prosper. In recent years the approach of the management of organisations and subordinates has evolved to newer and more effective methods ensuring progress (Pretorius et al., 2017).

4.3.1.4. Nature of work

Participants of LSM mentioned that the nature of their job makes PL suitable to them. They believed that due to the type of work that is conducted by them, PL encourages them to conclude on the small decisions at ground level. The suitability of PL at LSM is related to the nature of the work carried out by employees on a daily basis. Therefore, employees must be involved as they are at the forefront of daily operations.

"It is. They have too many workers and the nature of work involves other people, so it is hard

not to involve the workers.” (R2)

“Yes, I don’t think any organisation can be ran without somehow getting some sort of involvement from the staff as they are the ones doing the heavy lifting.” (R6)

4.3.1.5. Team work

Respondents were of the opinion that the suitability of PL at LSM compliments and promotes the teamwork that was required for task completion. Respondents see a positive correlation between teamwork and PL. The consensus was that PL can improve processes of teamwork by including participation by all team members. The opinion of the subordinate is incorporated in the decision-making process, thereby giving the subordinates a shared responsibility at LSM. Miao et al. (2014) highlighted similar findings that show that teamwork and PL coincide.

“PL does work hand in hand.” (R10)

“Yes, workers can work together as there is always a task to complete.” (R3)

Previous empirical studies demonstrate the positive impact of PL (Miao et al., 2014). PL is a leadership style that places a high significance in the subordinate’s dynamic involvement besides the manager’s, in the deciding procedure. Everyone in this group put emphasis towards independence, capability, and the ability to speak out. Therefore, managers should give subordinates a chance to share their input during significant rulings (Hwang et al., 2015). PL is a behaviour that inspires subordinates in a mode unswerving to simple democratic ethics and processes such as equal participation, self-determination, inclusiveness, and deliberation (Sheshi and KËRÇİni, 2017).

4.3.1.6. Allowance of PL

PL will not work unless it is allowed by management. Hence the following results determine if PL is allowed or not. Most respondents believed that it was allowed. Subordinates demonstrate a higher degree of loyalty when they are allowed their input into factors that influence their tasks, which constitute participation in the decision-making process (Mihai, 2017). Majority of the respondents believed that management did allow for PL with employees.

Research results highlighted by Mihai (2017) state that a profitable business had a democratic leadership in place, whilst those businesses that struggled, were led with the laissez-faire leadership style. Additionally, it is stated that subordinates demonstrate a higher degree of loyalty when they are allowed their input into factors that influence their tasks (Mihai, 2017). Democratic leaders permit to maximum involvement of their subordinates in the resolution process. They acknowledge the significance of the aptitudes and abilities of their subordinates. These leaders influence the positive interest and eagerness in their followers (Saleem et al., 2017).

4.3.1.7. Permission for employee input

Three respondents asserted that management always or at most times consult employees on decisions before the final decision is made. Management concedes to the consultation with staff before decisions involving staff, are made. From the respondents' answers, it was concluded that a pattern of consultation does exist. A respondent from management conceded to the involvement of subordinates in the decision-making process. Shagholi et al. (2010) found similar evidence in their studies.

"Most of the time when we make decisions as management, we always ask for the staffs input." (R15)

"Yes, for example before the director makes a final decision, he allows our input before taking a final decision." (R1)

"Yes, it does I remember the time we opened a new building and us employees were taken there to see whether we liked the building and if we wanted different interior designs." (R7)

"I've been here for a couple of months so I cannot really go deep into that one, but I believe they allow PL from what I hear and what I see every day." (R2)

"Yes, they allow us to make decision. To give an example I can say let take a certain thing to move it accordingly with our work and if they refuse, I can just do it myself." (R9)

Decision making in PL is a practice where subordinates and their leaders share the decision-

making power (Shagholi et al., 2010). Whilst a transformational leader may deliver his motivational leadership equally on a daily basis, followers will only respond favourably on days where the need for the transformational leadership is required, and it would not be well received on days that followers don't need the leadership guidance (Tepper et al., 2018).

Three respondents felt that whilst there was some degree of PL allowance by management, it was not holistic enough. This was because not all employees understood what decision-making entailed and some decisions needed to be made by management per se.

"Yes, they do sometimes allow us to take part in the decision-making process as they also ask for our opinion sometimes." (R4)

"Honestly, not 100%. Most times we consider the employees but sometimes decisions are just made without the consultation of the workers." (R5)

"Yes, I think we do but to a certain degree. I don't think every employee understands what it entails and how to go about it." (R6)

LSM is a multicultural environment which possibly leads to previous research by Sinani (2016) where it is claimed that the effectiveness of participative leadership in a multicultural environment was not always positive, but depended on the industry.

One respondent felt that management was not allowing PL as management was primarily making all the decisions. Respondents become reluctant to participate due to the decisions being made that do not suit them. In situations where leadership does not allow PL, the subordinates will have no will or zest to put forward ideas, being afraid of being cut off. The research findings of Lam et al. (2015) outline some reasons why leaders don't allow PL in the organisation.

"Management doesn't allow workers to partake in PL." (R11)

The reluctance of the leaders at LSM to allow PL is further explained by Lam et al. (2015), where it was found that leaders become reluctant to give up control over decision making due to the loss of power, or handing of power to subordinates. What is more is the risk of blame on

the leaders due to the perceived failure of subordinates to perform to expectations. Whilst PL seems like the model answer to a business or institution, there are always stumbling blocks that hinder progress due to human disagreements (Lam et al., 2015).

4.3.1.8. Management willingness to include employees in decision-making

There were three respondents at managerial level who conceded to the fact that management was willing to include employees in decision-making. Management allowed the input of their subordinates before making the final decision. There are times that the leadership cannot involve their subordinates in the decision-making process, especially when these decisions finance what are a sensitive topic. Respondents were from management and conceded to the allowance in the decision-making process. Iqbal et al. (2015) and Fiaz et al. (2017) in their research, point to the relevance of the discussion herein.

“Yes, I think we try and include them as much as we can and take their suggestions into consideration.” (R6)

“We allow them to put their ideas forward and debate, and we see how it goes, and off course as a steel industry because of the international market and the local market so we always have to be relevant, and off course things can happen very quickly, we understand it’s very important, we do allow.” (R14)

Respondents were from management and conceded to the allowance in the decision-making process. Leaders perform an important role in leading their subordinates in successfully fulfilling the objectives of an organisation. In essence, leadership is a technique by which inspiration is delivered to the subordinates to accomplish the objectives of the organisation, as employees play a pivotal role in attaining the objectives of an organisation (Fiaz et al., 2017). PL leaders are willing facilitators in a PL environment, who assist their subordinates in identifying essential goals, thereby developing strategies with their subordinates to achieve those goals (Iqbal et al., 2015).

4.3.1.9. Management Planning and Learning

One respondent mentioned that the allowance of PL also assists management in learning from their employees. The respondent was of the opinion that subordinates at LSM have knowledge of what the leadership could benefit from, should they choose to include them in the decision-making process. Previous studies by Nemaie (2012) and Zareen et al. (2015) are similar to the discussion on management planning and learning.

“It also helps management as well in terms of planning and some of the things which they are not aware of they can learn from their employees so that they can make better decisions.”
(R12)

Research around worker’s incentive and education has steered towards the advancement of transfiguration management and constitutional management which in turn advanced into ideas, namely, participator management. In support, Nemaie (2012) examined Jing and Avery (2008) who have categorised the prominent management methods; patterns which are traditional, negotiable, idealistic or evolutionary and the natural participant. The subordinates further see the organisation as a tool of education. These employees remain loyal to the organisation and its goals and eventually become an irreplaceable competitive advantage by being more experienced and committed (Zareen et al., 2015).

4.3.1.10. Employee motivation

Respondents believed that subordinates felt motivated if the leadership involved them in the decision-making process. They believed that being part of the process of deciding how their job should be conducted, made them feel important and wanted by the organisation, which will enhance their production levels. Relevant to previous research by Linski (2014) and Zareen et al. (2015), the discussion highlights the opinion of the subordinate.

“Yes. It motivates employees, if you include them in decision-making, they will feel motivated to work.” (R12)

The respondent was clear in stating that the employees included in the PL process at LSM are motivated. Participative management is the motivation of employees to participate in the

contribution of ideas towards goals of the organisation, contributing to the solutions of problems that affect them (Linski 2014). The motivation of subordinates is based on values, leadership, and behaviour. Commitment is easier when employees are motivated, and their input is at maximum, as the subordinates see themselves as valuable to the organisation (Zareen et al., 2015). The core purpose of transformational leadership is the encouragement and motivation from leader to subordinate and visa-versa, ensuring mutual trust and common goal sharing (Ha-VikstrÖM, 2018).

4.3.1.11. Competitive thinking

An important point was made by one respondent whereby competition affected all businesses including the current organisation. It was therefore important to allow for PL as this contributed to inputs from all employees which can play a role in enhancing competitiveness. The idea of PL is to combine various inputs received from both leadership and subordinates to formulate the best solution, which would enhance the power of the organisation in terms of being competitive. Similar findings were highlighted by Mohiuddin (2017), Miao et al. (2014), and Hwang et al. (2015) who summarised the discussions on competitiveness

“Yes, we do, because it’s a very big organisation, competition is very high, there are very well-established companies, for us to remain valid and to have PL, where the people can put their inputs and they contribute their ideas.” (R14)

Competitive behaviour amongst business is increasing at a drastic rate which is calling on leadership to improve employee performance by including them in the decision and information process which overall increases the quality of the companies human capital, thereby adding to the bottom line (Mohiuddin, 2017). The opinion of the subordinate is incorporated in the decision-making process, giving the subordinate a shared responsibility in the workplace. Previous empirical studies demonstrate the positive impact of PL (Miao et al., 2014). PL is a leadership style that places a high significance in the subordinate’s dynamic involvement besides the manager’s, in the decision-making process. Everyone in this group lays emphasis towards independence, capability, and ability to speak out. Therefore managers should give subordinates a chance to give their input during significant rulings (Hwang et al., 2015).

