A MANAGEMENT MODEL FOR SERVICE EXCELLENCE AND ORGANISATIONAL PERFORMANCE IN THE BREEDER / BROILER CHICKEN INDUSTRY.

PETRUS STEPHANUS FERREIRA

Thesis submitted in the fulfillment of the requirements for the degree

DOCTOR TECHNOLOGIAE: HUMAN RESOURCES MANAGEMENT

in the

School for Entrepreneurship and Business Development,

Faculty of Management Sciences

at the

Central University of Technology, Free State

.

Promoter: Dr JG Chadinha – MA. DPhil. (UFS)
Co-Promoter: Dr A van den Bergh – MCom (UFS), D.Tech (CUT)
                     Dr CA van der Merwe – PHD. Mathematical Statistics (UFS)

BLOEMFONTEIN
April 2008

DECLARATION WITH REGARDS TO INDEPENDENT WORK

I, <u>PETRUS STEPHANUS FERREIRA</u>, Identity Number ████████████ and Student Number <u>88 1264 8</u>, do hereby declare that this research project submitted to the Central University of Technology, Free State, for the degree DOCTOR TECHNOLOGIAE: HUMAN RESOURCES MANAGEMENT, is my own work; and complies with the Code of Academic Integrity, as well as other relevant policies, procedures, rules and regulations of the Central University of Technology; and has not been submitted before to any institution or any person in fulfillment (or partial fulfillment) of the requirements for the attainment of any qualification.

_____   _____

SIGNATURE OF STUDENT   DATE

ACKNOWLEDGEMENTS

"Honour to God, for the privilege, knowledge, and the intellectual capacity to accomplish the task."

I would like to acknowledge, with grateful appreciation, the support and contributions of each of the following persons:

1. Marina, my wife, and my two daughters, Martinique and Kaïlah, for their support.

2. Dr Jos Chadinha for his guidance, support, patience and active participation.

3. Dr André Van den Berg for his guidance, technical support, and active participation.

4. Dr Cay van der Merwe for her active participation in the statistical processing and analysis of the data.

5. Mr Izaak Breitenbach, Managing Director: Country Bird (Pty) Ltd, for his active support and relevant discussions.

6. Ms Laurika Van Straaten for the linguistic revision.

7. All the respondents employed in Country Bird (Pty) Ltd who participated in the completion of the questionnaires.

To my late father and late mother.

SUMMARY

The global, one-world economy has arrived and South Africa is part of it. Business needs to understand the challenge of global competitiveness. This study reflected the prominence of managing diversity in establishing service excellence and performance management for professionals in the medium-size chicken breeder/broiler industry in South Africa, following the increased importance of the breeder/broiler industry in providing an affordable nutriment/commodity to the poor and needy South African population.

The ongoing variables in the political, social, cultural and technology domains in South Africa also affect the chicken breeder/broiler industry. It necessitates the scientific evaluation of the effect of the external political and socio-political environment; internal training and development, leadership styles, literacy levels, employment equity, resistance to change, reverse discrimination and cultural diversity on service excellence and performance.

Country Bird (Pty) Ltd., a significant role-player in the food production industry, was thus selected as the object of this study. The role of management and the workers was examined to determine the level of impact in attaining service excellence and organisational performance.

Attention was also focused on the development of a service excellence and organisational performance management model that can be used in the chicken breeder/broiler industry to improve organisational performance and sustainable profits.

OPSOMMING

Die globale, eenwêreldekonomie het sy opwagting gemaak en Suid-Afrika is deel hiervan. Dit is noodsaaklik dat die sakewêreld die uitdaging van globale mededinging begryp. Hierdie studie het die belang weerspieël van die bestuur van diversiteit in die bewerkstelliging van puik diensverskaffing en prestasiebestuur vir hoenderteel- en braaihoenderberoepslui in die middelgroot hoenderteel- en braaihoenderbedryf in Suid-Afrika, na aanleiding van die toenemende belang van die hoenderteel- en braaihoenderbedryf in die verskaffing van 'n bekostigbare voedingsmiddel / kommoditeit aan die arm en behoeftige segment van die Suid-Afrikaanse bevolking.

Die voortdurende veranderinge in die politieke, sosiale, kulturele en tegnologiese domeine in Suid-Afrika beïnvloed ook die hoenderteel- en braaihoenderbedryf. Dit vereis wetenskaplike evaluasie van die effek van die eksterne politieke en sosiopolitieke omgewing sowel as interne opleiding en ontwikkeling, leierskapstyle, geletterdheidsvlakke, diensbillikheid, weerstand teen verandering, omgekeerde diskriminasie en kulturele diversiteit op puik diensverskaffing en prestasie.

Country Bird (Edms) Bpk., 'n belangrike rolspeler in die voedselproduksiebedryf, is dus gekies as onderwerp van hierdie studie. Die rol van bestuur en die werkers is onder die loep geneem ten einde die vlak van impak op die bewerkstelliging van puik diensverskaffing en organisasieprestasie te bepaal.

Daar is ook gefokus op die ontwikkeling van 'n bestuursmodel vir puik diensverskaffing en organisasieprestasie wat in die hoenderteel- en braaihoenderbedryf benut kan word vir volhoubare werksverrigting en volhoubare wins.

Table of Contents

Chapter 1
Introduction, problem statement and research objective.

Chapter 2
The impact of diversity on organisational performance culture in organisations.

Chapter 4
Leadership, communication, empowerment, participative management and the new role of human resources in organisations.

Chapter 5
Service Excellence, organisational culture and organisational performance.

Chapter 6
Research Methodology

Chapter 7
Description of findings

Chapter 8
Empirical Component: Inference and findings

Chapter 9
Conclusions and recommendation

Bibliography

Appendixes

Chapter 1

Introduction, problem statement and research objective

The focus of this chapter is on the problem statement and research objective of the research study.

Chapter 1

Introduction, problem statement and research objective.

1.1 Introduction

The global, one-world economy has arrived and South Africa is part of it. Business needs to understand the challenge of global competitiveness. Currently, variables such as the exchange rate, increasing world chicken production and volumes, international maize price, importing of cheaper Brazilian chicken, the looming China chicken industry waiting to explode, and disease control affect the future of the South African poultry industry.

The South African poultry industry is currently a second-generation with international exposure, and comparing internationally, the cost per kilogramme dressed mass produced is relatively high compared to the rest of the world. This study will reflect the prominence of managing diversity in establishing service excellence and performance management for breeder / broiler professionals in the medium-size chicken breeder / broiler industry in South Africa, following the increased importance of the breeder/broiler industry in providing an affordable nutriment / commodity to the poor and needy South African population.

1.2 Problem statement

Country Bird (Pty) Ltd., the company under investigation, forms the nucleus of the medium-size chicken breeder / broiler industry in South Africa. It has a market share of approximately eight percent. The company is totally independent and not attached to any corporate body or any major

stakeholder. The company is a privately owned business based on exceptional entrepreneurial skills with initiatives in the Free State, Northern Cape, and North West.

Furthermore, Country Bird (Pty) Ltd. is seen as a "well-established company" within the South African poultry industry and competes on even ground with the top three role players, Rainbow Chicken Farms, Early Bird Farms and County Fair in the industry with regard to market share in relation to kilogramme dress mass produced, quality of product, pricing and cost effectiveness. Due to the fierce and severe competition for market share in the poultry industry between the suppliers of frozen chicken, service excellence and organisational performance are the main contributors for survival to quantify a position in the local market, in particular your independent medium-size producers of frozen chicken.

As little research has been conducted in the chicken breeder/broiler industry, this investigation aims to contribute in this field. The company mostly focuses on producing live stock through a breeding and hatching operation, growing live stock through its own broiler facility and private broiler contractors and the processing of frozen chicken at the lowest possible cost. The product price is very volatile due to the sensitivity of the consumer market based on volumes produced and price. The sectors (customers) covered are mostly limited to the wholesale market, retail market and mining industry.

Country Bird (Pty) Ltd. strives to produce quality frozen chicken at the lowest possible cost by continuously improving husbandry skills, live stock growing skills, processing skills and distribution at rendering a total service, which sets them totally apart from other medium-size competitors in the market. This involves the ability to successfully ensure long-term sustainable growth of volumes and profits, continuously fragment the market into new channels of distribution, and to develop a company where people enjoy to work.

The ability to compete in the national arena in terms of volumes produced, product quality, service, pricing and productivity is a major challenge for the

medium-size chicken breeder / broiler producer. The ability to compete and survive the national market could only be achieved if the independent medium size breeder / broiler producers are prepared to make a paradigm shift by embracing the characteristics of a high performance organisation based on service excellence and the enhancement of organisational performance. In business today, decision-makers and leaders need to view business resources as a system which includes human capital, technology, information, capital management and the working environment. The increasingly tight labour market, worker productivity and worker satisfaction are the key factors to success. Westlund and Lothgren (2001: 285) agree, stating that: "Today's economic climate characterised by increasing competition and structural turbulence, will require a higher combined level of productivity and quality than in the past". Thus, there is a renewed focus on service excellence and organisational performance. Unfortunately a lot of internal misdirected effort in organisations negatively affects the newborn status of service excellence and organisational performance.

The ongoing variables in the social, cultural and technology domains in South Africa also affect the medium size chicken breeder / broiler industry. It necessitates scientifically evaluating the effect of the external socio-political environment; as well as the scientific evaluation of diversity, internal training and development, leadership styles, literacy levels, employment equity, resistance to change, employee involvement, cultural diversity, service excellence and organisational performance. With this in mind, the correct management of diversity, and ultimately the organisation culture, will be referred to in an attempt to show that the establishment of a quality culture is of utmost importance in attaining service excellence and organisational performance.

In fact, according to Kochan, Bezrukova, Ely and Jackson (2002: 5), there is little research conducted in organisations that addressed the impact of diversity or diversity management on financial success. While there are large numbers of laboratory experiments that test specific diversity-performance hypotheses, there are few such studies in real organisations and fewer still

that assess these hypotheses using objective performance measures. Two reasons might be: firstly, that diversity is extremely difficult to study in organisational settings because it raises sensitive, difficult-to-discuss issues. Secondly, another reason for the lack of evidence linking workforce diversity to business performance may be that the relationship between diversity and organisational performance is more complex than implied by the popular rhetoric.

In this regard, various models on organisational culture are available to identify the elements relating to the organisational culture of an organisation. Some of the models as explained by Sommerville, Stocks and Robertson (1999:725) include the competing values model, the focus model, and the polar plot model. As organisational culture is a widely researched topic, various models exist aimed at accurately assessing it, referring to the competing values model as applied to Qatar industries by Al-Khalifa & Aspinwall (2001:417) as well as Howard (1998:231). Some of the investigations into organisational culture in South Africa include a study in the correctional services by Le Grange (1994) and in financial institutions by Kriel (2001) and van der Post (1997). The study will commence by focusing on the development of human culture as a mechanism to comprehend human differences and behaviour and a parallel will be drawn between the development of human culture, the development of organisational culture, service excellence and organisational performance.

This investigation could be regarded as a contribution to the field of service excellence and performance management, as no evidence exists of this type of investigation performed in the medium-size chicken breeder / broiler industry. A comprehensive profile of the breeder / broiler industry in the Free State, Northern Cape and the Northwest Province will precede the empirical investigation with the aim of providing insight into the unique issues facing the medium-size breeder / broiler industry. The aim of this investigation is to develop a sustainable management model of service excellence in the medium-size breeder / broiler industry and to prove that such a management

model could be a successful continuation for organisational culture ensuring sustainable organisational performance.

1.3 Research problem

As mentioned before, increased variables and activities, not just in South Africa, but worldwide, place an important emphasis on the shoulders of the medium-size poultry industry in South Africa. Entrepreneurs need to protect their business and its profits. The availability to import and dumping of relatively low standard cheap chicken by Brazil, as well as other variables such as the increase of the maize price and the possibility of avian influenza (bird flu) obviously increases international and national competition in the poultry industry, and service delivery becomes prominent to the livelihood of individual medium size companies.

Consequentially, further unpredictable dynamics of various other variables causes totally misdirected effort between employer and employee, between departments and even between employees working within the same department, and affects business performance in total. Unfortunately, the medium-size breeder / broiler industry has not been barred from such dynamics, and according to Coetzee (2004:3) some of the unpredictable dynamics within the poultry industry are:

- Human culture
- Low productivity
- Training and development
- Literacy
- Equality
- Legislation
- Leadership
- Working environment
- Feed-related problems

- Bio security
- Imported chicken
- Rand / Dollar relationship
- Profits
- Market segmentation

The dynamic changes of such external and internal variables cause a continuous transformation of management thoughts, management skills, management capacity and management theories to adapt to. According to Coetzee (2004:3) the mentioned scenario does not only affect the independent medium-size breeder/broiler industry, but the South African Poultry Industry in total.

Service excellence should be the means of gaining a competitive advantage and is further directly related to market share which affects the profits and further market grow opportunities of such organisations. As no previous research covers service excellence in the poultry industry, this investigation aims to contribute by developing a management model, aligning diversity management, employee participation and employee involvement with service excellence as a means of enhancing organisational performance and market share, ultimately resulting in higher profits.

1.4 Research Methodology

The methodology used includes a literature study (See Chapters 2, 3, 4 and 5) and empirical by means of questionnaires were used to gather the respective data. A questionnaire is a very versatile method of research and is one of the most popular methods to measure and to determine attitudes and perceptions. Due to versatility, it was decided to make use of questionnaires in assisting to categorise the collected data in a meaningful and useful way and enabling the researcher to analyse and to interpret the submitted data accordingly.

In obtaining the data, three different staff levels at twelve Country Bird (Pty) Ltd. operations in the Free State and North West were identified and measured respectively. The three staff levels were executive and senior managers, middle and junior managers and charge hands, supervisors and general workers. A different questionnaire was compiled for each staff level to determine perceptions and attitudes in respect of a wide range of work practices.

1.5 Objectives of the research

i. The primary objectives of this research project are the following:

    To develop, implement and maintain a management model to ensure a positive relationship between service excellence and performance management in the medium breeder / broiler chicken industry leading to increased organisational performance and sustainable profits.

ii. The secondary objectives of this research project are the following:

    - To identify the dynamic elements of a diverse workforce, the external and internal factors impact on organisational performance.
    - To refer to the dynamics of total service excellence and how it could be attained in the medium size breeder / broiler chicken industry.
    - To align organisational values with the elements of service excellence and performance management in the medium size chicken breeder / broiler industry.
    - The maintenance of diversity, service excellence and performance management to the advancement of the organisation.