4.3.2. Benefits of PL

There seemed to be a plethora of benefits from PL which included:

4.3.2.1. Increased morale and ideas

Respondents indicated that being a part of the decision-making process at LSM boosted staff morale. In addition, one respondent who was not part of management mentioned that the process of acceptance of decisions made during PL at LSM was easily accepted as compared to the top down approach to decision making. A further respondent indicated that they felt welcomed at LSM by being part of the PL process.

“Decisions made are easily acceptable as the staff was part of the decision- making process and it helps the morale of the staff.” (R5)

“It gives workers moral.” (R6)

“Which also give a nice feeling.” (R8)

Participants pointed out that their morale was boosted when they were made part of the PL process. Previous research concurred to their discussions. Banjarnahor et al. (2018) also found that job satisfaction is an employee’s personal appraisal of how well the job satisfies their personal needs. Additionally, job satisfaction is a tool of measurement for organisational success in meeting the subordinate’s needs. The intangible relationship between job satisfaction and the yield of employees has captivated scholars and researchers over the decades (Stefanovska-Petkovska et al., 2015).

Recent research commenced studies to observe and examine the importance of subordinate and leader relationship to examine the outcomes such as satisfaction. Secondly there has been limited focus on leadership behaviour and the impact it has on subordinates of PL and the underlying mechanisms (Newman et al., 2016).

Respondent 15 opined the idea that PL was suitable to LSM as it encourages brainstorming amongst subordinates and leadership, with the emergence of new ideas. Due to subordinates

being at grassroots level, they are bound to have first-hand knowledge of issues which can be passed on to their leaders in the PL consultation processes. Peker et al. (2018) and Oparanma (2013) postulate similar findings from their previous research.

“Getting more ideas from different people.” (R15)

More ideas are generated from different employees. Democratic leaders attempt to accomplish tasks done by giving subordinates the option to indicate, and they also provide significance to increasing involvement and willingness in reciprocal respect by considering organisational communication and group dynamics. In a democratic leadership environment, subordinates and leaders can share experience and appreciate ideas of others within the organisation. Democracy is the preferred system of a free world (Peker et al., 2018). Abraham Lincoln’s quote of “the government of the people by the people and for the people shall not perish on earth” depicts him as an illustration of a model leader who participates in the formulation of decisions but has no intention of domination (Oparanma, 2013).

4.3.2.2. Cohesion and comfortability for employees in their tasks

One respondent who was part of management opined that the subordinates felt part of management when they participated in the decision-making process with leadership. Some respondents felt that PL assisted them in their relationship with their colleagues at work. Staff feel that they are a part of the organisation and they also get along better among themselves. Cohesion is a method of operating in an environment where there is reverence to and appreciation for the mixture of techniques, skills, and knowledge that have come together. In the PL program at LSM, respondents mentioned that they get along better, which means that they are comfortable at LSM. Lamm et al. (2016) further postulate the idea of inter-personal relationships which add to the success of PL, which coincides with the discussions on cohesion.

“Besides our normal wages, we can also say we get along better.” (R10)

“Feel they a part of us, and thereby, they produce their work knowing that they part of the decisions.” (R14)

“It helps us get along better.” (R9)

As part of the core responsibilities of a leader, the facilitation of workplace cohesion, team-work and corporation from both the leadership and subordinates is vital. The success achievement of group cohesion stems from knowing the subordinates and maintaining an interpersonal relationship (Lamm et al., 2016).

Respondents felt that employees felt more comfortable at work, knowing that they played a role in defining their work tasks, by being involved in the decision making process as part of PL. Being comfortable in the working environment eliminates resentment and promotes participative behaviour further to the transparency that exists between subordinates and the leadership. Subordinates that are involved in PL are more engaged and also more productive, inevitably increasing profitability. Zhu and Akhtar (2014) and Westhuizen (2010) found similar patterns in their research, when compared to the discussions on employees being comfortable with PL.

“Yes, it benefits in many ways, it lets the employees feel at home.” (R14)

“Workers can feel welcome and they can feel more comfortable in doing their tasks as they know all the decision that have been made.” (R2)

Respondents' sentiments were echoed in the findings of Zhu and Akhtar (2014) and Westhuizen (2010) who claimed that employee comforts and PL have positive benefits. Subordinates felt comfortable in engaging in their work tasks in addition to offering assistance to their peers due to their confidence that their leaders recognise their assisting behaviour (Zhu and Akhtar, 2014). The practical value of attaining organisational benefit lies with assuring employee comforts, which in turn mitigates withdrawal behaviour in employees. Employees that are involved in the participative decision making process tend to be comfortable in the organisations (Westhuizen, 2010).

4.3.2.3. Growth, development, goals and success

Respondents believed that the benefits of PL are the growth of LSM as a business. Respondents also believed that the decision being made as part of the PL process at the recycling centre enhanced the jobs from a point of personal growth and satisfaction. Respondents have their

personal interest at heart, and believe that if LSM achieves growth as an organisation, so too will they grow personally. El Toufaily (2018) in his research outlined how employees can positively transform the organisation and themselves if correctly motivated.

“The benefits I think are that we can see the results as the scrap yard is moving forward and growing which helps us to grow.” (R4)

“We can make decisions that will forward our work. Which also give a nice feeling.” (R8)

The outcomes of transformational leadership are an affiliation of common motivation and improvement that transforms juniors into leaders and leaders into ethical managers. Transformational leadership comprises of a quartet of elements, namely idealized influence, inspirational motivation, intelligent stimulus, and personal compassion. Transformational leaders have a serious compulsion for transformation and the ability for recognising, and acclimatising to others' perceptions, resulting in them continuously examining for fresh ideas and new adventures that can lead to the development of the organisation, their subordinates and themselves (El Toufaily, 2018). Organisations should be mindful of the fact that employee participation in decision making has substantial positive outcomes on their work performance (Oparanma, 2013).

Respondents confirmed that the subordinates of LSM had the interest of the organisation at heart, which could be seen from the corporation of the subordinates in achieving the goals of LSM. Respondents also commented that PL at LSM allowed for additional opportunities for themselves if the organisation was successful. PL allowed all employees to share in, contribute and achieve organisational goals. This promoted success in the workplace.

“Whatever we do, the way forward, they work very hard to achieve whatever goals we set ourselves to achieve.” (R14)

“It allows more opportunity of success in the work environment.” (R1)

“We also achieve our goals.” (R4)

Transformational leaders via inspirational motivation express to followers that they have the

abilities to achieve the goals set by leadership, hence motivating and strengthening the confidence of followers (Getachew and Erhua, 2018). The consequence of transformational leadership is a relationship of reciprocated motivation and improvement that transforms subordinates into leaders and leaders into moral agents (El Toufaily, 2018; Burns, 1978).

4.3.2.4. Transparent decision-making

Respondents were of the opinion that PL firstly allows for input into the decision-making process, and secondly clears up any confusion that arose due to all parties being part of the decision-making process. Respondents indicated that PL assisted in a smooth business process due to the combined decision-making process, where employees are well aware of decisions made as they were part of the process and this mitigates confusion. Cognitive trust of the leaders increases in participative leadership owing to transparency.

“Well, all workers must contribute, so that they don’t get confused about what is happening in the company.” (R13)

“Like I said, the business is able to run smoothly because every employee was there when the decision was taken, and management would not go backwards to actually explain what is going on.” (R7)

Discussions around transparency as part of the PL process at LSM have gathered similar findings by previous researchers, including Poulton (2014) who opined that the practise and inculcation of honesty, integrity and trust within the organisation are imperative as the subordinates will trust easily when they perceive transparency within the organisation. Team work will be encouraged in addition to driving the goal of a successful organisation (Poulton, 2014). Trust, motivation, and job satisfaction is also earned by the subordinates due to the transparent nature of the decision making process (Nemaie, 2012).

4.3.2.5. Increases employee retention

Respondents stated that PL and the involvement of subordinates in the decision-making process increases the possibilities of retaining staff over longer periods as they felt valued by the organisation. Employees at LSM seemed were satisfied with their leaders due to the PL process

therefore the respondent mentioned that subordinates stay longer. The discussion summarises the notion that if employees are positively influenced by PL then the chances of those employees wanting to remain with the company are high. Malik et al. (2017) found similar patterns in their research where job satisfaction directly influenced the impact on employee retention.

"I think that staff will also stay longer as they will feel valued." (R5)

Discussion on employee retention at LSM highlight commitment from those employees as they see PL a process that highlight their worth towards the organisation. The same was also highlighted by previous researchers. Malik et al. (2017) expressed that job security is a positive emotional experience for an employee. Job satisfaction of subordinates directly influenced by leadership will have an influence on retention of the employee (Malik et al., 2017). When subordinates have greater job satisfaction, it impacts positively on the company (Yıldız and Şimşek, 2016). Okan and Akyüz (2015) cites Herzberg (1968), two factor theory, where job satisfaction is portrayed as a multifaceted construct which includes extrinsic and intrinsic employment factors that, inspires a subordinates satisfaction in the workplace.

4.3.2.6. Communication between staff and management

Respondents postulate that one of the benefits of PL, was the increased communication between the leadership of LSM and its employees. There was an improvement in communication between the staff of the recycling centre and management which eliminated a lot of confusion that would have arose due to non-communication. The respondent believes that interpersonal communication is key to organisational success. Dorczak (2013) found similar patterns in their research.

"I think it might help with communication between staff and managers." (R6)

Findings similar to the discussion by the subordinates of LSM were highlighted in previous research where it was said that leadership requires a serious debt of interpersonal talents that include communication and negotiation skills, which requires the leaders to influence their subordinates into conducting their duties according to the leaders' requirements (Dorczak, 2013). Managers can impact the job satisfaction by increasing positive communication with

their subordinates. Leaders must pay consideration to the requests of their subordinates, in return subordinate motivation will increase, due to the free communication style between leadership and subordinates (ÖLÇEr, 2015).

4.3.2.7. Increases management knowledge of operations

Respondents of the interview believed that the benefits of PL were the contribution of ideas and new methods derived from subordinates during the decision-making process. In addition the respondent claimed that it is the subordinates that have a better understanding of the job tasks that they carry out, therefore that these well informed subordinates that can enlighten management through the PL process. ÖLÇEr (2015) further defends the comments of the respondents of the recycling centre.

“It motivates and also helps to make better plans because when you have input from someone who actually does the job it means that you get to be aware of the time a job takes to be done than just asking one to get the job done in a lesser amount of time than the job actually takes.”
(R12)

Respondents state that sometimes management is unable to know what is happening at ground-level, therefore knowledge from employees at that level is invaluable when it comes to the technicalities and planning which is similar to the writings of ÖLÇEr (2015) who states that committed employees normally have a longer tenure at organisations and consequently gain intensive knowledge and experience which in turn benefits the organisation. In addition, previous research has shown that committed leaders and employees is paramount to an organisation's success, therefore organisations normally encourage knowledgeable and committed employees to remain with the organisations.

4.4. Motivation and Impact

This theme examines the motivational impact of PL on employees and management on actual work. It was informed by the following sub-themes:

- Motivation of PL
- Impact- involvement vs job
- Manager motivation

4.4.1. Motivation of PL

It was shown that PL does play a motivational role in terms of employees and their daily work/tasks. This was in the following ways:

4.4.1.1. A sense of belonging and goodness

Respondents believed that PL is a motivational factor that creates identity and promotes a sense of belonging, for employees. Employees feel as part of the organisation and they feel valued. This enhances their performance. Respondent 14 believed that if subordinates were excluded from the decision-making process that PL offered, they would be despondent, however if they were part of the decision-making process, the subordinates would be motivated. Employees at LSM were motivated because a culture of the organisation that PL has created. In return, the organisation benefits from a sense of accountability from the subordinates.

“Yes, it does, because if they feel they are left out, they might not perform well, and the company might lose out.” (R14)

“Yes, it would because if I was made part of the decision-making process, I would feel motivated and very important in the company I would feel encouraged as an asset of the company.” (R7)

“Yes, I think they will feel good thus working better if that’s a word I can use.” (R6)

Respondents’ discussions around a sense of belonging complimented the writings of Asha and Clear (2016) who opine that in a democratic leadership style, where subordinates had a sense of belonging, they conceded to higher responsibility with minimum oversight, delivering positive results to the organisations (Asha and Clear, 2016). According to Oparanma (2013), giving an opportunity to subordinates to voice their opinion and make input in organisational matters will give them a sense of belonging and a feeling of being part of the decision making process.

4.4.1.2. Understanding of work output

Respondents believed that they would deliver better work output due to PL that allowed them to be involved in those decisions. Respondent 10 alluded to the fact that the understanding of the work output would be clear when the subordinates are involved in the planning and decision process.

“I can find myself working a little better as the decision could be made by us on how to work, which I think we have an understanding on how it best works.” (R10)

“Yea it does, for example us as packers we work in pairs but if it happens that my partner and yours doesn't show up we can't just work alone all day or twiddle our thumbs we can make the decision to work together.” (R9)

Subordinates are driven and gratified when acknowledged for their outputs. Subordinates hold beliefs about their output and their invested inputs, example better rewards for additional input (Poulton, 2014).

4.4.1.3. Knowledge improves motivation and performance

There was consensus amongst respondents that being involved in the PL process gives insight into the daily operations of a business by their leaders. This insight allowed them to appreciate the leadership and in return the subordinates would follow instructions given as part of PL. When respondents are knowledgeable about their tasks at hand, they feel motivated to execute and accomplish the tasks at hand.

“Yes, for example there has been new changes or development to my daily tasks and I was involved in those decision thus I wasn't surprised with the load of work I got, I think that what it could do for a lot of the workers. Thus, lowering the disdain to perform tasks handed out.” (R2)

“Yes, I don't think they understand it as there are so many factors that are part of running an organisation such as this one, but maybe if they have a fraction of knowledge on how it's done, they might appreciate the effort in the running of the business.” (R5)

Whilst a Transformational leader may deliver his motivational leadership equally on a daily basis, followers will only respond favourably on days where the need for the transformational leadership is required, and it would not be well received on days that followers don't need the leadership guidance (Tepper et al., 2018).

Leadership is an affiliation of common motivation and improvement that transforms juniors into leaders and leaders into ethical managers. Transformational leadership comprises of a quartet of elements, namely idealized influence, inspirational motivation, intelligent stimulus, and personal compassion. Transformational leaders have a serious compulsion for transformation and the ability for recognising, and acclimatising to others' perceptions, resulting in them continuously examining for fresh ideas and new adventures that can lead to the development of the organisation, their subordinates and themselves (El Toufaili, 2018).

4.4.1.4. Management interest sparks motivation

Respondent 13 opined that management needs to take an interest in the employees in order for the employees to take an interest in the organisation. Motivational factors need to be relayed to the subordinates in order for them to show interest in the PL of LSM. According to the respondent, the leaders at LSM did not show sufficient interest in the motivation of their subordinates or encouraging PL at the recycling centre.

“Definitely, if Lindizwe management takes interest in the staff, then they will get positive results from them.” (R13)

The respondent felt demotivated due to the fault of the leadership of LSM as they have not motivated the employees enough to join the PL programme and be part of the decision-making process, therefore the negative attitude from the employees. According to Lamm et al. (2016) the inspiration of subordinates is an active motivational action. When leaders influence a shared vision, they have been found to attract an environment of loyalty, confidence and commitment. According to (Lamm et al., 2016) as an effective leadership structure, management should provide must provide individualised consideration for their subordinates. Empathy, consideration and understanding can be demonstrated by valuing the subordinates and putting them first.

4.4.2. Impact- involvement in decision making vs job

Results imply that staff involvement in decision-making will have a positive impact on the job tasks at hand. This is informed by Nemaie (2012) who opines that the decision making process which includes the participation of employees is the main ingredient of PL, further stating that the focus of PL is on the intrinsic motivation of employees.

4.4.2.1. Promote success

Three respondents felt that PL would promote a positive attitude amongst employees in the work that they do, which will in turn promote organisational success. Respondent 7 expressed the sentiment that his involvement in the decision-making process motivated him to excel in his tasks due to being involved in PL. The employees of LSM welcomed the idea of PL at the recycling centre. They believed that if LSM progresses in its business activities progress and better prospects awaited them as well.

“Lindizwe will succeed, okay, not totally succeed but it will be better.” (R11)

“I think we will always succeed which will make everyone happy.” (R4)

“I would excel in my work and feel positive about my job in general.” (R7)

The interviewees cited that PL at LSM will have a positive effect on the organisation as well as themselves. Similar view were opined by Fiaz et al. (2017) who states that leaders perform an important role in leading their subordinates in successfully fulfilling the objectives of an organisation. Pretorius et al. (2017) found similarly where it was mentioned that PL stems from the simple understanding that requires the subordinates to collaborate with their leaders in successful completion of tasks. These task management would include being accountable, whilst offering input to other team players to achieve the successful results of the team.

In a shared leadership style, a corporative state of mutual influence exists, where the leadership role arises from members in a team. The decision-making process is a team effort which involves collaborative decision making. Team members manage tasks that normally would be

exercised by the leader in a vertical leadership style. These task management would include being accountable, whilst offering input to other team players to achieve the successful results of the team. Shared leadership encourages team members to cooperatively allocate responsibilities. In the normal course of business, different skills are required at different times, therefore during a shared leadership style, team members will nominate a specific team leader who fits the skill to take the leadership role. The leadership role is transferred to the most skilled as required by the demands of the task, or when the situation warrants. These team members immediately assume the role of leader, thereafter withdrawing as the tasks alters, handing over leadership to their other team members (Pretorius et al., 2017).

4.4.2.2. Better understanding of work environment

Respondents alluded that PL will positively impact to their understanding of the working environment and the job tasks at hand. It was further mentioned that PL assisted with coping in the work environment. Another respondent mentioned collaboration between the leadership and subordinates eliminated the top down fear factor and allowed a smooth flow without mistakes that would lead to job losses. In summary there was a feeling that if employees and management worked better together and this promoted less fear amongst employees and in turn promoted better understanding between them.

"I think it will have a positive impact as it will mean I'm able to understand and cope in a work environment." (R1)

"We will work much better. The management and the working in stuff could work hand in hand without anyone fearing the other or for the loss of their job." (R3)

Participants pointed out that PL would allow them to have a better understanding of the work environment at LSM, further stated by Huang et al. (2010), where it is mentioned that the understanding of mechanisms of PL which influence performance in subordinate will assist the leadership in designing further training and programmes that develop the subordinates for the understanding of organisational development. PL is regarded as a form of employee empowerment.

4.4.2.3. Bigger picture

The respondent claims that there is a gap in between the leadership and the subordinates of LSM. The practice of PL would eliminate the gap, where management makes all the decisions and the employees follow. As part of PL the staff would also be involved in the decision-making process. The likes of Nemaie (2012) had similar findings in relation to the discussion on the gap between management and subordinates.

“I think there’s like a gap between management and staff. Employees will feel sometimes the workload given to them is too much or the decisions taken by management do not agree with the employees. The employees don’t see the bigger picture.” (R5)

Nemaie (2012) postulates that there is a gap between management and employees when it comes to workload. Hence by being involved in decision-making, they will see the bigger picture of the organisation and how their work fits in. A participative leader must use participative decision making together with additional training, knowledge development and rewards to be able to foster innovation in his/her organisation thereby eliminating misunderstanding between leadership and subordinates.

4.4.2.4. Knowledge

When asked how their involvement in the decision making process will impact on their job, one respondent mentioned that PL will allow a transfer of knowledge from the Leadership to subordinates which would make their work processes easier due to the background knowledge acquired by participating in the decision making process. Subordinates believe that knowledge transfer from leadership to them will empower and favour them towards achieving success for themselves and the organisation.