1.6 Description of concepts in terms of the primary objective

As a consequence of the above primary objective it is important to briefly describe the following respective concepts:

i. Management Model :

It is the way in which manner managers and leaders improve the performance and develop the capabilities of their teams and employees. Many organisations are actually in favour of flexible frameworks that empower individual managers to communicate, motivate and develop their staff. In simple terms it is a process for establishing a shared understanding of what is to be achieved, i.e. the establishment of specific objectives and targets and how these are to be achieved (BKL, 2007:1).

ii. Diversity:

Although the predominant meaning of the term "culture diversity" has included race, ethnicity, gender other areas such as age, sexual orientation and physical abilities and qualities have also been suggested. Precisely how these various groups can best be utilised to strategic advantage is very important. The importance of ensuring that an organisation's competitive position is retained or improved can best be accomplished today and in the future by fully realised customer needs through workforce diversity. Rather, it is an organisation where cultural diversity "and cultural identity is valued and in which the barriers to full organisational participation in the workplace" are removed (Kemmerer, Arnold, 1993:3).

iii. Service excellence:

Service excellence is the establishment of a long-term partnership between employer and internal and external customers. To build customer focus and service into your organisation, it needs the creation of long-term partnerships with the customer, something that can only be accomplished by focusing on quality interaction with one

customer at a time. This requires the participation of every functional area in the organisation. Service excellence is not a one-time event; it extends over a lifetime of the company/customer relationship, and such a relationship can only be built over time and requires more than a single interaction (Bechtell, 1993:29).

iv. Performance management:

Performance management is a process which contributes to effective management of individuals and teams in order to achieve high levels of organisational performance. As such, it establishes a shared understanding of what is to be achieved and an approach to leading and developing people which will ensure that it is achieved (CIPD, 2007:1)

1.7 Delimitation

For the purpose of this study the following entities were included in the research:

i. Country Bird (Pty) Ltd.: Head Office (Bloemfontein): It is an urban operation consisting of the executive management team, finance and administration and human resources sections.

ii. Country Bird (Pty) Ltd.: Botshabelo Complex (Free State): Botshabelo was the original boarding point of the company in the mid 1980's and consists of a number of operations; a broiler farm and an abattoir. The workforce is very much diverse, consisting of a combination of conservative and moderate white employees, and a black, unionised rural workforce.

iii. Country Bird (Pty) Ltd.: Tigane Processing Plant (North West Province): Tigane has been commissioned some six years ago and is situated alongside the Tigane Township outside Hartbeesfontein in the Northwest Province. The workforce is very diverse, consisting of a combination of conservative and moderate white employees and a black, militant, unionised rural group.

iv.   Country Bird (Pty) Ltd.: Kelly's View (Bloemfontein) and Dealesville Farm (Dealesville, Free State). It is a rural operation with a black, militant, unionised workforce.

v.   Country Bird (Pty) Ltd.: Belgie Hatchery and Breeders (Bloemfontein). It is a newly commissioned hatchery and breeder operation with a black unionised workforce.

vi.   Webram 32 Operation: Mafikeng (North West Province): It is a newly commissioned breeder farm, hatchery and processing operation, approximately five months in operation. About one third of the current workforce is currently permanent employees and the remainder are fixed-term contractors.

1.8 Synopsis of further chapters

The following chapter outlay is used to describe and to focus the level of misdirected effort in terms of the dynamics of the various variables that assume and impact the level of misdirected effort that is currently taking place in Country Bird (Pty) Ltd.:

i.   Chapter 2 focuses on the impact of cultural diversity, the management of diversity in the workplace, harnessing of cultural diversity in the workplace, the South African cultural package, and diversity and communication.

ii.   Chapter 3 focuses on the impact of the external environment and on organisational performance. Issues under discussion are labour legislation, the effect of resistance to change, business and democracy, the impact of HIV/Aids on the South African economy and business itself, literacy, poverty and other social-related issues.

iii.   Chapter 4 focuses on the impact of the internal environment on organisational performance. Issues under discussion are leadership, communication, empowerment, participative management and the new role of human resources.

iv.   Chapter 5 focuses on the importance of service excellence, organisational culture and organisational performance.

v. Chapter 6 focuses on the research methodology that was applied in the empirical study.

vi. Chapter 7 focuses on the description of findings.

vii. Chapter 8 focuses on the empirical component: Inference and findings.

viii. Chapter 9 will highlight the conclusions reached as well as the appropriate and recommended management model.

Chapter 2

The impact of diversity on organisational culture in an organisation

---

The focus of this chapter is on cultural diversity, the impact of cultural diversity, the value and managing of diversity in the organisation and the South African cultural package.

Chapter 2

The impact of diversity on organisational culture in an organisation

2.1 Introduction

South Africa re-entered into international markets after 1994 and inspired businesses to new levels of service excellence and organisational performance. The impact of change caused South African business to face the challenge of integrating and managing a diverse and multi-cultural workforce. Business leaders suddenly realised the changes and sensed that tomorrow's effective organisations will be those that have learned to manage a workforce characterised by demographic diversity.

Business in South Africa is forced to capitalise on its diverse intellectual capacity, not only for survival, but also for competitive reasons. Competitiveness allows organisations and individuals to become more innovative and creative with regard to how they are going to be conducting their affairs in future. Research tested the Cox Model of diversity management in a sample of South African companies who acknowledged the potential of diversity, but unfortunately they do not yet experience a pressing need to optimise diversity in their workforce (Strydom and Erwee, 1998:14. In surviving the immense pressure and rapid changes deriving in the current economic environment, businesses have to attain high levels of managerial changes, managerial work practices and managerial excellence that go with it.

In the quest for business to survive, this chapter will demonstrate the need for total commitment to understand diversity; the impact of diversity on business; the acceptance of diversity; the appreciation of diversity, and the impact of diversity on organisational culture.

2.2 Cultural diversity

2.2.1 Background

Globalisation tends to force many domestic companies to expand their operations; causing national and multinational companies to penetrate more and more domestic markets thereby giving rise to opportunities for businesses to start working across normal boundaries and face significant new challenges as they seek to reach and maintain business leadership. This activity encouraged a new paradigm of diversity management that is needed to harmonise communication, lead organisational culture development and establish a broader leadership perspective and build trust initiatives (Allert, 1999:1).

This paradigm shift in terms of creating a positive attitude towards diversity in total simultaneously increases the capacity of working teams to communicate through their differences while maintaining their unique characteristics and qualities. Companies, on the other hand, that are not recognising the existence of diversity and failing to educate their employees accordingly stand to lose millions of rand and market share. Many companies are hurting following the non–existence of or poor diversity initiatives that lead to high labour turnover, poor productivity, and discriminatory lawsuits and lagging market shares (Alverson, 1998:34). In order to make progress, Levine (1991:4) stated that "organisations have to face diversity as one of the largest, most urgent challenges facing organisations today ". Alverson (1998:34) supports Levine by stating it frankly: "Managing diversity is one of the most critical issues we (business) are going to face over the next ten to twenty years". Leaders in business have to motivate people from different

cultural backgrounds, experiences, perceptions and expectations to collaborate effectively across different borders in order to create service excellence and prosperity.

Cope and Kalantzis (1997:126) pointed out that: "…making the differences work now needs to be the central fact of all organisational cultures. The metaphor of culture as cohesion-through-diversity is the basis for more productive and mutually transforming shared experiences as an intrinsic part of diversity management". Peverett (1995:1) states that, through interaction, relationships can have important influences on performance, turnover and innovation, especially in situations where there is substantial task interdependence among employees. This positive shift simultaneously increases the capacity of working teams to communicate across their differences while maintaining their unique characteristics and qualities.

The impact of cultural diversity on business performance in South Africa is enormous, and the most effective response to the challenges posed by increasing diversity is to address the nature of interactions that develop among an organisation's employees. Notwithstanding the degree of dilution through exposure in the workplace, cultural differences still exist very strongly due to the political, business and community intertwines. According to Allert, (1999:8) cultural differences will always prevail and conflict resolution is not always such a good idea in this context. Furthermore, the dynamics and awareness of a diverse organisational culture is vital to ascertaining the role communication in relationship management can play in maximising the potential such diversity can bring to an organisation. This requires cultural cohesion in the sense of pluralism, the principle of combining flexibility, multiplicity, devolution and negotiation. There are no easy or proven answers as the full contours of the diversity issue remain totally uncharted; the ultimate implications and consequences are unknown; even the questions that need asking today are uncertain.

Thus, the key to changing the culture of an organisation towards an effective multi-cultural perspective is to change the organisational climate.

2.2.2 Diversity, a reality in common life

In every society, community and workplace alike, diversity is prominent. Managing diversity is a critical component of creating organisations that allow employees to reach their full potential in terms of service excellence and creating a competitive advantage in order to increase the profit line. Diversity represents the multitude of individual differences that exist among people that also make all of us unique and different from others. Most diversity experts believe that significant distinctions are race, ethnicity, culture, religion, language, nation of origin, gender, sexual orientation, age, physical disabilities, occupation and class (Parvis, 2003:37).

According to Bulbulia, (2003:1), South African companies fails diversity because employment equity and diversity management is perceived as a legislative requirement and a numbers game, irrespective of the strategic importance to business, namely:

   i.   Bringing different expectations to the workplace;
   ii.   Influencing group problem-solving and productivity, and
   iii. Increasing creativity and innovation.

2.2.3 Valuing diversity

The concept of diversity is much wider than the legal constraints imposed by legislation and is frequently confused with affirmative action, employment equity, managing diversity and valuing diversity. Imperative to note is that affirmative action, valuing diversity and managing diversity are separate in respect of points on the continuum of different interventions designed to stimulate the inclusion of people from different backgrounds in an organisation.

In most countries diversity means, or is defined pertaining to race, gender, age, language, physical characteristics, disability, sexual orientation,

economic status, parental status, education, geographic origin, profession, lifestyle, religion, position in the company hierarchy, and any other differences (Strydom and Erwee, 1998:14). In the South African context, affirmative action is grounded in moral and social responsibilities to amend wrongs done in the past to those members of the defined designated groups and a definite short-term strategy to open corporate doors for previously disadvantaged people (Bulbulia, 2003:1). This is seconded and regulated by the purpose of the Employment Equity Act No. 55 of 1998, namely to assume and to achieve equity in the workplace (Butterworths, 1998:5).

The main objective of valuing diversity includes awareness, education and positive recognition of the differences among people in the workforce. It stretches far beyond affirmative action; it is the quality of work experience, rather than simply the participation rate of minority (designated) employees at a particular employer that is paramount. The essence of synergy is to value differences, to respect the differences, to build on strengths and to compensate for weaknesses (Covey, 1992:263). Therefore, valuing the differences is the essence of synergy, and the mental, emotional and psychological differences that exist between people.

Carnivale and Stone (1994), according to NCRVE (2004:1) define valuing diversity as being responsive to a wide range of people unlike oneself, according to any number of distinctions: race, gender, class, native language, national origin, physical ability, age, sexual orientation, religion, professional experience, personal preferences and work style. They also noted that valuing diversity involves going beyond the golden rule of treating others as you wish to be treated yourself, but instead involves treating others as they wish to be treated. Therewith, change is not all about helping "them" to join "us", it is about critically looking at "us" and rooting out all aspects of culture that inappropriately exclude people and stop them from being inclusive – in the way that we relate to employees, potential employees, customers, business partner or other stakeholders.

Under no circumstances can diversity be seen as a stand-alone activity, it is all about culture change and is primarily about creating a working culture that seeks, respects, values and harness the differences and in the end contributes to company profits to guarantee company survival. Diversity, for that reason, means maximizing the potential of the workforce by creating an environment of respect, acceptance, understanding and communication – a place where new ideas and new perspectives are encouraged, along with a commitment to serve the organisation and community (Cavanaugh, 2001:5).

The emphasis is no longer on compliance, but on performance, financial survival and better service. Businesses have to embrace diversity in the correct sense of the word, as it will be used to help optimise the performance of employees.

2.2.4 Culture

"Culture is to a human collectively what personality is to the individual" (Peverett, 1995:1).

Briefly, anthropologists define culture as earned behaviour, as Laroche puts it "culture includes an implicit list of operating standards (Parvis (2003:37). Culture is a complex phenomenon, and has been defined in many ways:

i. Kroeber and Kluckhohn (1952) define culture comprehensively as follows: "Culture consists of patterns, explicit and implicit, of and for behaviour acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiments in artefacts (Luthans, 1992:24).

ii. William Sonnenschein, author of "The Diversity Toolkit", asserts that culture is learned, shared, and transmitted from one generation to the next and that it organises life and helps interpret existence. Another argument suggests that culture is a set of customs a group of people have learned for responding to life's issues, such as deaths, births and weddings.

iii. Krober and Parsons (1958) have defined culture as a "transmitted and created content and patterns of values, ideas and other symbolic meaningful systems as factors in the shaping of human behaviour and the artefacts produced through behaviour" (Peverett, 1995:1)

iv. Cox (1993), according to Strydom and Erwee (1998:14) defines cultural diversity as the representation in one social system of people with distinctly different group affiliations of cultural significance.

A more modern definition of culture, according to (Luthans,1992:24) would be "the acquired knowledge that people use to interpret experience and generate social behaviour". Dahl (1998:1) defines culture as follows: "It is shared behaviour, which is important because it systematises the way people do things, thus avoiding confusion and allowing co-operation so that groups of people can accomplish what no single individual could do alone. And it is behaviour imposed by sanctions, rewards and punishments for those who are part of the group."

Dahl (1998:1), on the other hand explained the three layers of culture as follows:

i. The outer layer, artefacts and products, is the most explicit of all layers: including language and food, architecture and style.

ii. The second inner layer represents norms and values. Norms are the mutual sense of what is right and wrong while values represent the definition of what is good and bad.

iii. The innermost layer, basic assumptions, represents the core assumptions of what life is, assumptions about how to handle everyday problems that have become self-evident.

Culture is a lifelong, spiritual possession of a nation, or a group of people within a nation, or a group of people within a group; it is a way of living in respect of day-to-day living, certain values, norms, customs and certain beliefs. Unfortunately, cultures could differ remarkably from each other, and the merger of different cultures, especially in the workplace, can end in a

major catastrophe if not understood or managed professionally. It is therefore important to understand the impact of cultural diversity in respect of organisational performance, and to manage it according to the needs of the organisation.

2.2.5 Managing diversity

Managing diversity means changing the culture – that is, the standard operational procedures. It requires data, experimentation, and the discovery of procedures that work best for each group. It is more complex than convential management, but can result in more effective organisations (NCRVE, 2004:1).

Diversity management, according to Meyer (1999:275) is a comprehensive and holistic process for creating and sustaining an environment in which all employees feel comfortable, recognised, valued and appreciated, based on differences such as race, gender, culture, religion, disability and sexual orientation. Interesting to note is that the workforce composition of the Country Bird (Pty) Ltd. is also based on the above mentioned differences. Diversity management plays a crucial role in complementing equal opportunity, affirmative action and employment equity by preparing an environment conducive to a more diverse workforce. According to Strydom and Erwee (1998:14), Cox defines managing diversity as: "The concept, managing diversity, is described as planning and implementing organisational systems and practices to manage people so that potential advantages are maximised while its potential disadvantages are minimised ….with the goal of maximising the ability of all employees to contribute to organisational goals to achieve their full potential unhindered by group identities such as gender, race nationality, age and departmental affiliation". South African companies, such as Anglo American, SABMiller and Old Mutual, which have been successful as affirmative action employees, "are now realising that the diverse workforce they created needs to be better managed in order for them to fully maximise their human resource potential and increase their competitive edge" (NCRVE, 2004:4). It is clear that managing diversity

focuses on the business case for diversity; seen as initiatives and efforts to create an environment that works naturally for the total diversity mixture, not just for previously disadvantaged groups.

Interesting to note is that Leach, George, Jackson and La Bella (1995) used the term "working with diversity" instead of "managing diversity". They implied that working with diversity calls forth the challenge to be curious, inquire, interact, reflect and experiment. It requires individuals to be respectful, curious, patient and willing to learn. These authors used the term working with diversity rather than managing diversity because they believed that the word "managing" might be perceived as having a negative connotation such as controlling. However, managing diversity does not control or contain diversity, it means enabling every member of the workforce to perform to his or her potential. NCRVE (2004:1) again relates managing diversity to the accomplishment of the organisation's goals. For them, managing diversity also emphasises the managerial skills and policies needed to optimise and emphasise every employee's contribution towards the organisational goals.

On the other hand, according to Jackson (1998:118), it is important to note that diversity is not just a moral issue; companies must be convinced that it will help the bottom line, and therefore management needs to manage and support such an intervention in the correct manner. Overell (1996:12) agrees with Jackson by stating the following: "It goes on to argue that the management of diversity, if implemented seriously, gives better overall financial performance and enhances market opportunities. It requires equality to be driven through all levels of the organisation, with continuous reviews of workplace policies and individual personal development, but in a way that directly links employees' differences to business goals". Diversity has more to do with combining different human capital behaviour and business principles than race, gender, age, qualifications, etc., to ensure total business improvement and ongoing maintenance of their competitive advantage.

It is important to view the following keys to a successful diversity programme as implemented by Leon Krain, former General Motors Vice President (Jackson, 1998:118):

    i.   Senior level management should understand and support diversity.
    ii.   The business case for diversity should be clearly understood.
    iii.   Diversity training should be part of a required educational programme.
    iv.   Management pay and promotions should be tied to how well managers promote diversity.
    v.   Continuous communication should take place between management and employees.
    vi.   Management should try to make changes where the workforce has identified weaknesses.
    vii.   Recruitment programmes should include communication about diversity.

Managing diversity is a strategic approach to business that contributes to organisational goals such as profits and productivity and it moves beyond valuing diversity. It is a way in which to do business and should be aligned with other organisational strategic plans. Bulbulia (2003:3) pointed out that diversity management is a planned, systematic and comprehensive managerial process for developing an organisational environment in which all employees, with their similarities and differences, can contribute to the strategic and competitive advantage of an organisation.

Considering the above-mentioned explanations, it is clear that at the outset of any diversity initiative, an organisation needs to decide for itself how it will define diversity, as there is no single right answer to the question.

2.2.6 Diversity in the workplace

The drive for competitive advantage in global markets is at last pushing diversity up the corporate agenda (Schneider, 2001:27). The practices of

valuing and managing diversity can in fact assist a company in delivering above-average customer satisfaction while simultaneously improving strategic positioning and wealth potential (Allan, 1996:3). It is important that business executives do understand why managing diversity is a business imperative.

Richard Greenlagh, Chairman of Unilever United Kingdom, according to Schneider (2007:27), conveys the essence of what diversity is all about: "Everyone is different. Unique. Achieving diversity is about bringing together a mix of rich people, with different perspectives and from different backgrounds, and creating an environment in which their differences are valued. A vibrant, open and creative culture. A culture in which ideas flourish. Where people thrive, grow and have fun. A culture where energy is unleashed. A winning culture for the 21st century".

Cavanaughn (2001:5) also supports the importance of diversity in a successful organisation, stating that: "The only way you will stay ahead of the rapid changes in the business environment is to demonstrate your commitment to diversity". Furthermore, Professor Cox from the University of Michigan, (Schauber, 2001:1) suggested four compelling reasons, stressing why becoming an effective culturally diverse organisation is important:

i.   It enhances the creativity and problem-solving abilities of the organisation. Once an organisation can incorporate difference, previously untapped talent and energy will be focusing on achieving organisational goals.
ii. It is morally, ethically and socially the right thing to do.
iii. It affects performance of minority-group employees.
iv. It is a legal requirement.

The composition of today's workforce, and that of the years to come, is constantly changing. Justifiably the question can be asked why workplace diversity is an issue now. Interesting to note is the fact that there are more people of different gender, race and different ancestries entering into the working world (McKinney, (1996:1). The meeting place for cultures is created

in the workplace, an environment in which the genuine interactions between different cultural groups are taking place. Amongst reasons for a growing interest in diversity are immigration and global migration patterns, the increasing presence of women in the workplace, and extension of civil rights to people living with disabilities and equal rights to gay men, lesbians, and bisexual people (Daly, 1998:3). It also impacts on the workforce composition of Country Bird (Pty) Ltd. due to the employment of few immigrants from Zimbabwe due to a critical skills shortage in its technical environment. Unfortunately, for the workplace there will be precious little mutual awareness of the different cultures amongst the different people as every individual person carries his or her own mix of these and other components of culture into the workplace. These external factors prompt organisations to respond because diversity in staffing and related issues affects organisational practices.

According to Tice (1993:39), individuals' diversity identity is a distinct way of gathering together various personal and social elements of relationship of thought, feeling and action that goes into a relationship - some treasured, some problematic, some unnoticed or closed to scrutiny. They have in varying degrees retained their distinctive ancestral cultures which have ranged through English, Afrikaans, and many others. Unfortunately, people of African decent have had a very different life experience and have not been favoured by the policies of the past until transition to full democracy in 1994. They have thus experienced far less privileged lifestyles in separate and usually remotely located rural settlements. According to Africaguide.com (2006-07-14) they speak a vast number of different languages, live in a variety of types of dwellings and practice several distinct religions.

The transition to democracy brought along rapid change in the workplace and the need for greater engagement. Change in this sense promoted the ideals of industrial democracy, meeting the objectives of world-class competitiveness and making it essential for the massive ignorance of each others' cultures, traditions and perceptions to be addressed if suspicions that are legacies of this lack of understanding are to be effectively and

constructively addressed. According to Parvis (2003:37) this variety of diversity enhances and enriches our lives in many ways.

Managers and leaders of organisations should be educated about different cultures, at least the cultures of their employees such as racism, perceptions, expectations, homophobia and ageism which can disrupt and create a hostile workplace environment. These challenges may in future, if not detected and resolved via constructive leadership, lead to loss of innovative potential and ultimately to failure in the organisation. Learning about cultures will help managers and leaders to recognise cross-cultural issues that could impinge on the relationship between management and employees. Furthermore, business organisations are an amalgam of diverse skills, cultural backgrounds, political agendas, perceptions and expectations of its individual employees, all of which can be tailored to support the unique business goals and objectives. Business has to support diversity in the workplace, if not "the alternative is a group of managers who clone themselves" (Velasquez, 2004:1).

Business has to implement an activity of learning in how to deal with these differences and instill a sense of cultural diversity in the workplace. It is important to seek, value, respect and cultivate diversity within the workplace before economic pressures forces business to change.

2.3 The management of cultural diversity in the workplace

The management of cultural diversity begins with developing awareness and understanding of different cultural values and beliefs. Matching the workplace with the market place, management needs to culturally diversify the workforce to be compatible with the organisation's market strategy.

Allert (1999:4) stated that the composition of employee mix has seen an evolutionary path that in many firms has progressed from employment of people from different racial-ethnic backgrounds to those previously referred as sub-cultures. Furthermore, relationship problems will increase between the

different cultures when individuals fail to make an effort to cross barriers and became more sensitive to understand cultural differences as a step in effective communication. When people become aware of the components of culture and own beliefs, attitudes and styles, the more competent they eventually become in dealing with and working alongside people from different cultures. Culture is not such a complicated idea as generally thought. It is the applications within different cultures that can become very complex (Adams, 1998:1). However, some individuals, irrespective of colour or gender, have difficulty in crossing cultural barriers and experience major problems when interacting professionally with other cultural groups as each culture contains its own value system and ways of approaching different issues. Lombaard (OIM, 1994:1) supports the statement that ignorance and incomprehension of cultures and sub-cultures are the main reasons why people do not understand and know each other. On the more positive side it is possible that two or more ethnic cultures or two or more corporate cultures may find enough common ground to melt into a culture to which each is willing to make concessions. In order to maintain a successful business relationship, cultural concessions need to be negotiated without loss of cultural integrity. According to Allert (1999:5) the alliance is a partnership that preserves the relationship through cultural concessions. The fact that the concessions are drawn from within the partnership subsequently enables the relationship to be managed on the basis of cultural congruence.

It is important to gain true awareness and to understand cultural differences, especially in the workplace. Billing-Harris (Alverson, 1998:35) identified four cornerstones of diversity development in knowledge, acceptance, understanding and behaviour and managers have to look at all four areas towards improving the ability to interact with employees. Gaining information regarding culture differences notably leads to understanding, and show willingness to see things from another person's point of view. Unfortunately some people think that diversity does nothing but create difficulties arising from the workplace, such as racism, sexism, homophobia and ageism which can disrupt and create a hostile environment (Parvis, 2003:37).

Far-reaching changes, according to Edwards (1999:1) have occurred in South Africa since 1994, especially in the workplace. It was not merely a case of repealing old discriminatory legislation; there is an urgent need for positive action that would result in positive change, such as creating equity and equality in the workplace. Although South Africans have varied feelings on equity in the workplace, big challenges in South African businesses is how to reconcile the need to grow, how to understand people within the workplace where a diversity of cultures meet everyday. It is also important that business provides development opportunities within the organisation; and on the other hand the need to be globally competitive, to be "lean and mean", and to develop a profit focus (Africa Management, 2006:3).

According to Lombaard (OIM, 1994:2) management and employees have to understand the interrelatedness of certain important aspects of culture and to learn and to understand some underlying cultural differences that could have a negative effect on working relationships. These challenges, if not detected and resolved via constructive leadership, will lead to loss of innovative potential and ultimately to failure in the undertakings of an organisation (Parvis, 2003:37).

An old Xhosa gardener mentioned towards his employer's daughter that his children in Transkei are hungry. The girl was very upset about the comment and mentioned it to her father. Her father also did not understand the old man's statement. Through this statement, according to Lombaard (OIM, 1994:6), the old man required having more money and in the traditional African culture, it is rude and disrespectful to approach your superior or an older person directly. In the African cultures, an ordinary tribe member will approach the chief through an induna due to the same reason as the old man had seen his employer's daughter as a substitute for the induna. In this case one does not see the larger picture, which is that a change in dialogue does not always reflect the change of heart (Edwards, 1999:4).

Many African cultures see "straight to the point" as rude and it is important to them to prepare the ground for negotiations by beating around the bush,

whereas the Western culture is traditionally direct and explicit. The traditional long-windedness of the African culture during any type of consultation or negotiations is dually due to respect towards the other party and their way to "prepare the ground", whereas in the Western culture any consultation or negotiation is very direct and to the point due to "time is money", and not showing disrespect towards the other party. Western cultured people are much more egocentric and individualistic, very time bound and to the point. It is important that people out of the western culture have to learn how to listen and how to speak. According to Du Praw (1997:2) the way people communicate varies widely between cultures and values sometimes conflict as people react in ways that can hinder what are otherwise promising partnerships.

Most African languages use politeness as a form of address to start a relationship with a stranger. The black man at the garage called a white lady "mama" and it normally creates animosity, as it is unfamiliar in the Western culture to be addressed in such a way by a black man or black woman. It is important to note that "mama" is one of the most respectful forms of addressing a woman in the black culture and extolled the lady to the same status as his mother and it was confirmed by Mr Ismael Motheoane, a Black Broiler Farm Manager employed by Country Bird (Pty) Ltd. during a Leaders Summit held in Bloemfontein on 25 January 2002, whereas the Westerner views it a blatant form of familiarity. According to Arenofsky (1998:24) insensitivity in this situation can lead to embarrassing or anger-provoking situations. The Westerner normally dislikes familiarity and sees it as an insult and could create tension.

The biggest form of disrespect is for a black man to be called "boy". According to Circlist.com (2006:1) all Xhosa men are expected to be circumcised before they can become a man. The reason for this is that a boy, in the Xhosa-tradition, has the same status as a dog. Most black males undergo an initiation ceremony at the age of sixteen years, and in almost all the tribes this includes circumcision (African Circumcision Rites, 2006:1). No adult male will be accepted in any adult conversation if he has not been

through the ceremonial initiation in the mountain school. Such a male, irrespective of age, will be treated as a boy. After the circumcision the boy is recognised as a man and he does not do boys' stuff anymore. Furthermore, no African woman will be allowed to marry a "boy", as she will be the laughing-stock of the tribe. When looking at the above-mentioned it is important to note the importance of initiation in the every day life of certain black cultures. Specially, in the work place, social taboos could have a tremendous negative attitude in the work place and on productivity. Blacks also had the wrong perception regarding compulsory army service prior to 1994 as they perceived it as a form of initiation for white boys as white boys' parents had the saying that "the army will change my boy into a man". This sensitive issue and the importance of initiation with regards to black males and white males out of a black male's perspective were again confirmed during a personal interview with Mr Dan Mofokeng, Training and Development Manager for Country Bird (Pty) Ltd. on 26 March 2006. After a lengthy discussion with regards to the sensitivity and the importance of initiation and impact thereof on a black male's manhood, the management of Country Bird (Pty) Ltd. in collaboration with stakeholders, decided during a Stakeholders' Forum dated 22 March 2000 to introduce six weeks customary leave to allow Black males to attend such initiation process. This gesture was accepted with great thankfulness from the black employees.

Very much offensive to the African culture is the role that a dog plays in the Western Culture. According to the African culture a dog is there to keep watch over your belongings and has to stay outside, whereas in the Western culture a dog becomes a part of the family, drives around with the family, sits on the lap of white person and is allow sleeping in the house. On the other hand, the status of a dog will be attributed to a Black man that has not been circumcised and he will be seen as a total outsider. Also the mentioned was confirmed by Mr Sam Leballo, a Black Farm Manager employed at Country Bird (Pty) Ltd. during a personal interview dated 14 June 2006 in Bloemfontein.