“It will impact my job in a good way as I’ve said before you will know the ins and outs of what is required of you.” (R2)

The involvement and commitment of all the members is vital for the achievement of organisational success as committed employees usually have a longer tenure thereby gaining vast knowledge and expertise to enhance the quality of service delivery (ÖLÇEr, 2015).

4.4.2.5. Discuss issues

Respondents believed that PL will encourage their involvement in the decision-making process where it would be easier to discuss issues that affect their work process which can alleviate work pressure on them by eliminating any misunderstand and confusion. In a PL process, the subordinates will have a proper platform to stand and voice their opinions on issues that affect them in their job tasks.

“It will improve a big part of me because where I feel pressure, I would discuss that with the management to improve working progress.” (R12)

Further to the respondents of LSM highlighting that the PL platform would assist them in discussing issues that are relevant to their tasks at LSM, Pretorius et al. (2017) also found that the recent evolution of leadership is viewed as a practice of persuading subordinates to discuss and agree task arrangements and effective execution with the intention of successfully accomplishing their shared objectives. Fiaz et al. (2017) further states that participative leaders prioritise the involvement of subordinates in discussions and decision-making processes, which is a motivating factor for the subordinates to feel the effects of the leadership effort in encouraging PL.

4.4.2.6. Joint agreement on work

An interesting point made by respondents was that there has to be consensus from both the leadership and subordinates on the task arrangements. The respondent mentioned that although they might have better ideas to get the task complete, management might not agree and this would cause conflict. PL would eliminate the conflict and confusion that could arise from this situation as employees and management can reach a joint agreement on work and duties.

“Sometimes I can make decisions on how to conduct my daily duties, but it might not be what management wants. Therefore, getting the power to make such decisions might not be great it best to hear what they say first and then make decisions similar to the way they briefed me/us.” (R9)

The respondent was realistic in his discussion of his impact in his involvement in the decision making process which insinuates that there are hurdles along the way as highlighted by Lam et al. (2015) where they postulate that in contrast Whilst PL seems like the model answer to a business or institution, there are always stumbling blocks that hinder progress due to human disagreements. In addition the recent evolution of leadership is viewed as a practice of persuading subordinates to discuss and agree task arrangements and effective execution with the intention of successfully accomplishing their shared objectives (Pretorius et al., 2017).

4.4.2.7. Manager motivation

When it came to managers motivating staff, the results implied a positive outcome based on the following: as a leader, the core responsibility has been identified as motivating followers into co-operation and teamwork. Group cohesiveness can be achieved by maintaining interpersonal relationships and encouraging the preservation of group activities continuously managers networking and socialising ability with his subordinates has been found as a cultivating factor of good relations with followers (Lamm et al., 2016). The decision making process which includes the participation of employees is the main ingredient of PL, further stating that the focus of PL is on the intrinsic motivation of employees (Nemaie, 2012).

4.4.2.8. Better communication systems

When asked of how leadership can motivate the subordinates, the respondents, believed that the leadership must be able to motivate staff by communicating more effectively and in a better way. Respondents are of the opinion that management lacks communication skills which is demotivating for the subordinates. In addition, respondents believed that management is insensitive and disrespectful when communicating with staff.

“For him to understand that sometimes the job is not easy instead of shouting he could try to encourage us to give a little hope that the job will be completed.” (R10)

“Mood swings he can be happy and the next his shouting.” (R11)

“The manager can give a talk in the morning or tell us how to do things which he does especially well when he is in the good mood but when his in a bad mood, he just comes shouting

which deters you from working.” (R9)

“He could motivate me by leading as an example as much as we work under pressure sometimes but then he must keep calm, so we can keep calm that would motivate me.” (R2)

Respondents have highlighted their displeasure of the communication system between management and subordinates. The researchers below have pointed out better communication systems that can be implemented in order to achieve successful communication as part of the PL process. Effective leaders have been shown to be skilled in communication as well as disseminating information down to followers. This exchange of information has been found to be paramount to a leader’s success (Lamm et al., 2016). Transactional leadership requires a serious debt of interpersonal talents that include communication and negotiation skills, which requires the leaders to influence their subordinates into conducting their duties according to the leaders’ requirements (Dorczak, 2013). Leaders can motivate their subordinates via idealised influence with examples of increased communication with them. Idealised influence of a leader reflects onto subordinates in an organisation (ÖLÇEr, 2015).

4.4.2.9. Understanding of work given

When asked how best a manager could motivate his subordinates, one respondent who was a subordinate, didn’t think that leadership could motivate him any further due to him understanding his job tasks at hand. He believed that PL has allowed them to have an understanding of what their task are and also to understand the bigger picture at hand. Another respondent who was part of management, opined that the leadership should explain to their subordinates how the company operates and so that they can understand the bigger picture. The bigger picture is not an easy picture to paint overnight. The PL process has to train the subordinates to understand all the minor issues before they can understand the big picture.

“I understand what is going on with my job description and I understand my work as whole.” (R2)

“Maybe if we could have more discussions on what it takes to run the company with the staff so they could understand what is at stake and what we are trying to do or accomplish.” (R5)

According to Nemaie (2012), leader motivation is one of the most important factors that can assist organisations to achieve their PL goals. Leaders involved in PL have the ability to raise the followers to high standards economically, ethically and morally. Motivation from managers allow for better understanding of work tasks for employees. As a participative leader, the leader focuses the attention more towards the subordinate than the task at hand as both parties will participate in the decision making process (Afshari et al., 2017).

4.4.2.10. Safety and protection

According to respondents, management ensuring safety and protection of staff by the provision of necessary clothing and attire for work would be added motivation for staff. Respondents believe that safety is paramount in motivating staff to join in the decision-making process. Management must review their policy and accept subordinate requests for adhere to the safety standards. This should persuade the subordinates to be motivated to join the PL process at LSM.

“To make sure that the managers get the safety people to check on us. If we’re getting the right protective clothing, are we working in conditions that can be made safer.” (R4)

Respondents’ discussions highlight that management does not take all their requests seriously, which persuades them to stay away from PL. Job satisfaction reflected in the attitudes of the subordinates include physical working conditions which include the health of the subordinates and safety factor of the work itself (Abelha et al., 2018). Leaders have been reluctant to create participative systems where they share influence over health and safety with employees voluntarily (McCaffrey et al., 1995).

4.4.2.11. Passion and drive

Respondents believed that motivation comes from leadership. They believed that leaders teach their subordinates and groom them as future leaders. The personality of a leader played a huge role in motivating their subordinates.

“I am most motivated by his personality and drive every day I learn many new things from him which is highly driving and motivating for me.” (R7)

When leaders provide the correct climate, opportunity and resources for subordinates, those employees tend to be passionate about their roles of employment, thereby offering service that is of high quality (Miao et al., 2014). Participative leadership produces enviable results, where employees have the passion to learn from their leader. Some examples of companies who experience the benefits of this distinguished leadership style include Google, Apple, and Hindustan Computers Limited (Bhatti et al., 2019).

4.5. Challenges and Recommendations

This was an important theme as it reflected on the challenges with PL and recommendation going forward to promote more PL.

4.5.1. Challenges

There seemed to be various challenges associated with PL at present. Leaders become reluctant to give up control over decision making due to the loss of power or handing of power to subordinates. What is more is that risk of blame on the leaders due to the perceived failure of subordinates to perform to expectations. Whilst PL seems like the model answer to a business or institution, there are always stumbling blocks that hinder progress due to human disagreements (Lam et al., 2015). Organisational specialists and scholars confirm that businesses require PL to succeed through this ever more aggressive and tempestuous globe. Shifts are happening, yet, participant methods have disseminated immensely. Indeed, it is stated that participative systems do encounter problems due to prior adversaries, the cost of implementation of the PL programme and leadership incentives supporting control (McCaffrey et al., 1995).

4.5.1.1. Blurred Boundaries

Respondents believed that some subordinates may feel that they are officially part of management when they are not. Leaders of LSM need to create rules and regulations for their subordinates which list the roles and responsibilities of all members of staff. PL has to be defined clearly to the subordinates else confusion of the roles will set in.

“I think some workers may get over themselves thinking they part of the management as their decisions are considered.” (R2)

The discussion on blurred boundaries at LSM can be linked to studies by Poulton (2014) where it is stated that confusion in an organisation causes leadership to lose direction which will lead to the subordinates also losing direction. In addition, conflicts with the organisation’s culture may cause rifts between individuals and their leaders within the organisation.

4.5.1.2. Lack of unity on issues

One respondent mentioned that employees don’t seem to stand together when facing issues with management. This leads to a lack of unity amongst employees. If there is no collectivism between the subordinates then it would be difficult for subordinates to group and make decisions which are part of PL that involves the organisation.

“Sometimes when we make decisions on a complaint and take it to the heads of the company, and they come back asking who initiated it. We don’t stand together but people start pulling away, getting a person fired.” (R4)

The barrier of standing together as a collective unit created a setback amongst subordinates at LSM. Westhuizen (2010) indicated similar findings where he states that collectivism involves subordinates placing importance on unity as a group instead of individual concerns in the communication process. Collectivists see their identity as a group more important than personal identities. Collectivists develop a trustful relationship with their leaders rather than individuals who place emphasis on their self-efficacy. Banjarnahor et al. (2018) further postulates that commitment plays a role to unify work teams that can influence improved performance towards achieving organisational goals.

4.5.1.3. Employee hesitation

Respondents raised the issue of fear of management, should their opinions be different to that of management. It seems respondents are cautious in their opinions which create a challenge for management, in that a true reflection of the subordinate’s opinions are not iterated. The

leadership has to earn the trust of the subordinates at LSM in order for PL to be successful in the organisation.

“I think, maybe it will be that some employees fear raising their opinions as they think it will be viewed as going against management.” (R6)

Some employees are afraid to raise their opinions as they feel that this will affect them negatively, in the eyes of management. Findings by previous research found that successful leaders usually want to take charge and show some dominance. However, being overly controlling or intimidating is not a trait of a true successful leader Lord, De Vader and Alliger (1986). Further, Miao et al. (2014) stated that usually the opinion of the subordinate is incorporated in the decision-making process, giving the subordinate a shared responsibility in the workplace. Previous empirical studies demonstrate the positive impact of PL (Miao et al., 2014). PL is a leadership style that places a high significance in the subordinate's dynamic involvement, besides the manager, in the deciding procedure. Everyone in this group emphasised independence, capability, and the ability to speak out; therefore, managers should give subordinates a chance to share their input during significant rulings. without fear or favour (Hwang et al., 2015).

4.5.1.4. Lack of respect and consideration

Respondents complained about the lack of leadership's respect and consideration for subordinates. They iterated leadership at LSM should show respect for their subordinates in order for PL to be successful. This is where leadership at LSM should step in and influence their subordinates to let go of their self-interest for the benefit of collective goals.

“We in the same age so respect tends to be thrown outside the window when we are communicating or making suggestions on how we supposed to move the work forward. After all we do come from different households, so I think we should learn to better respect each other.” (R9)

Peer respect appears to be low at LSM. This also leads to a lack of consideration that is given to their input. Eustace and Martins (2014) opined that African cultural paradigm has an influence in the way leadership is viewed. A major focus of the African culture is on people,

their self-respect, the collective unit, and comradeship, which personifies the characteristics of African leadership. The communal term for the above is “Ubuntu”.

Participative leaders should set the cultural value which include encouragement, teamwork, personal accountability, and open access to information (Nemaie, 2012). Venter and Farrington (2016) opine that leadership begins with an indulgence of and commitment to an individual’s core values. In addition, the real leadership role is a management of values of an organisation and that leadership is moral and value laden.

4.5.1.5. Too many ideas at once and different opinions

Respondents argued that in the brainstorming process, too many ideas arise and when the leadership of LSM chooses one idea over another, the subordinates become disgruntled. Further, the respondents were of the opinion that PL faced the challenge of different opinions between subordinates and differences between leadership and subordinates as well. Respondents mentioned that these opinions stall important decisions due to their differences, and PL is therefore hampered.

“You get a lot of opinions which you then have to choose from, and since you can only choose one the other workers can feel disregarded.” (R15)

“It means involving all workers to be part of the decision, which may sometimes not agree with the company when they make decisions on their own.” (R1)

“The most common challenge is when a decision is placed on hold because there are different views and opinions and it takes time to conclude and make a decision.” (R7)

Respondents at LSM became disinterested when leadership chose one idea over another. Having too many ideas and opinions can lead to information overload. Furthermore, having to choose just one, can lead to other employees feeling excluded. A similar finding by Poulton (2014) opines that too many ideas at once causes confusion amongst subordinates. They eventually perceive the organisation as one without values of leadership, which negatively affects the subordinates. In contrast, Lam et al. (2015) mention that the sharing of limited information by leadership (low information sharing) causes confusion thereby lowering the

subordinates 'opinion of their leader.

Decision-making can become a long and tedious process due to lots of different opinions of staff and this can lead to disagreements. Leaders become reluctant to give up control over decision making due to the loss of power or handing of power to subordinates. What is more is the risk of blame on the leaders due to the perceived failure of subordinates to perform to expectations. Whilst PL seems like the model answer to a business or institution, there are always stumbling blocks that hinder progress due to human disagreements (Lam et al., 2015).

4.5.1.6. Time

A respondent who was from management alluded to the fact that time is of paramount importance in the recycling business as it is controlled by international markets and foreign currency fluctuations. Making the blue-collar workers understand all of these constraints would prove difficult, especially when decisions needed to be made immediately. From a management viewpoint, educating and sharing financial information with subordinates is a sensitive issue.

“Sometimes things happen very quickly, sometimes we need to make decisions very quickly, these are challenges, and information is sensitive. We need to ignore the consultation process because sometimes we need to move with times, when we open, or listen to the news, and especially in our industry is controlled internationally because it's regulated internationally and what happens outside affects us big time.” (R14)

“Time would be a bigger challenge as management would prolong our working hours in order for them to have less work on their hands.” (R12)

Relating to the above points, in the corporate world, time is of the essence especially when the economic climate is continuously changing. Therefore, there may not be enough time to consult employees in all decisions. Managers believe that participative decision making is time consuming and the approach to executive decision making yields quicker results (Nemaie, 2012). The cost of groundwork, time involved in the meetings, material multiplication costs and the logistics involved, deter management from the PL process (Iulia and Grecu, 2014). In contrast, ÖLÇEr (2015) claims that when leaders provide the correct climate, opportunity, and

resources to grow within the organisation, the subordinates will spend more time than what is required and will go the extra mile for the organisation.

4.5.1.7. Language barrier

Respondents indicated that they felt language to be a barrier to communication in a PL environment. Respondents, especially blue-collar workers, preferred to be addressed in their home language. This might prove difficult to management as most communication is in English. Language barriers are one of the most common communication barriers which can cause misunderstandings and misinterpretations between leadership and their subordinates. Organisation change has to be introduced to the leaders, where the leaders need to address their subordinates in a language of their choice.

“I don’t see a problem beside the language issue.” (R10)

“The language barrier is difficult for me as we must work together. Some people only know they home language, isiZulu mostly.” (R8)

The respondents of LSM highlighted that language was an issue in communication. The language barrier remains, whereby lots of employees’ home language is Isi-Zulu which makes communication in English difficult. Hwang et al. (2015) found similar patterns where leaders have to adapt to the needs of their subordinates and consider the culture of the people in which they perform their leadership duties, due to the fact that characteristics of culture which include language beliefs and cultural behaviours, influence the subordinate’s attitudinal preferences of their leaders and leadership styles.

4.5.2. Recommendations

Recommendations were divided into two sub-themes, namely,

- Change - doing things differently
- Enhancing PL at the organisation

4.5.2.1. Change - doing things differently

Transformational leaders usually change the monotonous style of leadership by employing motivational methods where employees are encouraged to commit their effort, accept the responsibility, and be part of the decision-making process, relating to the context of their work (Boehm et al., 2015). The core purpose of transformational leadership is the encouragement and motivation from leader to subordinate and vice versa, ensuring mutual trust and common goal sharing (Ha-VikstrÖM, 2018). Transformational leadership is one of the most popular notions of leadership. Deschamps et al. (2016) further sites Yukl (2009) who defines transformational leadership as one that consists of the following components; inspirational motivation, intellectual motivation, idealised influence, and individualised consideration, thereby concluding that transformational leadership has been associated with successful organisational change. When it came to asking employees if they could have the opportunity to change the way that they carried out their duties to benefit them, the following was found:

4.5.2.2. No change

Surprisingly, there were five respondents who indicated that they would not change anything. From the respondents' answers, it can be derived that the leadership at LSM was making progress in the PL process in that some respondents interviewed felt that they would not change anything.

"So far I think everything is going on the right track, but I believe there is room for improvement." (R12)

"There's nothing that I would do differently." (R13)

"Nothing." (R3)

"I don't think I would change anything." (R6)

"Nothing really, I enjoy my job and at the current moment everything is going great, so I wouldn't change anything." (R7)

The respondents' discussions portrayed that they were satisfied and would not change the way the organisation operates. Similar findings by Westhuizen (2010) implied that employees who were allowed to participate in the decision-making process in their organisations were more satisfied with their jobs than those who didn't participate.

4.5.2.3. Method of payment-packers

Respondents recommended that management change their pay structure. There is a portion of subordinates who work on a commission basis who prefer to be paid a salary instead of commission. Management of LSM has various incentives and methods of calculating salaries to their employees.

“Change how packers got paid instead of being paid per container. I will suggest that they pay them per day.” (R4)

A respondent above believes that management should rethink their remuneration structure similar to the findings of Nemaie (2012) who opined that factors such as improving the working environment, upgrading equipment, increasing subordinates' salaries, and other rewards enhance the motivation of subordinates. Satisfaction with leadership quality in addition to the required salary increases the commitment to the organisation (Banjarnahor et al., 2018).

4.5.2.4. Discussion of how to promote better work output

One respondent who was part of management recommended that subordinates have a one-on-one meeting with management in order for the subordinates to discuss their methods of work, as compared to being instructed. Management commented that they were willing to listen and to make suitable changes, should a better work output be determined by the suggestions.

“Have a sit and talk with me, tell me how they think they can best do their job and we can try to implement that.” (R5)

Management of LSM seem open to discussions on better work output, which is similar to what was highlighted by previous research. The decision-making process which includes the participation of employees is the main ingredient of PL, and the focus of PL is on the intrinsic

motivation of employees (Nemaie, 2012). Positive motivation of subordinates leads to higher job satisfaction of employees, which in turn leads to increased motivation and lower absenteeism. It is further stated that the involvement of employees in participating in the decision-making process increases job satisfaction and employee empowerment (Stefanovska-Petkovska et al., 2015).

4.5.2.5. Culture and communication

One respondent added that communication was a key aspect in relation to the culture of the organisation. It was important to teach all employees the culture of the business as well as its influence on the nature of the work involved.

“So we must always teach them the culture and nature of the work and the culture of Lindizwe, and the nature of business itself, and make sure that all employees old and new, communication is necessary and training them into what’s going on.” (R14)

The discussion above is from a respondent who is part of management. In a similar finding, Westhuizen (2010) claims that although cultural importance has been acknowledged by previous scholars Hayes and Prakasam (1989) and Heller et al. (1988), however state that the influence that culture has on the participative decision-making process in PL has not been investigated thoroughly. PL has been critiqued for avoiding cultural impacts on the participative decision-making process as these barriers do exist internationally. Westhuizen (2010) cites Hofstede’s value-based framework of cultural dimensions, where “power distance and individualism-collectivism” was selected as cultural dimensions to demonstrate how culture influences the participative decision-making process in PL.