The objective of a funeral for Western people is normally the formality of "showing the last respect". A funeral is normally limited to the immediate

family of the deceased and held in private. In the African culture, the perception of a funeral is just the opposite, and the extended family members attend the funeral. Different rituals precede the funeral, such as the slaughtering of animals and the cooking of massive meals serving the attendees. The importance of a slaughtered animal determines the deceased's prosperity in the great beyond and ensures the on-going good relationships between those who are left behind and the newest addition to the ancestors. Another side to the bounding with their ancestors is to understand the concept of the "extended family". In the African culture the concept of "a family" refers not only just to outside the traditional Western family but also upwards to the extended family of ancestors. It is one of the main reasons why the attendance of an African funeral is of the outmost importance, as the non-attendance will have a definite negative influence on an individual's day-to-day life. It is more than just a gesture of goodwill to allow a black person to attend a funeral; if permission has been refused it could lead to desertion from work. When blacks are applying for permission to attend a funeral, it is important to note that such an application is based on mutual understanding and trust, because African people will never lie about a funeral, as such action would create unhappiness between the person lying and his/her ancestors, and again affect the person's day-to-day life. Mr Christopher Msomi, a Black Farm Manager employed at Country Bird (Pty) Ltd. confirmed the important role of ancestors in the live of a black person during a personal interview on 14 June 2006. During the interview it became evident that the ancestors are the spirits of dead members of the lineage or family, who as the living dead continue to show interest in and exercise influence over the lives and affairs of living relatives and also supported by About Africa (2006:1). Again Country Bird (Pty) Ltd. respected the importance of funerals and ancestors and compassionate leave has been extended from three days to five day per year to accommodate the mentioned issue.

On the other hand, a shadow in Afro centric religion signifies negative feelings such as guilt, bitterness, fear and anger, which will prevent the dead person from moving on and being transformed into a useful ancestral spirit. The person then gets stuck and comes back to earth as a bad spirit (Mbigi,

1994:109). It normally happens that an African person would ask for time off to bury another father. By demanding, compelling, and providing the strategies for individuals to be restored to a state of harmony with the ancestors and focusing on the dire consequences of violating the ritual rule of conduct they represent, ancestral religion affirms the spiritual dimension and social norms and values of the communities or homestead (About South Africa, 2007:2). In the everyday working environment such requests normally create havoc if the supervisor does not understand the principle of what is meant by "extended family".

It is evident that black people are much more group orientated, strongly promoting the principle of caring and sharing, and time is never a problem. Black Africans are normally very good listeners and good communicators due to their approach of long-windedness, "beating around the bush", and never getting straight to the point. However, this is a major constraint in business when it comes to negotiations, explaining issues and problems. Relationship problems decreased between the different cultures when individuals made an effort to cross barriers and became more sensitive to understanding cultural difference as a step in effective communication. During January and February 2000 Country Bird (Pty) Ltd. embarked on a culture intervention process and one of the discussion points were the issue of culture differences. Group discussions were introduced after issues of culture differences were explained and it was incredible to notice the openness in which the discussions took place, removed cross-culture barriers and offered those "mistrusted" individuals a chance to experience the beauty of other people's culture. Through total honest and open discussions, positive experiences unfold as individuals open themselves to accepting diverse cultures with the basic rule of "never to hurt but to learn" (OIM Leadership, Employee Involvement and Communication, 1999:14).

It is thus true that Western and non-Western cultures have for many years existed side by side in South Africa, perhaps not too happily after all, although the enforced policy of separate ethic development has warped the relationships. The impact of culture in shaping personalities, attitudes, views,

values and perceptions in the working environment has been underestimated and resulted in many unnecessary disputes. This complexity is perhaps both a challenge and an opportunity and it is therefore important to note the importance of harnessing cultural diversity to the benefit of the organisation.

2.4 Harnessing of cultural diversity in the workplace

Country Bird (Pty) Ltd. is a business of cultural complexity and traditions, and has responded to the notion of diversity with ambivalence. The embracing of diversity is a fundamental reality that reveals the richness of our country and ensures a place for everyone under the southern sun (Mandew, 2000:18).

After the cultural intervention process in 2000 Country Bird (Pty) Ltd. recognised the diverse strength and potential of each individual. According to Thacker (2002:52) it broadens the working culture that a variety of creative thinking styles and life patterns could be accommodated for the benefit of the organisation. Many cultural traditions that co-exist in human society lead to difficult situations unfolding in the workplace. However, in the workplace, traditional national and ethnic cultures become blurred (Thompson and Schonken, 1998: 67). As different perceptions and values are normally clouded by personal feelings, such feelings should not be allowed to be dominant, as many cultures contain the belief that their traditions are superior and should be forced down on other people for their own good. Situations like this may initially be unbearable as tensions, anger and misunderstandings increase (Holman Group, 2000:1). Mr Tjaart Minnaar (OIM Consultant) disagreed with the above statement during a Country Bird Leadership Summit on 24 January 2000, stating that it is not possible due to the lack of an obvious dominant ethnic and/or culture group, precisely what makes South Africa rather different, bringing along enormous animosity in the workplace. Ignorance and the incomprehension of cultures and sub-cultures are the main reasons why people do not understand and know each other. According to OIM (1994:1) it is "due to tragic inheritance of our past, we do not know each other, and do not appreciate what we know of each other".

However, some individuals, irrespective of colour or gender, have difficulty in crossing cultural barriers and experience major problems when interacting professionally with other cultural groups because each culture contains its own value system and way of approaching different issues as stated by during the personal interviews by the gentlemen concern. It is therefore,

according to the author important to create a forum where sensitive cultural issues could be discussed openly and honestly in order to understand and to manage it to the advantage of the company and the individual.

2.5 The South African cultural package

Taking the different South African cultures into consideration, it is necessary to look at the three basic types of cultures that influenced the establishment of a different culture and sub-cultures in one country. Tjaart Minnaar (2000) summarised the "South African package of culture" at a Country Bird Leadership Summit held on 24 January 2000 at the Protea Hotel in Bloemfontein, as indicated in Table 2.1 below:

Western Culture: Mainly a rural, relaxed and conservative culture that changed later to mainly an urban, time/progressive-related culture.
Eastern Culture: Mainly a Muslim culture that is very much business orientated and Hindu culture that is very much religion orientated. In both situations extreme loyalty towards the group is very much evident.
African Culture: Mainly a rural and agricultural culture where the extended family plays a very important role. This culture has changed to an urbanised culture.

Table 2.1 Cultural packages in South Africa

With reference to the basic three types of cultures within South Africa, it is evident that this stereotype approach and gross generalisation tends to negatively affect communication, not just in the working place but also in the community at large. Harbouring resentment towards other cultural groups can and will interfere with the ability to interact in a positive and professional manner when it comes to communication, problem-solving and other informal interactions (Holman Group, 2000:1).

Adams and Goldbard (1998:1) stated that culture must be seen as a public interest, and not something to hide behind or to see as perfect. As a result, individuals must be provided an opportunity to develop friendships with different ethnic groups (Holman Group, 2000:1).

2.6 Diversity and communication

The trend towards a global economy brings people and products together from around the world, yet communication can be difficult with all the different cultures that compose a global organisation. Managing such a geographically diverse workforce, one that spans the world and crosses cultures, can become difficult, and a strategic communication programme can strengthen the organisation and support its success, whilst the lack of one can be the linchpin of organisational demise, as most organisations struggle in an environment of poor or inadequate communication (Savia, 2001:10).

Solomon (1999:50) stresses the fact that communication can be difficult with all the different cultures that compose a global organisation, and that communication is a crucial business tool. These dynamics argue strongly for the development of more proficient intercultural communicators, as communication is one of the most frequently discussed dynamics in the entire field of organisational behavior, but it is seldom clearly understood according to Luthans (1992:466). Such interdependence among national economies hinges on effective intercultural communication and calls for greater cultural and ethnic understanding.

Country Bird (Pty) Ltd. like all South African organisations in the public and private sector, position themselves for transformation, it is imperative to manage the sensitivity of language diversity. It is important to understand the sensitivity towards the mother tongue as all eleven official languages in South Africa represents a cultural heritage that is rich and unique. According to Price (1997:20), an academic called Kole Omotosa stated that language is so much a part of their ethnic identity, although "we may speak English at the

free market bazaar, but our moral choices and the trials of our daily existence – birth, death, worship, celebration and so on - are locked up in our mother tongue".

In any business environment, business has to reach people across various languages and culture; there are infinite possibilities as to the channels you use to communicate corporate information (Solomon 1999:51). The need for intercultural communication enhancement across disciplines becomes more critical in organisational performance as diversity and communication goes hand in hand. Armstrong (2000:757) argues that change cannot be managed properly without an understanding of the feelings of those affected by it, and an efficient system of communication is needed to understand and influence these feelings. Therefore, education and training for greater cultural and ethnic understanding becomes necessary both to carry out world business, and to preserve threatened cultural diversity (Guo-Ming, 2001:1). According to Westwood and Ishiyama (1990:163), interpersonal sensitivity and communication skills are essential to helping relationships but are especially important in the domain of cross-cultural counselling. From this perspective, good personal communication is regarded as a prerequisite for effective helping and an essential component of the helping relationship. Grensing-Pophal (2001:74) further states that effective communication within an organisation can lead to a more engaged, loyal workforce.

Communication and interpersonal relationships are vital contributors to the successful, supportive management of diversity in the workplace. Organisations have to access workplace factors that hinder or promote diversity goals to ensure that reporting and communication structures are clear. Furthermore, the process of communication is circular in nature, and it is necessary to help communication in which clients are encouraged to express themselves as fully as possible (Westwood and Ishiyama, 1990:162).

The goal is for participants to learn how to establish common ground when communicating with others who are different from themselves (Hanson and Fox, 1995:56). Important is that organisations had to develop and implement

policies and reward systems that support the integration of diverse groups into the organisational culture (Daly, 1998:3).

On the other hand, perceptions exist in Country Bird (Pty) Ltd. that supervisors did not know how to motivate their diverse work groups, and uncertainty about how to handle the challenge of communicating with employees whose cultural backgrounds result in differing assumptions, values and sometimes language skills. Unfortunately, irrespective the language barrier, employee involvement does not take place until the employee perceives that involvement, and we are often surprised at how differently people approach their work together (DuPraw, 1997:1). Noticeable is that ample and superb communication is an important instrument in this perception of involvement and the same time, according to Brady (1989), adequate communication provides employees with the necessary information to make decisions (Hotzhausen, 2002:30). According to Morrison and Morrison (1991:143) the ever present prejudice in intercultural communication is frequently noticeable when there is a lack of understanding about idiosyncrasies among cultures. It often results in general insensitivity and tolerance toward the position of others. A likely outcome of such unfamiliarity is the emergence of a variety of barriers to effective business communication.

The suggestion is that both secondary and post secondary educators elevate the importance of this topic in both written and oral assignments in business communication courses. According to the author it offers a variety of opportunities for employers and employees to interact with one another and "invites" discussion of cultural prejudices on communication strategies in the global economy.

2.7 Summary

Increased competition and the changing marketplace have to convince many business leaders that managing diversity should be, and has to be an integral part of their business strategy. Through the correct incorporation of diversity as strategic business reason means keeping and gaining market share;

reducing cost, increasing productivity; and improving the quality of general management in an organisation.

Essentially the culture of the organisation has to change to become more inclusive of other values and belief systems that exist among the people the organisation intends to serve. Diversity has emerged as a need for survival and success, local and national businesses as well as multi-national corporations are forced to develop and implement strategies that could lead them to capture and retain diverse customer bases not only nationally but also throughout the world. Incorporating multiple perspectives which are reflecting varying values and beliefs can make any organisation more effective by adding a richness of increased creativity and an adaptability to change.

Business has to guard against the fact that diversity for the sake of diversity will not make an organisation better if the standards are lower and incompetence is accepted because of historical reasons, such as political and democratic disadvantages. A richer variety of backgrounds and cultures will not automatically make a company better unless equal output is expected. In actual fact diversity in a workforce refers to the presence of many religions, cultures, skin color, both genders, and differing sexual orientations, working styles, capabilities and backgrounds. As a key ingredient of an organisation's human capital and intellectual assets, it is important to note that diversity in the workplace goes far beyond the employment equity and non-discrimination issue.

In order to achieve diversity business has to create an environment of respect, acceptance, understanding and communication - a place where new ideas and new perspectives are encouraged, along with a commitment to serve diverse communities. The only way that business will stay ahead of the rapid changes in the business environment is to demonstrate its commitment to diversity and to manage diversity accordingly. Managing diversity means creating an environment where employees can feel they have the freedom to

be who they are and by doing this, employers may concentrate more on different skills and the success of the company.

The literature suggested that diverse workplace practices would directly benefit organisations in terms of improved information flow and employee satisfaction. This in turn would enhance its ability to compete successfully. In addition, democratic workplace practices would be more socially acceptable and this would ultimately contribute positively towards service excellence and organisational performance. The literature confirmed the theoretical link between workplace democracy, communication practices and organisational survival through its ability to adapt to external pressures.

Unfortunately, the correct practices of managing diversity are not evident in Country Bird (Pty) Ltd. and this contributes significantly to the high actual human resources cost of more than R1.00 per kilogram meat produced versus the expected norm of 96 cents, and low productivity levels, comparing an expected 3033 kilogram meat per person produced per month with an actual average low of 2509 kilogram per person produced per month. Although diversity is central to the broader development and capacity building of the organisation, it is unfortunately hindered and affected by various external factors such as apartheid, poverty, crime, HIV/Aids, unemployment, globalisation, democracy and business.

The influential effect of the mentioned external factors on business will be disclosed in the Chapter 3.

Chapter 3

The impact of the external environment on organisational performance

This chapter focuses on the impact of the external environment, such as democracy, labour legislation, HIV/Aids, literacy, trade unions, and other socio-economic issues on organisational performance.

Chapter 3

The impact of the external environment on organisational performance

3.1 Introduction

Fully realised the importance of organisational performance is a holistic process, bringing together many of the elements and factors which go to make up the successful practice of people management. Performance management is a serious issue as it refers to the way people are managed and led in particular, and it is equally important to realise and to understand the impact of the external environment on organisational performance.

Organisational performance can have a powerful and positive effect when it is linked directly to the applicable work practices such as service excellence incorporated with other human- related practices. Unfortunately, organisational performance could be hindered by numerous external aspects, and for the purpose of the study the following external factors were identified that impact negatively on organisational performance:

  i.   Business and democracy

 ii.   Labour legislation

iii.   HIV/Aids

iv.   Literacy

 v.   Poverty

vi.   Crime

vii.   Unemployment

viii.   Business and trade unions

3.2 Democracy

3.2.1 Democracy and people

Democracy is based on the Greek word for "people" and "govern" (Kendall and Louw, 1989:2). The idea of democracy is that people should be sovereign and it is inherent to the democratic idea.