4.5.2.6. Education and training

A respondent from management commented that education is the key in training subordinates. He mentioned that LSM were always recruiting additional staff and therefore training for the new employees is important for PL to be successful.

“Well, there’s not much that I can change, only education, we have to train people all the time, because we’re always recruiting new people.” (R14)

The respondents' claims that education and training needed to be continuous due to new employees arriving all the time, which were similar to those of Zareen et al. (2015) who claimed that the motivation of subordinates is based on values, leadership, and behaviour. Commitment is easier when employees are motivated, and their input is at maximum, as the subordinates see themselves as valuable to the organisation. The subordinates further see the organisation as a tool of education. These employees remain loyal to the organisation and its goals and eventually become an irreplaceable competitive advantage by being more experienced and committed. Further ÖLÇEr (2015) found that if leaders invest their resources in training their subordinates to enhance their skills and invest in their education, these empowerment mechanisms will increase the level of organisational commitment from the subordinate.

4.5.2.7. Rewards

A respondent who was part of management iterated the comments of subordinates, in that rewards should be given to subordinates to encourage progressive behaviour. Management had realised that the more the rewards, the higher the production.

"I will give them monthly prizes or cash awards that will definitely encourage them, based on they work of course." (R15)

Similar findings by Tepper et al. (2018) and Pratt and Ashforth (2003) found that empirical work in a study done by one who claims that effort is more important when it motivates a sense of purpose and social importance that goes beyond the motivating power of economic incentives. Previous studies as claimed by (ÖLÇEr, 2015) have indicated that an introduction of an appraisal or reward system is a motivational factor for employees to function at their maximum output.

4.5.2.8. Safety

Respondents stressed that the issue of safety was of paramount importance in their working environment. They mentioned that additional protective wear is also important due to the handling of different types of scrap. Respondents also complained about the delays they experience in their request for safety wear.

“the protective clothes we wear gets easily torn if they could upgrade it to like a jean thus it will last longer and finally maybe we could get two types of gloves one for grease and one to hold metals.” (R11)

“Safety, the process to get like work overalls and boots takes a bit long to get when we ask for them if there was a way that it could be done faster it would be great as we work in dangerous conditions.” (R9)

Respondents who were subordinates at LSM stressed the issue of safety and how it affects their job tasks. They thought that enhancing safety was a key recommendation. This entailed ensuring proper clothing and work attire for employees including overalls, boots, and gloves amongst others. Similarly, Abelha et al. (2018) found that satisfying subordinates is a multidimensional approach which reflects on their mind-set in relation to the many aspects of their duties. The subordinate’s physical working conditions includes their safety and security, and well-being in the organisation.

4.5.3. Enhancing PL at the organisation

This sub-theme examines recommendations to promote more PL at the organisation. It was informed by the following:

4.5.3.1. Leadership

Respondents believe that the leadership at LSM needs interaction with the subordinates in order to understand their daily tasks and the problems that they encountered. They also called for the leadership at LSM to show respect towards their subordinates because they believed that when the leadership of LSM showed respect to the subordinates, they would ensure that the goals set out in the PL process at LSM are achieved.

“Yes, I think that management should sit, on a one on one basis with each worker so that they can understand what each worker is going through, from a business point of view, that’s all.” (R13)

“Not really, but all leadership must try and get employees involved so that they can have their time right.” (R14)

“Also, for the management to respect their employees so our common goals can be achieved.” (R3)

Respondents who were subordinates at LSM conveyed their sentiments which prevented them from participating in the PL process. They felt that the leadership of the organisation must initiate the process of getting employees involved in decision-making, thereby promoting PL which must come from the top. Newman et al. (2016) also found that cooperative management is directed at a management style whereby the senior encourages the subordinate to share responsibility in the working environment by actively participating in the decision-making process. PL is an influence by the leader that entails acknowledgement and gratitude of the leader (Buengeler et al., 2016). Studies have shown that the younger generation view PL positively due to the influence of western values and the ever changing social values. PL favourably influences the performance of subordinates through stimulating a higher level of trust (Newman et al., 2016).

4.5.3.2. Better understanding of decisions

Respondents who were subordinates at the plant were of the opinion that subordinates need to have more discussions between themselves about their work. They believe that their discussions can resolve issues on the grounds that would not involve management.

“As workers we need to talk more to better understand each other and what decisions work best for who and how they affect them.” (R10)

Employees at LSM need to be able to talk more amongst themselves so that they can understand each other and the decisions they make. Fiaz et al. (2017) further opines that leaders should empower their associates so that they can accomplish their responsibilities in an effective manner. Empowerment includes providing training and education necessary for delegated task completion.

4.5.3.3. Consideration to employee input

Respondents felt that management was not serious about employee input in the PL process. They felt sceptical about management's intentions of including their input into the PL process. This has made the respondents hesitant of the whole PL process.

"We need to work with our inputs to make the decision final, we just need to take it as it is and filter a little part then we decide." (R12)

"I think it could be enhanced by always getting the employees involved when a decision has to be made." (R15)

"If management doesn't go with the input of the employees, then the employees might be hesitant of the whole process." (R5)

Prooijen and Vries (2016) found that there must be consideration given to employee input for organisational decisions from management for PL to work. Participative leaders lobby for the input for the subordinates by requesting their opinions when important decisions need to be made and thereby including them in the decision-making process.

4.5.4. Conclusion

Chapter four focused on the results and discussion of the research. The data were analysed using thematic analysis, and results were presented in themes and sub-themes. This chapter also presented a discussion on the qualitative analysis, making reference to previous research. The themes and sub-themes were the basis for discussion. The similarities and differences between the results and the existing literature were discussed and examined. Chapter five presents on the findings and recommendations and provides the final conclusion.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

Chapter five presents the findings, recommendations, and final conclusion to the study. The recommendations are based on the key findings in relation to the objectives of the study. The main aim of the study was to explore the enactment of PL at LSM - a recycling business in Durban. This study determined the extent to which PL exists at LSM in Queensburgh. The key motivating factor for the research study was that previously, there were no studies available that addressed the impact of PL at a recycling business, therefore the researcher saw the need to address the need for PL in contributing to ensuring sustainability within the recycling industry. The main objectives of the study were to determine the extent to which PL exists at LSM, identify the benefits and challenges of PL at LSM, and finally provide recommendations to promote PL at LSM.

The research methodology applied was qualitative in nature. Fifteen respondents were interviewed. The interviews were all semi-structured. In addition, the researcher found that the participants had knowledge and valuable information to share, pertaining to the study. The evidence of the information from the interview process, emphasises the importance of this study in the recycling industry. This chapter focuses on the key findings and provides recommendations for consideration. Thereafter the final conclusion followed, as this is the last chapter of the dissertation.

5.2. Findings

The findings from the study are now discussed in detail in this Chapter. To put the findings into context, the objectives of the study are restated below.

5.3. Addressing the research objectives

The main aim of the study was to explore the enactment of PL at LSM - a recycling business in Durban. The significance and justification of the research stems from the South African economic environment that is showing signs of unsustainability. An organisation's greatest resource, its human resource, needs to add a positive voice in assisting the decision-making

process, to increase or sustain the desired output required, which means that apart from the employees seeking better welfare for themselves via unions and bargaining councils, the need for their input into the organisation's operations is paramount for the organisation's success and ultimately for the success of the employees.

Participation must be a culture of the organisation, where subordinates and leaders must come together to arrive at the best possible solution which benefits the organisation. To achieve the culture of participation, the introduction of a PL style could be implemented. The research was conducted at LSM in Queensburgh, Durban, amongst the employees and managers. In answering the research questions, the following was found:

5.3.1. The extent of PL existing at LSM

From the research conducted, it was found that the subordinates had a fair understanding of what PL is. Most importantly, according to the subordinates and the managers, PL does exist at LSM; however, it is limited. Most of the respondents were positive to the question, they did not have any in-depth knowledge of PL, just sufficient information for the interviews. The subordinates had an idea but were not well informed. Leadership did practise some PL. However, an autocratic leadership style was also present.

5.3.2. The benefits of Participatory Leadership at LSM - a recycling business in Durban

There are a number of benefits of PL at LSM, these benefits are listed below:

5.3.2.1. Increased Morale

PL at LSM claims to be beneficial to both parties. Staff members who participated in the PL have more increased morale than those that did not. The decisions made by staff and accepted by management increased the morale of those subordinates. The benefits of incorporating subordinates into the participative decision-making process, is that those subordinates gradually prepare themselves for change within the organisation. Employees that hold increased morale usually have a higher sense of commitment and superior work performance ethic (Dolatabadi and Safa, 2010).

5.3.2.2. Innovation and cohesion and a sense of warmth

New and innovative ideas were generated from different employees. There was also a sense of cohesion amongst staff who felt welcomed and therefore got along better with other staff. Employees felt more comfortable at work and knowing that they played a role in defining their work tasks. Employees felt that growth and development was linked to the PL style of the leaders of LSM. They felt that their input in to the decision making process contributed towards the growth and development of the company. PL creates working environments that are conducive to promote cohesion which leads to higher levels of satisfaction amongst employees (Sinani, 2016).

5.3.2.3. Better communication

All employees are able to share in, contribute and achieve organisational goals. This promotes success in the workplace. Employees are well aware of decisions made as they were part of the process and this mitigates confusion. Staff feel valued and therefore could stay longer at the organisation. There will be improvement in communication between staff and management. Employees are able to make decision on the best method to work that is productive. Sometimes management is unable to know what is happening at ground-level, therefore knowledge from employees at that level is invaluable when it comes to the technicalities and planning.

5.3.3. The challenges of PL at LSM

Challenges were present at LSM from the observations and interviews recorded.