The most common definition is "rule by the people". This means the peoples' consent to the government running the country. The Cambridge International Dictionary of English (1996:364) agrees with the statement defining democracy as "the belief of freedom and equality between people, or a system of government based on this belief, in which power is either held by elected representatives or directly by the people themselves". Louw (1998:2) is in agreement stating that "the people rather than the politicians should control the decisions which affect their lives by voting directly on specific issues or by choosing accountable representatives to carry out their wishes".

The process of democracy has given people an opportunity to choose, through their right to vote, people to represent them in government (Democracy and Public Participation, Chapter 6A Democracy). Thus, democracy means equality of opportunity and equality of obligation in social responsibility where control is through all the people in a system or organisation in which voting power is guaranteed to all. However, democracy doesn't end there. Democracy also follows through to the workplace and it means that the people who have been elected are accountable in various ways to the people who voted for them irrespective the representative position. These leaders, whether an elected union representative or workers representative, have to act and deliver on promises they made during elections and they have to be transparent in their actions.

Finally, a related but distinct problem that has to be addressed in the South African economy is the correct compilation of the racial character of the economic system. The current racial character of the ownership structure of

the South African economy has and will continue to be a stark reminder of the pre-democracy period and its inequalities. It is therefore important to note that the consolidation of democracy in South Africa is dependant on the deracialisation of the economic system, but is unfortunately, according to the author, preceded with resistance to change.

3.2.2 Resistance to change

The commencement to total democracy allowed South Africa entrance into the global world of business competitiveness. It was clear that companies had to undergo major strategic changes to survive locally. The most basic fact of life is change, and yet, the most difficult thing to deliberately achieve and change occurs when the old is getting replaced by the new.

Unfortunately, according to De Jager (2001: 24), the implementing of change is incredibly difficult, as most people are reluctant to leave the familiar behind. Employees normally see transformation as disruptive, intrusive and upsetting the balance, and people normally tend to react emotionally and aggressively to change (Hamilton–Attwell, 1997:22). However, change is a natural life process, but it can trigger fear, causing unconscious resistance and clinging to the comfort of the familiar. Fear normally develops when rules and personal security are reduced (Thompson, 1994:1). There are various reasons why people resist change, but most common is disruption to established patterns of operation.

One of the most critical downfalls of any organisation's transformation process lies in its employees' capacity to accommodate change. In today's corporate environment, when the words "restructuring", "privatisation" or "transformation" come up, the rumour mill starts to turn and people think of retrenchments (Tshatedi, 2000:41). Foote (2001:36) states that resistance to change is an important part of human beings' innate urge to survive, but it can also result in destruction. "It usually results in others becoming angry or vengeful, and as such, it can work against your intentions and cause people

to lose respect for you" (Suny Potsdam Counseling Centre, 2000). Transformation is a timeous process that does not happen overnight.

Evidently, the cultural transformation process that started in Country Bird (Pty) Ltd. in 1999 took approximately eighteen months to show positive financial results as people were reluctant to accept any change due as people tend to hold to the old. Taking into consideration the Country Bird (Pty) Ltd.'s diverse workforce, it is evident that employees are people with a high need for security, as resistance threatens their feeling of safety and power. According to Foote (2001:36) fear is palpable in companies pursuing change initiatives. Gosteli (1997:40) agrees that resistance to change relates to an individual's understanding of survival, but people fear that change will worsen their chances of survival, not improve it. Rational resistance results from people feeling uninvolved in the change process - especially when it is being forced upon them and if they had no involvement on the process. According to De Jager (2001:28) resistance becomes nothing more than a contest of wills. Another rationale why people resist change is that they fear having to learn something new and they simply fear the unknown future and doubt their ability to adapt to it. De Jager (2001:24) stated that resistance is simply a very effective, very powerful, very useful mechanism towards change.

Overcoming the resistance to change is to involve people and to make them part of the solution instead of the problem. Robbins (1991:639) agrees that resistance to change is positive, as it provides a degree of stability and predictability in behaviour. If there were no resistance to change, organisational behaviour would take on characteristics of chaotic randomness. Leaders of change must be willing to uncover their own misconceptions, beliefs and habits that may cause them to repeat the past and avoid risk and change.

Will the current managers and supervisors of an organisation be able to confront such a realisation, or will they bury their heads in the sand and deny reality, or do they fondly believe they are already doing things that they are not? When there is a reason to change, supervisors have to voice it; if there is

no reason to change, avoid it (De Jager, 2001:28). It is important to understand the root of possible resistance to change, and organisations could plan to overcome resistance before it becomes a significant obstacle, as it can have a detrimental effect on business performance and profits. Resistance to change could be reduced through communicating with employees to help them see the logic of change (Robbins, 1991:643). This tactic assumes that the source of resistance lies in misinformation or total poor communication, as an inhibiting environment cannot add value to the performance of an organisation. It is important to communicate change, as Senge, Kleiner and Roberts (1995:73) indicated: "The sharing of relevant information might involve people to comprehend". Foote (2001:36) also supports Robbins by stating that it is important to constantly provide information to employees until it slowly sinks in. He also emphasises the importance of repeatingly communicating the mission, vision, philosophy, process, choices and details about change initiatives.

A pragmatic view is that involvement gives employees a little extra power, and extra say in decision-making (Thompson, 1997:34). Mulling (2000:3) also agrees by categorically stating that when people feel like they are true contributors and not just cogs in a wheel, they are more likely to respond in a positive manner. Positive communication and involvement of all stakeholders can bring along positive change due to the importance of talking and listening, as Senge (1995:74), states that, if employees have the freedom and safety to talk about their fears, it gives them mutual courage to approach the new organisation honestly. According to Gosteli (1997:40) people who resisted change would then perceive a need for change and a demand for improvement.

De Jager (2001:24) mentioned that when management really does want to implement change, they could create a learning environment to help resisting employers and employees to overcome their fears. According to Meyer and Botha (2000:116), the following interventions could be implemented to successfully overcome resistance to change: "Education and communication,

participation and involvement, facilitation and support, negotiations and agreement, manipulation and co-optation, and explicit and implicit coercion".

According to De Jager (2001:24) resistance to change is normal and natural, and is part of our day-to-day living. It is necessary to fight resistance for as long as the temptation to reject resistance, exists. If there is a reason for change in the company, voice it openly, and if there is no reason to change, avoid it. The author agrees with De Jager with regards to resistance to change, but it is very important to ease the process of change by creating a process or a forum of listening, learning and leading change in your organisation instead of ignoring resistance.

3.3   Business and democracy

Interesting to note is the fact that Country Bird (Pty) Ltd., like any other business, is a non-political industrial system based upon democracy. The truth is that any successful company within a prosperous economy and a just political system share the same cultural foundation based on accountability, fairness, balanced leadership, honesty, systematic thinking, efficiency and quality.

It is the people of South Africa who are in need of a culturally derived and defined South African political and economic system which can be understood by them, and is relevant to their everyday problems. The establishment and entrenchment of South African democracy is not and will not be an easy process, but rather a long and difficult road. This type of democracy needs a constant vigilance, debate and an ongoing process to enable informed political consciousness to grow and develop. South Africa has every reason to work for genuine democracy. Without it there is little hope of meaningful economic recovery and development. Consent and co-operation will only come when the people can understand and actively participate in a South African development strategy for the recovery of our society. Human Capital Management (2005/5:115) supports the above mentioned by stating that the new world of work will also require

organisations as a whole to be flexible and innovative as it will demand a higher skill in recruitment.

Tolerance is needed for each other's differences and will have to replace the present intolerance and insistence. Irrelevant dogmas will have to be totally abandoned and a new sense of trust between all different races and cultures in South Africa has to be secured. If this sounds merely utopian, then we have miserably failed to comprehend the realities of the challenges that confront all of us.

3.4 Business, trade unions and democracy

During the last years of apartheid, the South African economy was in a fundamental crisis. According to Bendix (1996:33) this arises out of the distortions of the apartheid system, problems in the sphere of domestic production and reproduction and the changing and destabilising of the international environment.

During the eighty years preceding the South African democracy, the African National Council was able to mobilise a broad array of class forces around themes of national liberation, non-racialism and social equality. This meant access to political and civil rights to the Black working class, but especially access to the social goods essential for full enjoyment of economic citizenship in a democratic state. The South African economy has not been able to meet the needs of the great mass, and neither the state nor the capital strategies could likely alleviate poverty and mass deprivation. Bendix (1996:33) again stated: "To address these goals, a non-racial and democratic state would follow an economic strategy that aims to achieve economic growth through a process of increasing equality in the distribution of incomes, wealth and economic power".

The new South African Government has been quick to open the country to competition through lowering its tariffs protections five years before the timetable required by the general Agreement on Tariffs and Trade (Barchiesi,

2001:19). The Government imposed rigid exchange controls to stem the flight of capital, in turn fuelling a flourishing subculture of illegal offshore asset shifting. Unfortunately, certain parts of the business sector, such as clothing and appliances, were highly protected by the old regime, and it meant that nearly total liberalisation replaced tariffs as high as 100%. As a consequence, industrial decline and unemployment are now widespread in many manufacturing regions. It also affected the South African poultry industry as it opens the opportunity for the United States of America and Brazil to enter the local market with relatively cheap product. Interesting to note is that Brazil is currently export chicken to South Africa for less than one American dollar per kilogram, whereas the current cost Country Bird (Pty) Ltd. to produce a chicken amounts to between R8.00 and R8.40 a kilogram (Country Bird (Pty) Ltd. Financial Budget, F06). During a Country Bird (Pty) Ltd. Executive meeting, dated 16 May 2006, Mr John Neilson, Sales and Marketing Director, confirmed in order to restrict the import of relatively cheap frozen chicken and to safe the chicken industry the Department of Trade and Industry has introduced an import tariff of R2.50 per kilogram chicken meat imported. Furthermore, the Department of Trade and Industry investigating the possibility to further increase the import tariff per kilogram meat imported in order to protect the local market.

Consider the state of the economy that South Africa's first democratic elected government inherited when it came to power in 1994: economic growth was limping along at under one percent (1%), the fiscal deficit exceeded seven percent (7%) of GDP, and double-digit inflation was the norm, with food price inflation averaging twenty five percent (25%) (Country Profiler: Malta's Top 100 Companies: 2004:1). On the other hand South Africa's re-admission to the global marketplace has seen the country expanding its trading presence to over 200 countries, while benefiting from preferential trade agreements such as the European Union-South Africa Free Trade Agreement and the United States' African Growth Opportunities Act creating economic growth.

Considering the positive economic growth that has taken place, irrespective the negative connotation towards positive change, it is also important to note

the impact of labour-related legislation protecting the right of employees, bringing along equity in the workplace and skills development in business.

3.5 Labour legislation

3.5.1 Labour Relations Act 66 of 1995

Since the 1994 democratic election in South Africa, various socio-political and economic changes have taken place to stimulate the labour market. Employment relations have evolved through various phases culminating in the current dispensation initiated by the democratic system of government in 1994, and organised labour have influenced many aspects of changes in labour policy and practices.

The new Labour Relations Act 66 of 1995 came into operation during November 1996 and is the principle act governing labour relations in the new South Africa. It most certainly brought about important changes in labour law and labour relations (Du Plessis, Fouche, Van Wyk, 2004:201). The new Labour Relations Act gives effect to the stated goals and principles of the Reconstruction and Development Programme of the South African Government, and the main objective of the Labour Relations Act is to advance economic development, social justice, labour peace and the democratisation of the workplace.

Thus, the objective of the Labour Relations Act is to govern the relationship between employers and employees and their representative organisations, which are trade unions and employer organisations, and that regulates the system of collective bargaining. A key problem with current labour relations regulation is that it only seeks to regulate employment relationships where a clear and concise employment relationship exists between an employee and employer. Further to the implementation of the act, the creation refers to a complete breach with the past (Gerber, 1998:416), although employers in the agriculture sector, such as Country Bird (Pty) Ltd., experienced major stumbling blocks in the amount of unfair dismissal disputes that had been

referred with the Commission for Conciliation, Mediation and Arbitration (CCMA). The issuing of monetary rewards and re-employments has a negative effect on the continuous implementation of disciplinary actions and non-performance, and thereby increases the misdirected effort in organisation performance due to misconduct, poor work performance and ill health. (Country Bird Monthly HR Report, November 2006).

The new legislation may ultimately result in better management of people in the workplace. The pursuit of labour market flexibility and employee welfare need not be mutually exclusive exercises, and attempts can be made to achieve both goals instead of one at the expense of the other.

3.5.2 Employment Equity Act 55 of 1998

One of the most pertinent challenges facing South African business during the change-over to full democracy is the implementation of equity in the workplace. The Employment Equity Act 55 of 1998 was introduced to eliminate unfair disparities in employment, occupations and income within the South African labour market. The implementation of justified discriminatory laws would by implication not redress the disparities and disadvantages of the past, so affirmative action was introduced by the South African Government.

South Africa has inherited a labour structure based on the use of racially designated and disenfranchised workers (Clark, 2002:164). Those workers may be enfranchised today, but without a full scale restructuring of the South African economy, the non–racial and equitable society envisioned cannot be achieved solely through race-based affirmative action. The South African Government, with aid of the Employment Equity Act, plans to redress the effects of discrimination in the workplace and the South African society at large.

Nevertheless, the focus of employment equity is therefore on removing the barriers which prevent people from having an equal opportunity to succeed in

life by obtaining whatever is valued. Thus, according to Meyer and Botha (2000:273), the ultimate goal of employment equity is to achieve a diverse workforce which is representative of the population. Ziehl (2000:58) also agrees by stating that the purpose of an equal opportunity policy is to identify and do away with discrimination.

It is therefore important that businesses like Country Bird (Pty) Ltd., with their domain in the normally conservative agriculture sector recognises these imperatives. Unfortunately, business has to accept the necessity to enact legislation for the removal of economic legacies of structural inequality, and to view employment equity as an opportunity to strategically position itself to achieve certain business objectives. The introduction of the Employment Equity Act cited several affirmative action measures by employers and is, according to Meyer and Botha (2000:359), compelled to prepare and implement an employment equity plan which is aimed at achieving reasonable progress towards employment equity in the workplace in a period of five years.

Reviewing the above-mentioned requirements of the employment equity requirements, and the impact it has on the South African working environment, it is evident that the science and practice of organisation development and culture transformation can play a significant role to help companies in the process of implementing employment equity. Meyer and Botha (2000:360) support the above statement by stating that employment equity and diversity have major implications for organisational development.

The Employment Equity Act, if carefully and properly implemented, has the potential to develop and improve productivity, educate a largely functionally illiterate workforce and meet worker aspirations.

3.5.2.1 Uncertainty and myths about employment equity

The adoption of the Employment Equity Act 55 of 1998 has surely generated some myths, confusion and uncertainty in County Bird (Pty) Ltd., as well as the majority of South African business, especially the current position of White males in the traditional White male domains. White males in managerial positions as well as technical positions felt extremely insecure. The effect of uncertainty under artisans is also experienced in Country Bird (Pty) Ltd. in terms of poor work performance, sick leave and general absenteeism and has a detrimental effect on service delivery, service excellence and work performance within certain departments.