5.3.3.1. Control

In some instances, leaders become reluctant to give up control over decision making due to the loss of power or handing of power to subordinates. The risk of blame on the leaders due to the perceived failure of subordinates to perform to expectations is a concern for leaders. In the corporate world, time is of the essence especially when the economic climate is continuously changing therefore when decisions have to be made, there is not sufficient time for consultation. Whilst PL seems like the model answer to a business or institution, there are always stumbling blocks that hinder progress due to human disagreements (Lam et al., 2015).

5.3.3.2. PL being unsuitable

Respondents felt that PL was more suited to office staff and it was not working with some employees. Leaders and managers spend more time at their desks as compared to on the field; the subordinates see them as being bias towards office staff and therefore don't believe that PL is suited for them.

5.3.3.3. Confusion caused by communication

When a message that leaves the COE's office becomes distorted as it filters downstream to the subordinates, confusion is caused at the tail end. In addition, sometimes some subordinates may feel that they are officially part of management when they are not. This issue of confusion stems from the opportunity that leaders give to the employees in the decision-making process. The employees misunderstand PL and are hence confused as to their roles and responsibilities. In order for communication to be effective and not confusing, managers should be clear in transferring leadership messages to the subordinates, else confusion and insecurity among employees will be rife (Šulentić, Žnidar and Pavičić, 2017).

5.3.3.4. Lack of Unity

Subordinates felt that they lacked unity amongst themselves when facing issues with management. Due to some employees having an understanding of PL and some not, when decisions are made between leadership and employees, those that don't understand the reason behind the decisions made tend to disagree with employees that understand, thereby creating division amongst the workforce. Collectivism involves subordinates placing importance on unity as a group instead of individual concerns in the communication process. Collectivists see their identity as a group more important than individual identities. Collectivists develop a trustful relationship with their leaders rather than individuals who place emphasis on their self-efficacy (Yıldız and Şimşek, 2016).

5.3.3.5. Incorrect decision making

Incorrect decision-making can be taken, especially when employees don't fully understand the company processes, needs and wants. When employees perceive their views as correct as

opposed to a view of management, they tend to stick by their decision even though it might be wrong and can eventually have serious negative effects on the organisation (Yıldız and Şimşek, 2016).

5.3.3.6. Respect

There seems to be a lack of respect for diverse people from different backgrounds. This also leads to a lack of consideration that is given to their input. African cultural paradigm has an influence, in the way leadership is viewed. A major focus of the African culture is on people, their self-respect, the collective unit and the comradeship, which personifies the characteristics of African leadership. The communal term for the above is “Ubuntu” (Eustace and Martins, 2014).

5.3.3.7. Financial benefit

An expectation that PL will increase remuneration was a further challenge. Subordinates didn't see PL as something they should be involved in unless it benefited them financially. Contingent reward is a form of remuneration apportioned to a subordinate in relation to an agreed task completion (Lamm et al., 2016).

5.3.3.8. Information overload

Information overload is a severe barrier that causes confusion amongst subordinates. Having too many ideas at once causes subordinates not to agree with any one idea which leads to confusion amongst themselves. Too many ideas at once causes confusion amongst subordinates. They eventually perceive the organisation as one without values of leadership, which negatively affects the subordinates (Poulton, 2014).

5.3.3.9. Limited information

Limited information about a particular decision causes confusion which leads to disagreement amongst employees on a particular decision. Decision-making can become a long and tedious process due to lots of different opinions of staff and this can lead to disagreements. The sharing of limited information (low information sharing) causes confusion thereby lowering the

subordinates opinion of their leader (Lam et al., 2015).

5.3.3.10. Consultation

In the corporate world, time is of the essence especially when the economic climate is continuously changing, therefore, there may not be enough time to consult employees in all decisions. PL is defined as a style that comprises the involvement of a superior and subordinates through consultation, in the partaking of solution finding and decision making process (Miao et al., 2014). According to Tyssen et al. (2013), a participative approach is most suitable in leading teams as the leader of a team in a participative environment plays a role of a consultant or advisor which indicates their PL style rather than commander.

5.3.3.11. Communication barriers

The issue of language barrier remains, as most of the employees' home language is Isi-Zulu. This makes communication in English difficult. Effective managers need to acquaint themselves with cultural differences, in the society where they work, because cultural characteristics of language, religious beliefs, and values affect behavioural preferences in leadership (Hwang et al., 2015).

5.3.3.12. Fear

Some employees are afraid to express their opinions as they feel that this will affect them negatively in the eyes of management. This fear stems from autocratic leadership. Everyone in a PL group lays emphasis on independence, capability, and ability to speak out. Therefore managers should give subordinates a chance to give their input during significant rulings, without fear or favour (Hwang et al., 2015).

5.4. Recommendations

PL is derived from the incorporation of opinions and ideas from the various levels of an organisation with the minimum amount of resistance, which portrays an organisation which has an inclusive decision-making structure. Once the understanding of the possibilities that PL is acknowledged, it can derive and deliver the success of the organisation. The

recommendations below highlight changes that can be implemented to incorporate a successful PL plan at LSM:

5.4.1. Adaptation

In order for PL to be successful, it is imperative that leaders and managers amend their leadership style to that of organisational changes. The adaptation of the leaders to accept and implement inputs from the subordinates is vital for PL. Leaders need to adapt to a collective decision-making system which considers input from subordinates. The adaptation of the leaders and managers at LSM into participative leaders allows the leader to utilise employee skills and intelligence without much effort, hence increasing the opportunities for success for the leader, the subordinate, and the organisation. In addition, techniques of PL include the building of personal relationships, caring for, and the motivation of subordinates.

An accepted fact is that participative leaders must be able to adapt themselves to any situation that demands their attention and input (Pretorius et al., 2017). PL allows for the collective decision-making, whereby all employees are consulted, and it is based on the current daily happenings of the business (Newman et al., 2016).

5.4.2. Bottlenecks

The rotation of work schedules to decrease bottle necks needs to be implemented. Currently the delivery trucks, the container packers, and the scrap cutters all occupy the same area. It seems management didn't trust workers to work shifts and believed that they would deliberate in their duties. Workers believe that rescheduling certain duties outside the bottlenecked hours will increase production and prevent fatigue. These opinions must be considered.

5.4.3. Remuneration and incentives

There should be a rewards system such as prizes or monetary incentives for employees. Additional incentives are important in the PL programme, as subordinates need incentives to motivate them. A slight increment for the introduction of an official PL programme would motivate employees to consider the process of PL seriously. Factors that motivate employees are gratification in terms of personal needs, fairness, justice, programmes for employee development, and the system of reward and appreciation (Dana-Al et al., 2017).

5.4.4. Collective decision making

In order for PL to progress and prosper, collective decision making has to be the norm between the leadership and employees of LSM. It is further recommended that daily or weekly meetings occur between employees and management on issues that relate to the running of the business. Further, for the purpose of motivating subordinates, leaders should implement values where the employees must acknowledge personal accountability, and leaders should encourage empowerment and teamwork for continuous improvement. PL allows for collective decision-making, whereby all employees are consulted, and it is based on the current daily happenings of the business. Cooperative management is directed at a management style where the senior encourages the subordinate to share responsibility in the working environment by actively participating in the decision-making process (Newman et al., 2016).

5.4.5. Meetings

Management should sit down and discuss work-related issues with employees as a means to determine better work output. Participative leaders need to prioritise the involvement of subordinates in discussions and decision-making processes, which is a motivating factor for the subordinates, to feel the effects of leadership effort in encouraging PL. Official meetings should occur between management and subordinates. In summary, collective decision-making involving consultation between leaders and their subordinates, is the norm in the decision-making process.

5.4.6. Education and training

Participative leaders need to teach and communicate the understanding of business and how it influences the nature of the work involved by subordinates. Continuous education and training is vital in the PL programme. Employees need to be educated in the English language and management should ensure that new employees are knowledgeable and fluent in English so communication can become easier and more effective. As part of training and education, team building is an important factor for management to consider. Team building increases motivation and promotes an unrestricted but disciplined working environment which results in mutual benefit. If leaders invest their resources in training their subordinates to enhance their

skills and invest in their education, these empowerment mechanisms will increase the level of organisational commitment from the subordinate (ÖLÇEr, 2015).

5.4.7. Communication

The leaders and management should communicate at all times in order for PL to work. The leadership of the organisation must initiate the process of getting employees involved in the decision-making process, thereby promoting PL. Communication must begin from the top. Communication is a key aspect of enhancing PL. In addition to vertical communication, horizontal communication is also vital, where employees need to be able to talk more amongst themselves, so they can understand each other and the decisions they make. There is currently a language barrier due to lots of employees having Isi-Zulu as their home language.

Apart from just communication, employees needed to 'listen' to each other's input. This meant listening between employees and the listening between management and employees. Continuous communication as a priority between the two parties is the key to enhancing and deriving benefits from PL. This communication will motivate the employees to accept and encourage PL. Democratic leaders attempt to accomplish tasks done by giving subordinates the option to indicate, and they also provide significance to increasing involvement and willingness in reciprocal respect by considering organisational communication and group dynamics. In a democratic leadership environment, subordinates and leaders can share experience and appreciate ideas of others within the organisation. Democracy is the preferred system of a free world (Peker et al., 2018).

5.4.8. Safety and security

Enhancing safety and security for subordinates is a critical. This entails ensuring proper clothing and work attire for employees. A very important point of communication involved safety of employees which should include the services of external security to watch over the employees, especially at night. Communication plays a role in safety through warnings of dangerous items. The hiring of special fire watchers to ensure that fires don't go out of control, when the cutting of scrap is in progress, is essential. A designated first aider must be appointed for all shifts. This will ensure that leadership is serious about the welfare of their employees. Satisfying subordinates is a multidimensional approach which reflects on their mind-set in

relation to the many aspects of their duties. The subordinates' physical working conditions which includes their safety and security and well-being in the organisation is paramount (Abelha et al., 2018).

5.4.9. Middle management

In order for PL to work, line management is paramount. Employees feel comfortable communicating with their line manager rather than with senior management. A line manager will understand his subordinates better and will be able to interpret their poor communication by placing it in perspective before approaching senior management.