It is important that management address these uncertainties in respect of any current and future employment, as the word "employment equity" has already created wrong expectations and wrong mindsets within the majority of White males' way of thinking, especially in the poultry industry. It is a very small industry, compared with the retail or mining industry. When senior management is reluctant to inform employees accordingly, it will derail the successful implementation of employment equity. According to Luyikumu (2003:17) it is important to clear the following issues:

i.   Employment equity results in reverse discrimination.
     Numerous White males see the above form of fair discrimination as reverse discrimination and their reaction is often to leave South Africa and take their expertise where it will be acknowledged (Israelstam, 1999:19). Over the last five years, various highly skilled artisans and technicians left Country Bird (Pty) Ltd. for better work opportunities outside the country, or departed to start their own businesses where the effect of employment equity is not so infringing. The author stated that these reactions are very damaging - not only to the goals of employment equity - but also to the scarce artisan skills base in South Africa, especially in the poultry processing plants and negatively effect the level of service excellence and work performance. (Country Bird Monthly HR Report November 2006).

Furthermore, according to Solomon (2005:1), to achieve these ideals, a fine line has been drawn between fair and unfair discrimination. In this regard, employment equity may sound noble in spirit, but in attempting to redress the perceived discrimination against women and majorities in the workforce, employment equity programmes inevitably lead to reverse discrimination and racial quotas (Jenkinson, 1993:31). Only by putting in place special positive measures will the disadvantaged be relieved and the playing field levelled for all workers.

ii.   Employment equity means hiring unqualified workers.
The traditional technical staff members, mostly artisans, are under the impression that business is under the obligation to hire unqualified workers just to reach the numerical targets as per the company's employment equity plan, and that it will lower the maintenance standard and efficiency considerably. Fortunately, it is not the purpose of employment equity. Management has to ensure and inform employees that qualified workers who were previously kept out of jobs will have the opportunity to fill them, although to qualify for a position, workers have to have the minimum skills to do the job with a reasonable amount of training. Digression from the international standard will mean that we will be unable to compete internationally and will be committing economic suicide (Israelstam,1999:42).

De Jong and Visser (2000) stated that selection represents a fundamental activity and business consideration within an organisation, because correct placements can add a dynamic, productive member to the existing work team, who can then contribute to the growth and prosperity of the organisation. Furthermore, selection can function as a powerful mechanism to take positive steps to promote equal representation of previously disadvantaged groups at all occupational categories and levels.

iii.   A programme mainly for Blacks.

According to Israelstam (1999:18) it has mainly been white males who have fallen victim to employment equity, by either resigning or having moved aside to make way for designated groups, but they are at the same time asked to provide employment equity candidates with key skills and training. Employment equity means treating every one with fairness, taking in consideration people's differences. It becomes evident that white experienced males in Country Bird (Pty) Ltd. are reluctant to provide the designated groups with the necessary skills and training due to resistance to change and unrealistic expectations from designated employees with regard to the timeframe needed for new employees to master the respective artisan skills. Such subjectivity will definitely reflect negatively on the standard of work and work performance.

iv. Employment equity is (not) all about quotas

Employment equity is not about quotas. It is all about flexible and rational goals and can be used like all business goals, as planning and evaluation tools. Every business has to have a valid, practical and reachable affirmative action policy designed to achieve the adequate protection for business (Moolla, 1999:6). Israelstam (1999:16) agrees that employment equity targets and deadlines have to be achievable to avoid disaster, hence it is management's prerogative and equality in the workplace should be left to market forces. Unfortunately market forces do not work in favour of equality for all groups in society, and interventions are needed to level the playing field for all workers, allowing the demographics of the country to be equitably represented. There will be tremendous pressure to meet the targets (Jenkinson, 1993:30).

The Employment Equity Act does not oblige employers to attain targets or meet quotas set by the government; it does make it mandatory for employers to set such targets themselves. Fortunately, most companies develop their own policies and plans, outline the company's

intentions and statement of commitment and keep their employees informed.

3.5.3 Skills Development Act 9 of 1999

The change to democracy also brought important challenges in respect of training from the legislative environment in South Africa. It became increasingly important for organisations to be able to compete on national and international footing. Sadly, South Africa, as well as Country Bird (Pty) Ltd. has lost a great many of these valued employees, especially in the live stock and frozen product to the notorious brain drain, leaving business at a distinct disadvantage. A total of four highly qualified white males and one highly qualified white female left the industry in 2002 due to better opportunities outside the industry and abroad (Country Bird Monthly HR Report June 2002)

On the 2nd of September 1997, Minister Tito Mboweni, then the Minister of Labour, launched the Skills Development Bill that aims to sharpen the link between workplace education, training, economic growth and employment opportunities. The act seeks to increase the quality and quantity of learning in and for the labour market. Such learning must be cost effective, meet the respective training needs and development, and complement employment and economic growth in South Africa. The act is aimed at kick-starting the skills revolution and the new act. According to Meyer and Botha (2000:14) it is particularly designed to utilise training and development interventions, developing skills to enable the South African workforce coming on par with world class organisations. The Government has recognised these weaknesses and developed a skills strategy to address them, as the South African economy cannot longer adsorb large numbers of relatively low skilled labour.

Decades of under-investment in skills development and training has resulted in a skills profile that compares poorly to other middle income and advanced industrial countries. Interesting to note is that Country Bird (Pty) Ltd. has

spent R1 million per annum in 2000 and 2001 on culture transformation interventions and management-related training, a zero Rand budget for training in 2002, 2003 and 2004, and spent approximately R400 000 per annum during 2005 and 2006 on food hygiene-related training. The forecasted training and development cost for 2006 and 2007 will be in the region of R800 000.00, concentrating on the development of managerial skills, technical skills and tertiary training.

The Skills Development Levies Act 9 of 1999 will be in tandem with the Skills development Act, and will place a legal obligation on all employees to improve the competency level of the country's workforce (Meyer, 1999:18). The Skills Development Act also contains a national levy-grant scheme payable by employers and a National Skills Fund. The monthly levy scheme is based on 1% of an employer's payroll and is also in operation in over thirty developing countries, such as Brazil, Korea, Nigeria, Kenya, Zimbabwe, Singapore, Malaysia and Mauritius (Mboweni, 1997). Furthermore, employers will have an incentive to train staff, as they will be able to reclaim some expenditure on skills development initiatives. In fact, employers can recover at least 50% of the levy pays in grants, provided certain requirements are met (Witepski, 2000:6). In the case of supporting the financial framework, the majority of employers will have to register and contribute to the National Skills Strategy via payment of the skills levy. However, the same cannot be said for claiming of grants. Important to note, the levy is an obligation imposed on employers by law, whereas participation in implementation via the claiming of grants is voluntary (Hendicott, 2002:28).

3.6 HIV/Aids

HIV/Aids has been the scourge of the late 20th century, and sadly it will continue to be an incurable disease for many years to come, with a major impact on individuals, families, societies, businesses and the economies of those countries worst hit.

The impact of aids on South Africa is of epidemic proportions. Recent figures published by the Medical Research Council confirmed that Aids is the largest single cause of young adult deaths in South Africa (Kaplin and Byrne, 2003:3). Currently, 14.2% (6.5 million) of the South African population is infected, half of which are women. Considering the impact of HIV/Aids on the economy it has become one of the critical priorities for the South African government as well as for the business community. The epidemic / pandemic in South Africa might still be at an early stage of development, and the high tide of related illnesses and deaths is yet to be felt (Ostheimer, 2004:1).

HIV/Aids pose a significant impact on economy and business over time. The macro-economic impact would be limited to a reduction in the growth rate of the Gross Domestic Product (GDP) of about one percent (1%) per annum, with HIV/Aids care becoming a substantial part of health care spending, education being affected with greater infection among staff and increasing demands being placed on welfare (BMF, 2004:1). Furthermore, HIV/Aids also affect people in their most productive years of life with reduced earnings as a result of illness, increased care demands and premature deaths. It is therefore critical to identify the impact of HIV/Aids at the individual company level for two reasons; firstly, long-term sustainable business responses will only be achieved if stakeholders within companies are convinced of the business rationale for action, and secondly, a clear understanding of the impacts of HIV/Aids on a company is a critical factor in the development of effective and appropriate responses (BMF, 2004:1).

A research project conducted by Deloitte and Touche Human Capital Corporation in May 2002 focused on factors such as the impact of HIV/Aids on human resources concerns, including employee benefits, recruitment and training. The impact on employee benefits was restricted to the fact that most employees provided cover for retirement and life cover, although the impact on recruitment, development and training were extremely unpleasant. Participating employers reported that they felt the need to budget for higher training cost due to the impact of HIV/AIDS deaths, and thirty three percent

(33%) of the respondents encouraged staff to become more multi-skilled to permit work to continue despite staff losses (BMF, 2004: 3).

Taking a different perspective, "The Likely Impact of AIDS", a paper presented by Jenny Crisp from the Anglo American Corporation in August 1999, suggests that HIV/AIDS will impact on the following four areas of business (BMF, 2004: 3):

i.   It will impact negatively on health care systems currently in place, whether they are on-site clinics, company hospitals or medical schemes.
ii.   There will be an increase in the number of pay-outs from pension and provident funds, from death benefit and life insurance schemes, and from funeral assistance programmes, resulting in an increase in contributions in benefits from both these schemes.
iii. Productivity will also be significantly impacted with a significant increase in absenteeism; additional time and resources needed to resolve industrial relations rising from the implementation and application of new policies; potential increase in accidents and injuries as a result of higher work turnover; and lower employee morale.
iv.   HIV/AIDS will have a significant impact on community level, e.g. lower family disposable income with the loss of wage earners, disrupted spending patterns, increasing poverty, etc., which in turn impacts business.

3.6.1 The impact of HIV/Aids on the South African economy

It is important to realise the impact that HIV/Aids will have on the South African economy. The impact will be as follows:

i.   Manufacturing
      The manufacturing industry is the largest contribution to South Africa's gross domestic product. This industry is very labour intensive, and because the virus affects adults in their productive years, this sector in

particular is being hard hit, and will ultimately affect the whole economy. The same can be said in respect of the labour intensive poultry sector which is situated in rural areas. The high level of illiteracy also contributed to this effect.

ii. Retail

Ernst and Young, according to Kaplan and Byrne (2003:3) expect HIV/Aids to impact on the size and profile of the consumer market, prices, savings, spending patterns and skills level. Credit retailing has already being affected by the threat of non-payment of accounts. Nevertheless, the retail industry, including Country Bird (Pty) Ltd. needs to be concerned about their own inefficiencies which are particularly dependent on the HIV/Aids factor, continue to escalate and result in reduced productivity and profit.

iii. Profile of workforce (expected lifespan)

Workforce profiles do change as population growth and death rates are affected. It is alarming to note that life expectancy according to Kaplan and Byrne (2003:3) in countries with adult HIV/Aids prevalence over ten percent (10%), is expected to see an average reduction of seventeen (17) years by 2010 – 2015, and will have a further negative impact on business growth due to an inexperienced workforce.

According to Kaplan and Byrne (2003:3), HIV/Aids infections may cost South African companies an incredible extra two to six percent of their salary budget per year. Even more alarming is the cost of risk benefits that is expected to double over the next five to ten years. The only alternative to afford such an increase and to contain costs will be the reduction of other fringe benefits such as pension, provident funds and group life assurance, and to increase productivity and company profits. However, the major cost to companies is likely to be indirect as a result of:

i. Absenteeism due to illness, especially in the winter months and funeral attendance;

ii.   Lost skills, re-training and recruitment cost;

iii.   Reduced productivity; and

iv.   Declining consumerism.

Country Bird (Pty) Ltd. also introduced an HIV/Aids policy and procedure via the Employment Equity Committee in the middle of 2006. The procedure and policy basically referred to the handling of employees suffering from the virus and the annual implementation of a continuous awareness programme via the local clinics and the training of HIV/Aids peer educators. An awareness programme and the training of peer educators were implemented the last quarter of 2006 and the first quarter of 2007, spending approximately R50.00 per person in respect of total awareness. A total of 1800 employees were informed via an external service provider. Furthermore, a total of 45 peer educators were trained to support employees suffering from aids. Positive feedback was returned from the peer educators in terms of the support program and the manner in which they were approach by the victims. The company did spent a total of R90000.00 in respect of HIV/Aids awareness during the last quarter of 2006 and the first quarter of 2007 (Country Bird Monthly HR Report, April 2007). According to the author, considering the impact of the pandemic on business performance, not enough money could be spend in educating employees in term of the impact of HIV/Aids on business and the community.

3.6.2 Extent of the problem

South African companies are notably reluctant to disclose the true impact of HIV/Aids. It could be due to total ignorance or total neutrality towards the pandemic, or another unknown reason.

The King Committee on Corporate Governance has reported that few South African companies have effective measures to safeguard and promote business sustainability in the face of the HIV/Aids pandemic. Anglogold, a large South African Mining House, recently disclosed that they have a twenty five to thirty percent HIV/Aids prevalence in their workforce of forty thousand

(40 000) employees. The cost of their comprehensive internal HIV/Aids programme was R33,17 per month per employee in 2002 and R55,76 in 2003, excluding anti-retroviral medication. This cost included salaries for the HIV management team, workplace and wellness programmes, home- based care, community programmes and research. The total lost of manpower shifts at Country Bird (Pty) Ltd. due to HIV/Aids related sicknesses has not been quantified.

According to Ostheimer (2004:1) business needs to, in the context of current HIV/AIDS trends, depend on:

i.   The capacity to replace lost manpower;
ii. The response by management; and
iii. The effectiveness of government interventions.

Due to the impact of HIV/Aids on productive manpower shifts lost it seems predictable that direct and indirect costs related to HIV/Aids might cause a shift from savings to current expenditure and from productive spending to potentially unproductive investment. This in turn will again limit fixed investments and economic growth. The reduction in highly skilled labour might not be replaceable in the short run, resulting in a less experienced and particularly young workforce and declining productivity.

Further additional costs to the company will occur through:

i.   Absenteeism from work due to care giving needs in the family or funeral attendances, loss of labour and productivity through:
     - Associated illness;
     - Emotional and work stress; and
     - Lower morale of infected and affected employees.

ii. Increased costs of medical schemes of employees and pension benefits.

iii. A loss of skilled manpower leading to disruption of production through:

- Lower company performance;

- Increase of market wages for people with scarce skills; and

- Increase in training, recruitment and personnel turnover costs.

Particularly the consumer goods industry is likely to be the most affected due to the impact on demography of their markets and changing household spending patterns.

Furthermore to the problem, the King Commission on Corporate Governance, according to Ostheimer (2004:2), stated that the Sector of Small and Medium Size Enterprises have not shown a sufficiently better understanding of businesses' role and responsibility to prevent HIV/Aids and to mitigate the impact of the disease, as it is clear that a lack of leadership and funds corresponds with a lack of action. It is alarming that the Sector of Small and Medium Size Enterprises is not prepared to dedicate time for HIV/Aids-mitigation activities, unless they start to see tangible effects of the pandemic on their businesses. Most mitigation activities tend to be once off, informal and half-hearted attempts at education or awareness training.

It is clear that the main constraints for the Sector of Small and Medium Size Enterprises to deal with the impact of HIV/Aids seems to be a lack of time management, a lack of information on how to address the issue and financial constraints to outsource. Unfortunately, these constraints also have a direct and indirect impact on the poultry industry, either as a supplier or as a buyer of frozen products.

3.7 Literacy

Organised education in South Africa is a product of Europe brought to the country by the early Settlers from Europe, although unacceptable high levels of illiteracy still occurs. A strong oral tradition played an important role in the informal education of the indigenous inhabitants of South Africa prior to colonisation.

According to Help! SA (2004:1), it is estimated that currently eighteen million adults in South Africa are functionally illiterate and a further twelve million scholars, many of whom leave school semi-literate, are unable to develop a secure future for them due to the Bantu Education implemented in the early fifties. It substantiates the fact that in Kwa-Zulu Natal 70% of the Black population do not have basic literacy, and according to Screen (1990:20) only one in two South Africans is literate. These are disturbing figures, and are indicative of many current and future socio-economic problems. Illiteracy rates high at around 30% of adults over fifty years old (6.8 million adults are not functionally literate), while 65% of Whites over 20 years old and 40% of Indians have a high school education or higher qualification. This figure is only 14% among Blacks and 17% amongst the Coloured population (Garson, 2004:1). The cost of illiteracy does not only affect humans; it also affects business, and the lack of education leads to loss of self-esteem and loss of livelihood, and also the emotional strains and stresses for people who try to hide their difficulties from their families. Furthermore, the loss in human dignity is incalculable, and these costs often carry over into the next generations, as illiterate parents may not be able to help and encourage their children with their schooling and literate activities. It is a vicious circle of intergenerational illiteracy that is maintained.

Unless some effective action is initiated with immediate effect, South Africa's future growth and development will certainly suffer greatly. It is painfully clear that an illiterate nation has no hope of any future success in the global economic market. The potential for achievement for an illiterate workforce is low, and the ability of its people to think and strive and take appropriate steps towards their own upliftment is unrealistic. Illiteracy is a chronic disease that can bring a nation to its knees. It is therefore important for every business, however big or small, to get involved in adult basic education in promoting the privilege to read and write amongst employees (Country Bird (Pty) Ltd. Workplace Skills Plan 2005/2006)

3.7.1 Adult Basic Education Training (ABET) and lifelong learning

Estimates of illiteracy amongst the Black population in our country vary. According to Simmonds (1990:2), the 1980 Government census suggested that 67 percent of Blacks over the age of fifteen are literate, although independents estimate that the non-literate level amongst Blacks vary from about 55 percent illiterate in 1980 to a more recent estimate of 9 million out of a total adult population of 14 million.

It is estimated that approximately fifteen million Black adults in South Africa had little or no education (Sebakwane, 1995:207), and it is a direct consequence of the inequalities in the provision of education and training. The radical difference between illiteracy rates for Blacks and Whites is a legacy of decades of unequal and segregated education, first under British colonial rule and later, under the pre-democracy period created by the National Party Government. Due to the lack of access to basic education, including literacy and numeracy, millions of South African people have been consigned to silence and marginalisation from effective and meaningful participation in social and economic development.

According to Harley (Nurss, 1998:111), based on household census data of South African adults' self-reported educational level, it was estimated that 18.5 percent are functionally illiterate in their mother tongue. According to Meyer (1999:301), Statistics South Africa stated in 1996 that it can be as many as sixteen million people or 77.4% of people above the age of twenty years potentially in need of adult basic education (ABET) (see Table 3.1). Many others have a very low level of literacy, and an even larger number of people want to attain literacy in English. This could create a problem, as South Africa has eleven official languages, presumably all-equal; and many non-literate or low- literate adults want to acquire English literacy immediately without initial mother tongue literacy.

The reason is that employers often see English literacy as the skill needed by their workers and are not keen to fund mother tongue literacy classes

(Sebakwane, 1995:207). Adult basic education training (ABET) has a key role to play in the reconstruction and development of the South African economy and society. The elimination of illiteracy must provide adults with the foundation for access to lifelong learning, to adapt and contribute to the process of social and economic development in a rapidly changing national and global order. It is important to allow learners to move between adult basic education and training. ABET, according to Meyer (1999:300), forms an integral part and cornerstone of affirmative action for redress and development. Its purpose should not be just for philanthropic reasons, but should form part of a sound business strategy. ABET is part of a national learning system which gives all citizens access to higher levels of education and training and should become part of any organisation's education and training policy and strategy.

Another major problem experienced by Country Bird (Pty) Ltd. was the low illiteracy level of the workforce on shop-floor level. The Adult Basic Education and Training Company (ABETCO) in June1998 conducted a profile assessment:

Table 3.1 Level of education amongst South African people aged 20 years and more in 1996 (Meyer, 1999:301),

Level of Schooling	Number of People	Percentage %
No Schooling	4 066 187	19.3%
Some Primary	3 512 415	16.7%
Complete Primary	1 571 774	7.5%
Some Secondary	7 130 121	33.9%
Less than full Secondary	**16 280 497**	**77.4%**

The final assessment indicated that an alarming 44% of the workforce was totally illiterate, 17% of the tested employees revealed a marginal affinity to constructive reading and writing skills, 36% were grouped into a functionally literate level whose speaking and listening skills are normally unsophisticated and is characterised by fragmented "pidgin" English. Only 3% of the employees have displayed relative comfort of the English language (ABETCO Proposal and Profile Results 1998).After confirmation of the results, Country Bird (Pty) Ltd. immediately embarked on several training interventions to improve managerial and leadership skills, technical skills and basic literacy. The process of change management is a learning intervention, which acts as a wake-up call to participants in helping them to understand the culture and organisational requirements of effective change leadership. Organisations must continually increase the skill levels of employees, personal growth and satisfaction, derived from their roles in quality performance and business growth (Hickey and Casner-Lotto, 1998:58).

The process of change must reach into the structures of the organisation and even into daily routines. In today's global business environment, success is increasingly a function of how well multi-cultural work groups within an organisation to effectively achieve common goals. An Adult Basic Education Training Programme was also urgently launched to enable employees to cope with English, enabling illiterate employees to use basic mathematics and familiarise themselves with the various life skills as part of best people practices. Adult Basic Education and Training: Project 5 ended at the end of 2002, whilst the proposed Adult Basic Education and Training Project 6 unfortunately came to a disrupted end in 2003 due to financial constraints. According to Table 3.2 it is remarkable to note that a total of 76 learners were taught English due to the fact that it is the medium of instruction in Country Bird (Pty) Ltd. as well as the South African Poultry Industry in general.

It is clear that non-conformance to any training and development intervention of human capital is devastating to any business. Rothwell and Kazanas (1994:298) state that when the organisation's corporate grand strategies call for growth in the present business or diversification into utterly new business;

training is an appropriate tool for building new skills among people already employed by the organisation.

ABET has an important role to play in the reconstruction and development of our economy and society. The elimination of illiteracy must provide adults with the foundation for access to lifelong learning, to enable them to adapt and

Table 3.2 Proposed ABET Project 6

Level	Total Learners
Pre-ABET	4 Learners
Level 1- SeSotho	4 Learners
Level 1- English	5 Learners
Level 2- English	25 Learners
Level 3- English	43 Learners
Level 4- English	23 Learners

contribute to the process of social and economic development in a rapidly changing national and global order.

(a) 3.7.2 Lifelong learners

In South Africa change is taking place at a radical speed since 1994, and it has also affected education at large. It is therefore not suprising to find lifelong learning as an active part of the new legislation.

The imperative for lifelong learning in South Africa is by its reinsertion into global economy and by the social necessities of equity and redress after years of colonialism, segregation and apartheid (Walters, 1999:217). Van der Linde (2002:511) agrees that these changes are also evident in the South African education system. It is important to understand the concept of lifelong learning, especially in the current context of democracy.

Walters (1999: 218) stated that lifelong learning is a concept. It means that learning and education are possible at any age – from the cradle to the grave. It is also integrative because it refers to learning both in the formal education system and through everyday life, either in the home, through a social movement, through work or through local community activities, and it includes formal, non-formal and informal education. The Free Dictionary.com by Fairlex (2005) states that:

i.   Lifelong learning sees citizens provided with learning opportunities at all ages and in numerous contexts; at work, at home and through leisure activities, not just through formal channels such as school and higher education.

ii.   Furthermore, lifelong learning is a form of pedagogy often accomplished through distance learning or e-learning, home schooling or correspondence courses.

Lifelong learners are active learners. They continuously seek opportunities to learn more about new ideas, trends and developments in order to improve individual, group and organisational performance. According to Schwartz (2005:21) it is important to note that learning is an investment in any business' human capital. Lifelong learners are future orientated and spend a lot of time reading relevant books and professional journals, and are people who should be cultivated and nurtured in the modern business environment (Meyer and Botha, 2000:259). It is people who could reap intellectual benefit to the benefit of the organisation. Gerber (1998:148) agrees that it is important to sow the seed and principles of lifelong learning in an organisation and to create a learning culture amongst employees.

A cornerstone of the new system is the Skills Development Strategy for Economic and Employment Growth in South Africa, which has been proposed by the Department of Labour and was transferred into legislation in 1998 (Walters, 1999:221). It is trying to realise a vision of an integrated skills development system, which promotes economic and employment growth, as

well as social development through a focus on education, training and development into legislation. The argument to promote lifelong learning through legislation is made in terms of imperatives, firstly to redress the apartheid past, secondly, to strive for social equity and, thirdly, to achieve economic competitiveness.

Learners need to be able to move between adult basic education and training and other parts of the education and training system. This will require businesses to establish applicable opportunities and the necessary mechanisms to ensure and allow constant articulation and equivalency between adult basic education training and general education through an integrated qualifications framework.

3.8 Poverty and other related socio-economic issues

After South Africa rejoiced at the overthrow of apartheid in April 1994, it is quite remarkable to note the strong sense of international disillusionment. Unfortunately, the dominant view of South Africa abroad is that of a lawless, unstable place, plagued by crime and corruption – a place where property rights are tenuous.

Furthermore, people living in South Africa have to face hindering conditions every day as people are deprived access to sanitation, clean water, education and health care. Furthermore, they must endure dangerous working conditions and long hours for very little pay. The poor hold certain physical characteristics as a result of living in poverty such as chronic illness, emotional stress and anxiety, and violence also intrudes on the lives of those living in poverty. An alarming rate of 20 million South Africans currently lives under the poverty line (Xinhau, 2001). The causes of poverty in South Africa are very severe and there is a necessity for social welfare programmes and government aid in order to help citizens regain self-control and power over their lives. With the help of special interest groups, business involvement and non-profit organisations, the poor in South Africa can receive valuable resources and education to assist them in their desire for equality.

In South Africa women and young people constitute a large percentage of the unemployed population. Contributing factors to inadequate access to employment opportunities are poverty, low domestic investment and growth patterns that do not generate large enough increases in opportunities. All these severely reduced the standard of living of the working class and the urban poor, especially women and children. Furthermore, people have had little choice when it came to choosing a field of work, especially if they are not educated, qualified or trained. Due to the industrial development, many White and Black people had migrated and settled for a job in the mining or agriculture industry, which can require long hours and hazardous working conditions. The mining industry employed a high number of workers who worked in harsh and dangerous conditions. Poverty is a vicious cycle that also involves children living in poor areas, as the adults greatly depend on them for a source of labour, added income and to take care of them later in life. The biggest threat to health is really the existence of poverty and the fact that in some areas, poverty has been gaining ground. Brubdtland, Head of World Health Organisation, argues that ill health itself actually contributes to poverty and it could lead to environmental degradation (Nemecek, 1999:29).

Another important aspect that needs to be taken is the creation of better quality jobs in order for the people of South Africa to increase their income and rise above the poverty line. The amount of training available to the poor must be increased so that the people can be skilled and receive higher paying occupations. The government should approach unemployment differently in each situation: with regard to women, the young, those highly educated with work experience as well as those people without any schooling and experience. These groups should be given individual attention so they can get the help that best suits them. (Globalization of South Africa 13/09/2004). Another aspect besides population that affects poverty is the environment. There is widespread starvation and malnutrition due to famine caused by environmental problems. The large population growth has taken its toll on the environment consequential to the destruction of natural resources, which has reduced the productivity of agriculture, rangelands, forests and fisheries

Life in the new South Africa was supposed to be better. Unfortunately, HIV/Aids, unemployment and declining foreign investments increased the country's unemployment and poverty rate and thereby intensified the social responsibility of local businesses towards their employees' needs in respect of providing for families long after such burdens should have been passed on.

3.9 Crime

The basis of the new South Africa is built on justice, as the majority of South African citizens desire a just state which will guarantee basic liberties, rule out arbitrary actions and domination, and require and assure responsible citizenship. A just dispensation in which fairness will be the point of departure, is desired.

On this basis, according to De Klerk (1991:294), the new South Africa should optimise the following objectives:

   i.   They want peace;
   ii. They want prosperity;
   iii. They want progress; and
   iv. They want participation in democratic institutions.

The political violence that buffeted South Africa prior to 1994 has virtually ended, but the rising rate of violent crimes has made the country "the most murderous country in the world", according to Ransdell (1995:1). Unfortunately the crime issue will certainly remain a greater deterrent to foreign investors than any change in the political situation. There is little prospect of any reduction in crime levels in the short term – despite President Mbeki's commitment in 1999 to crack down on crime (Bridge News, 1999:1) According to Randell (1995:2), experts attribute South Africa's crime rate largely to the country's 34 % unemployment rate, and the Government has scrapped earlier plans to redistribute wealth by nationalising industries, so the only hope of improving the lot of the country's thirty million poor Blacks

anytime soon is to attract foreign investors, although the primary concern of overseas investors is crime. Furthermore, crime is acting as a complete and grim social leveller in the South Africa.

Unfortunately, according to the author, despite the change to full democracy, the tough economic environment and the deteriorating security situation will continue to deter foreign investors.

3.10 Unemployment

South Africa is far from unstable, although the latest figures show that the average White person's income has increased since 1994, while the average Black person's has decreased, and the Black middle class, though larger than before and very wealthy, form just a small elite.