5.4.10. Respect

Management at LSM needs to create a positive emotional experience for their employees. This experience will relate a sense of job security. Respected employees will be motivated, which will ultimately benefit the organisation. Employees' opinion, choice, and the ability of the leader to respect both, is a recommended leadership quality that needs to be improved on. Further, respect amongst subordinates must be promoted. Leaders of LSM must attempt to arrange space for the subordinates to voice their opinion their views and reciprocate respect. Democratic leaders attempt to accomplish tasks done by giving subordinates the option to indicate, and they also provide significance to increasing involvement and willingness in reciprocal respect by considering organisational communication and group dynamics. In a democratic leadership environment, subordinates and leaders can share experience and appreciate the ideas of others within the organisation (Peker et al., 2018).

5.5. Suggestions for future research

It is imperative for the research on PL to continue. Further research on the subject matter is vital for the sustainability of the economy of South Africa (Cameron, 1996). In addition to the above, it must be noted that data on the subject is not unlimited, which hinders progress in research on the concept of PL. Future empirical and theoretical studies in the area of PL will enhance the qualities of PL and the ultimate benefits of it. These benefits will lead to successful businesses and successful employees. Factors such as job satisfaction, innovation, and motivation being linked to PL must be investigated, to identify the correlation between these

factors and PL. Further research on the factors of trust, commitment and performance that are normally affected by PL need to be investigated as well. There is a correlation between education and successful PL programmes which requires further investigation. The relationship between PL and the organisational structure also requires investigation.

5.6. Conclusion

The study conducted assists in explaining the gap between employees and leaders in the recycling industry. It is evident from the study that PL contributes and will further contribute to a significant difference to organisational commitment by employees. The results illustrate that the importance of PL at LSM is acknowledged by the leadership as well as the employees from the opportunities given to the employees in contributing to the decision-making process. It can be ascertained that participation of the subordinates in decision making will improve and increase their performance level, as participation rather than mere instruction, brings new meaning to the job function. PL has the potential to extract a positive attitude towards work from employees. According to Horwitz (2013) South Africa has some of the most progressive legislative measures which include the Labour Relations Act (1995), Employment Equity Act (EEA) (1998), Skills Development Act (1998), Broad-Based Black Economic Empowerment Act (BBBEE) (2003) and Promotion of Equality Act. These measures were implemented to assist the masses in their economic advancement. Whilst unions have been seen as a divide between leadership and employees, the formation and protection of skills offers a new environment for positive engagement between employer and union, and employer and employee. PL will play an important role in assisting the masses who were previously eliminated from the decision-making processes, which will mend any previous animosity, by allowing employees to cross the line and involve themselves in the daily operation of the organisation and to understand the complexities behind the running of an organisation.

The introduction of minimum wage will serve new meaning for both the employer and employee in inspecting and analysing job functions and employee roles in an organisation. Employers will have to find innovative methods of extracting the most out of their workforce. The purpose of PL would be to make the organisation's decision-making process transparent, flexible, and profitable, and most importantly, inclusive. The employee contribution will ultimately affect their future and that of the organisation.

Previous research by Jehanzeb and Bashir (2013) indicated that for businesses to remain competitive in the current global economy, developing and retaining employees skills is a critical way to encourage sustainability. Education and training will become a priority for leaders as they would prefer a knowledgeable and educated employee partaking in the decision-making process.

In a PL situation, employees will be drawn into setting their own criteria for performance due to their involvement in PL. The sharing of ideas will create new knowledge amongst all involved which will lead to the creation of opportunities. In a PL programme, uncertainty and ambiguity will be reduced. Through the practice of PL, numerous other challenges, both externally and internally can be dealt with, with ease, hence ultimately advancing the goals of employees and their leadership for the benefit of all participants of the PL process.

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Appendix 1: Informed Letter of Consent

Informed Consent Letter 3C

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

MBA Research Project

Researcher: Roshan Mathura (083-4121385)

Supervisor: Prof Cecile Gerwel Proches (031-2608318)

Research Office: Ms P Ximba (031-2603587)

Dear Respondent,

I, Roshan Mathura am an MBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal.

You are invited to participate in a research project entitled: *Examining perceptions of the impact of PL at LSM, a recycling business in Durban.*

Through your participation, I hope to understand to what extent PL within the organisation exists, and what the benefits of PL are. I also aim to investigate the challenges of PL.

The results of the interviews are intended to contribute to improving economic sustainability, improved skills development, job satisfaction, and production output at LSM.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time, with no negative consequence. There will be no monetary gain from participating in this interview. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about participating in the interview or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The interview should take about 45 minutes to an hour. I hope you will take the time to participate.

Sincerely

Investigator's signature _____ Date _____

This page is to be retained by the participant

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

MBA Research Project

Researcher: Roshan Mathura (083-4121385)

Supervisor: Prof Cecile Gerwel Proches (031-2608318)

Research Office: Ms P Ximba (031-2603587)

CONSENT

I..... (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

I hereby consent/do not consent to record the interview.

SIGNATURE OF PARTICIPANT

DATE

This page is to be retained by the researcher

Appendix 2: Interview Questions

UNIVERSITY OF KWAZULU-NATAL GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MBA Research Project

Researcher: Roshan Mathura (083-4121385)

Supervisor: Prof Cecile Gerwel Proches (0312608318)

Research Office: Ms P Ximba (0312603587)

Examining perceptions of the impact of Participatory Leadership in a recycling business in Durban

Interview questions

Interview with Employees

1. What is your understanding of PL?
2. Do you believe in PL? Please elaborate.
3. Does management allow PL at LSM? Please elaborate.
4. Is PL suitable for LSM? Please elaborate.
5. What are the benefits of PL for LSM?
6. What are the challenges of PL at LSM?
7. How can we enhance PL at LSM?
8. Would PL impact your motivation to perform daily tasks? Please elaborate.
9. If management allows your involvement in decision-making processes, how will it impact on your job?
10. How could your manager best motivate you?
11. If you had the opportunity to change the way that you carry out your duties, which would benefit you and your company, what would you do differently?
12. Is there anything that you would like to add?

Appendix 3: Interview Schedule with Management

1. What is your understanding of PL?
2. Do you believe in PL? Please elaborate.
3. Do you allow PL at LSM? Please elaborate.
4. Are you willing for your employees to participate in the decision-making process of your organization? Please elaborate.
5. Is PL suitable for LSM? Please elaborate.
6. What are the benefits of PL for LSM?
7. What are the challenges of PL at LSM?
8. Do you think your staff understand what is involved in running an organisation such as LSM? Please elaborate.
9. What do you perceive as being challenges between management and staff, in improving the business holistically?
10. How can we enhance PL at LSM?
11. Would PL positively affect employees to better perform daily tasks? Please elaborate.
12. If you had the opportunity to change the way that employees carry out their duties, which would benefit the company, what would you do differently?
13. Is there anything that you would like to add?

Appendix 4: Ethical Clearance



20 June 2018

Mr Roshan Mathura (217074643)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Mathura,

Protocol reference number: HSS/0499/018M

Project Title: Examining perceptions of the impact of participatory leadership in a recycling business in Durban

Approval Notification – Expedited Application

In response to your application received 21 May 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully


.....
Professor Shenuka Singh (Chair)

/ms

Cc Supervisor: Professor Cecile Gerwel Proches
Cc Academic Leader Research: Professor Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Professor Shenuka Singh (Chair)






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Website: www.ukzn.ac.za


1910 - 2010
100 YEARS OF ACADEMIC EXCELLENCE

Faculties/Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

Appendix 5: TurnItIn report

EXAMINING PERCEPTIONS OF THE IMPACT OF PARTICIPATORY LEADERSHIP IN A RECYCLING BUSINESS IN DURBAN

ORIGINALITY REPORT

7 %	1 %	0 %	6 %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of KwaZulu-Natal Student Paper	1 %
2	Submitted to Mancosa Student Paper	1 %
3	Submitted to Universiti Kebangsaan Malaysia Student Paper	<1 %
4	Submitted to Intercollege Student Paper	<1 %
5	Submitted to British University In Dubai Student Paper	<1 %
6	www.mra.co.za Internet Source	<1 %
7	Submitted to Abilene Christian University Student Paper	<1 %
8	Submitted to University of Northampton Student Paper	<1 %

Appendix 6 : Gatekeeper's letter

Lindizwe Scrap Metals (Pty) Ltd

No 2 Turquoise Rd, Queensmead Industrial Park

P.O. BOX 24026, Hillary, 4064

Ph: 031-4633559 Fax: 031-4633564

Email lindizwe@mweb.co.za

Prof Cecile Gerwel Proches
Graduate School of Business and Leadership
University Of KwaZulu-Natal
Westville Campus
Durban
3630

11 May 2018

Dear Prof Cecile Gerwel Proches

RE: PERMISSION TO CONDUCT RESEARCH

This letter serves to confirm that I, Harry Ngidi, the managing director at Lindizwe Scrap Metals, hereby acknowledge and approve the research of Roshan Mathura within the Lindizwe Scrap Metals for the completion of his Master of Business Administration Studies.

Sincerely,



Harry Ngidi
Managing Director
Lindizwe Scrap Metals

Appendix 7: Language Editing Certificate

Mrs Radhika Singh

(F.T.C.L), FELLOWSHIP, TRINITY COLLEGE OF LONDON, (SPEECH AND DRAMA)

LANGUAGE EDITING OF MBA Thesis

Mr Roshan Mathura

This is to certify that I have edited the paper titled "*EXAMINING PERCEPTIONS OF THE IMPACT OF PARTICIPATIVE LEADERSHIP (PL) IN A RECYCLING BUSINESS IN DURBAN*"

for language – tenses, syntax, vocabulary, spelling, sense, and all other aspects of language editing.

Corrections are marked on the paper, and need to be corrected.

Disclaimer:

Final decisions rest with the student as to which suggestions to implement.

No review of the final document was requested before submission.



Mrs R Singh
Language Editor
15th July 2019