South Africa's negative image overseas is not a trivial issue. If its entire people are to have their needs met, far more foreign investment is required, and this will not happen as long as the country is viewed as a violent and unstable place. High unemployment reflects the dilemma the Government face, and they need to redress the economic imbalances of the past by building houses, improving education and creating opportunity for the Black majority. But to do this, the Government needs to stimulate growth by attracting foreign investment and deregulating the economy, not because they want to, but because there is no work (Itano, 2001:7). The similarities arise from the economic challenges shared by emerging economies with high rates of unemployment (up to 40%) and poverty (up to 50%). The need to maintain macro economic stability, increase economic competitiveness and improve public service delivery is found in South Africa. The legacy of South Africa's apartheid past remains and demands a concerted programme of economic empowerment for those previously excluded from political and economical participation. This presents a particular challenge for the business economy, much of which remains in the hands of White racial minority which accounts for only a small percentage of the economy.

The most striking difference is that South Africa has undergone a process of successful political transition and is now able to concentrate attention on the economic challenge.

3.11 Trade unions' role in business

The current role of most trade unions in South Africa is the result of several dynamic events that have occurred during the decline of apartheid. Unions were first formed as a reaction to the shocking conditions and effects of the industrial revolution. Hence unions for nearly all of their existence have been re-active, and concentrated on issues like wages, working conditions and hours.

In the forefront of all political and economic changes in South Africa is the trade union movement. Barrett and Luedecke (1996:37) argued that many South Africans believe that the role played by their trade unions in replacing the South African government, ending apartheid, and preparing for the future, has been at least as significant as the role Solidarity played in Poland.

There is a widely held myth that unions, by definition and because they represent employees, have to be against the interest of business and industry, although numerous trade union leaders have expressed their concerns about the "explosiveness" of the post apartheid era. There is increasing evidence that strong unions often assist a business to be more competitive. The prestigious United States magazine Scientific America, in an article titled "Look for the Union Label" in their August 1998 edition, outlines extensive research undertaken by Sandra Black of the New York Federal Reserve Bank, and Lisa Lynch of Tufts University, which demonstrated the following (Ogden, 1999:1):

i.   When a company pursues a high performance strategy and there is a strong union presence, the improvement will be twice as good as the company pursuing the same strategy in a non-union environment.

ii.   Where a company is not pursuing an improvement strategy and there is no union, little change takes place.

iii.   Where a company is not pursuing an improvement strategy and there is a strong union, the tendency is to go backwards.

The above findings tend to confirm other research and anecdotal evidence that a strong union, although not always the case, can contribute to productive improvement, provided that management is, for the following reasons, competent and visionary:

By pursuing higher wages and better working conditions, unions actually force management to be more competent, and also create the need to introduce new technology so they can recoup the higher costs through improved efficiency. Management tends to be less efficient in non-union businesses because they are under less pressure. The union members usually know what is happening across their industry. It can give a lead and get commitment from all the members, whereas without the union, management has to rely on working through individuals (Ogden,1999).

Unions traditionally pursue more skill for their members, and this suits modern requirements. Other research shows that union companies have less staff turnover than non-union companies, because the wages and conditions tend to be better, so employees will often stay longer at a company than most managers. Extensive surveys and studies according to Ogden (1999:2) were used as the basis for David Preetz's book, "Unions in a Contrary World", indicating that those people with a propensity to join unions that are not currently part of one, list four things that will attract them:

i.   The union is democratic, i.e. listens to and involves its members.
       That it achieved, or attempts to achieve wage increases, protection from victimisation and exploitation and a decent work environment.

ii.   Union co-operates with management for improved performance.

iii.   That it is independent from management, i.e. not a pawn of management.

Since the end of apartheid and South Africa's transition to democracy, the country's organised labour movement has lived a paradoxical reality: while being recognised as an important actor in the policy making institutions, its once impressive strength at the grassroots has seriously eroded.

3.14 Summary

It is clear that the nominated external factors that have singled out, whether as a single or combination of factors negatively impact on organisational performance. This put unbelievable pressure on business to manage this negative and detrimental effect on organisational performance. In business the task is formidable because of the diversity of it population and the impact of the external factors on stakeholders. It is clear that the nominated external factors that have been singled out by and certainly impact negatively on business performance, business practices and human resources related practices.

The acceptance of democracy in business is threefold. On the one hand are the extremists with unrealistic expectations; on the other hand is the resister to change and in the middle the realist who with consent and co-operation actively participates in business development strategy to improve organisational performance. Unfortunately, this spirit of antagonism is carried into the workplace, causing tension between the respective stakeholders, resulting in low productivity levels and low service levels. There is still much that needs to be done, as our democracy that is in place is very fragile and it is threatened on a daily basis by the spectra of external factors and by the still largely unequal nature of our society. It is therefore important to understand the all-encompassing and non-compromising influence of the external factors on ourselves and on business.

The recent South African history shows that favorable labour laws and policies can greatly improve the organising and collective bargaining successes of unions, even in the most adverse economic situations and

conditions. Unfortunately trade unions tried to exploit the principles of the respective labour laws to their advantage, and normally to the detriment of the business, resulting in poor working relationships. Another disadvantage of the labour laws is the influence that trade unions can have on the development of labour laws and policies due to their partnership with the Government. On the other hand, the Skills Development Act has been introduced to create, improve and develop the much needed worker skills to become a national contender in terms of qualified employment. The introduction of the Employment Equity Act has also introduced unreasonable expectation with regards to senior managerial positions resulting in a large number of previously disadvantaged and sometimes inexperienced people into the management of business. A vast majority of previously advantaged people has been affected directly or indirectly by the legislation and experienced some kind of reverse discrimination, putting a lot of unnecessary strain on work relationships.

The impact of HIV/Aids, poverty, crime, low literacy levels and high unemployment levels place businesses in the country under immense pressure to ensure a motivated, manageable, healthy and skilled workforce. Absenteeism due to HIV/Aids and HIV/Aids related sicknesses placed immense pressure on the day-to-day operations of Country Bird (Pty) Ltd. especially during winter. The daily replacement of absenteeism with semi-skilled and unskilled labour puts the expected daily productivity levels under immense pressure and impacts negatively on organisational performance. Due to the high volume related business it is important that Country Bird (Pty) Ltd. maintain high productivity levels on a daily basis to ensure high input and high output. It is very important that this issue is managed in a proper manner to ensure a high standard of organisational performance.

Therefore it is important to disclose and to discuss the influential impact and importance of leadership, empowerment, participative management, communication and the new role of human relation practices in organisations in Chapter 4.

<div style="border: 1px solid black;">

Chapter 4

Leadership, communication, empowerment, participative management and the new role of human resources in organisations

</div>

The focus of this chapter is leadership, communication, empowerment, participative management and the new role of human relation practices in organisations.

Chapter 4

Leadership, communication, empowerment, participative management and the new role of human resources in organisations.

4.1 Introduction

South Africa is a developing country, not a first world country. It is a changing world driven by technology and innovativeness, which brought new challenges to the world of work and the way in which organisations function.

The challenges for business in South Africa, especially Country Bird (Pty) Ltd., are the ability to remain competitive in the local arena. Profitable and highly competitive businesses are now facing the challenge of integrating and managing a more diverse workforce based on demographic integration, and the next logical organisation intercession is to investigate the impact of certain work practices on business, such as leadership, communication, employee empowerment and participative management.

It is clear that business in South Africa would have an obligation to comply with certain working practices that impact directly on business. In the effort to succeed, business leaders have to realise that an effective organisation will be one of those that have learned to manage a work force characterised by demographic diversity. South African managers should place their focus beyond immediate contingencies and circumstances. If not, all efforts in becoming a winning organisation are bound to fail. This will only be achieved if South African organisations develop the ability to make a paradigm shift embracing the characteristics of high performance organisations.

It is clear that work practices form part of the everyday business performance and represent the sum of a workforce's skills, knowledge and experience, and it is only now seen as a critical source of value for any business. Human

capital is no longer considered the sole province of misdirected effort in the organisation. The management of work practices and human capital is now a strategic responsibility increasingly shared by all business leaders.

The proper involvement and management of human capital in relationship with the current work practices is part of business planning process, and has a very key role to play in strategy and establishing processes. It is therefore important to look at the impact and influence of leadership, communication, empowerment and the new role of human resources management.

4.2 Leadership

John P Kotter has long viewed managers and leaders as two different species. According to the Harvard Business Review (Manocha, 2004:36), Kotter introduced one of "…those brand new ideas that seems obvious once it's expressed". His theory that "…while managers promote stability, leaders press for change, and only organisations that embrace both sides of that contradiction can thrive in turbulent times," was asserted in 1990 in his seminal book "A Force for Change". Gadeken (2005:10) agrees with Manocha, stating that "…leadership and management are two distinct and complementary systems of action. Both leadership and management had their own function and complementary activities, thus both are necessary for success. Managing is about coping with complexity, and it relies on fundamental skills of planning, leading, organising and controlling; leadership is a broader concept that relies on setting strategic direction or vision, and motivating and empowering people to achieve it".

The current global economy presents challenges to South African business managers, primarily because they had never been confronted internationally and therefore are under immense pressure to perform. In the face of the current adverse and difficult economic environment, it is the desire of every organisation and concern of every individual to perform better to meet the expected organisational objectives. Business leaders, especially in the breeder broiler industry that is agriculturally orientated, are facing the very

real dilemmas and problems such as inappropriate expectations from a traditionally illiterate workforce that arise in times of accelerated change. According to ABM Management Consultants (1999:5) the trust relationship between the different races in Country Bird (Pty) Ltd. seems to be very sensitive and such labour intensive organisation desperately needs to thrive and allow its leaders to increase their own awareness of the process for change and their own capacity for versatility of action. However, for any organisation to be successful in achieving its objectives, important elements include the achievement of productivity through good leadership and effective management of people, together with their commitment to and involvement with the organisation (Lwehabura and Matovelo, 2000:263).

Today organisations require both managers and leaders to be effective. Unfortunately there is a distinct difference between managers and leaders, although certain individuals can perform both duties (Hudson, 2001:106). Grace Hopper, inventor of COBOL, distinguished very clearly between leadership and management stating that: "You lead people, and you manage projects" (Goldschmidt (2004:51). Thus, management becomes primarily concerned with efficiency in performance, whereas leadership is effectiveness in reaching towards the vision. It is clear that there is a fundamental difference between leaders and managers (Gokenbach, 2003:8). Leaders foster changes and create an environment where change is the norm, whereas managers stabilise the organisation and assure that the change are well implemented, even though the context in which business is conducted is constantly changing.

On the other hand, ME96 (2005:1) states that leadership is just one important component of the directing functions. A manager cannot just be a leader; managers also need formal authority to be effective. For any quality initiative to take hold, senior management must be involved and act as a role model. This involvement cannot be delegated. Lauer (2003:30), however, states the following: "There is a distinct difference between a leader and a manager. A manager supervises, while a leader makes things happen. But a really smart leader recognises his shortcomings and makes sure he brings his executive

team the very best managers he can find to ensure things run properly. He also makes sure he gets out of their way so that they (managers) can do their jobs."

The management of organisations are currently realising that the critical success factor of business is based on leadership and not management anymore, and leadership is about creating an environment within the organisation such that all employees are able to maximise their full potential in meeting business objectives. Uncertainty in any business leads to mismanagement and harbours significant dangers and risks. This normally leads to non-effective management practices, lost opportunities and unnecessary expenses that could impact negatively on profitability and places any business at significant risk. According to the author it is clear that poor management of people normally represents one of the greatest and most universal risks, while effective management practices and leadership skills serve as the most significant controls in any enterprise.

Unfortunately, leadership and management are two opposing styles of employee supervision actively used within today's business world, and it is important to determine which one is most effective in business (Kumle and Kelly, 2006:11). Although leadership and management may be similar in a few ways, they have many very distinct differences, yet they are both important to a successful workplace (Kotterman, 2006:13). Taking into consideration the transformation change that has taken place in Country Bird (Pty) Ltd. since 2000 to 2006, it is important to demonstrate what can be accomplished with the setting and implementation of using leadership skills to improve organisational performance. According to Stanley (2006:31), managers and leaders are two different types of people. He adds that conditions favourable to the growth of the one may even be detrimental to the other, and suggests that they have different attitudes towards their goals and careers, and form different relationships with others. This can lead to conflict, confusion, challenges to the organisation's culture and beliefs, or ineffective leadership and management, leading to diminished organisational effectiveness, or even a dysfunctional business unit, and therefore poor service excellence.

Effective management has four primary functions, namely the traditional principles of planning, organising, leading or directing and controlling principles. Stanley (2006:32) believes that managers' goals normally arise out of necessity, rather than desire. They excel at diffusing conflict between individuals or departments, placating all sides while ensuring that an organisation's day-to-day business is done and aligned with the business' strategy. Normally, according to Sawyer (1998:33), any deviation or deficiency a manager encounters results from the violation of some of the applicable management principles. On the other hand, while managers like to work with people, they tend to maintain low levels of emotional involvement and can refrain from assuming that the meaning of events can be understood. Fortunately today, management and complexity are co-dependent and management has evolved, because without it, large organisations and complex enterprises tend to become chaotic, and good managers normally bring order and consistency to the quality and profitability of the business. Kotterman (2006:14) agrees, stating that managers have a narrow purpose and try to maintain order, control, solve problems, stabilise work and organise resources and finally produce standards, consistency, predictability and order. On the other hand, Kumle and Kelly (2006:12) stated that management is the judicious use of means to accomplish an end through the power of a small group of people instead of total team input. Although management are critical of failures and expect only success, this A-style type of leadership empathises with no one, trusts no one and will sacrifice anyone. They are normally conducting a mission of personal success and have no passion for the total team's success.

One of the key elements to any successful organisation is the people in positions of leadership. Leadership skills are important, as it is vital in an organisation to ensure that people's values are fully reflected in the resulting business plans, and that they establish direction to the business. Riches (1997:24) define leadership as: "The art of mobilising others to want to struggle for shared aspiration". Robbins (1991:354) agrees, stating that leadership has the ability to influence a group towards the achievement of goals. Kotterman (2006:14) states that leaders normally produce the potential for dramatic change, chaos and sometimes even failure. Leadership, on the other hand, is about coping with change and even, to some extent, creating chaos.

Leadership is about creating such an environment within the organisation that all employees are able to maximise their full potential in meeting business objectives (Allen, 1995:4). Very important is to note that leaders motivate, console and work with people, keep them bonded and eager to move forward. According to Stanley (2006:32), this means setting direction, aligning people, setting direction, motivating and inspiring people, employing credibility, anticipating and coping with change, adopting a visionary position and communicating it to everyone and keeping people on track when times are tough.

Most of the successful executives, including the current Managing Director of Country Bird (Pty) Ltd., Mr Izaak Breitenbach, use a collection of distinct leadership styles – each in the right measure, at just the right time to lead their executive team members and the organisation in the correct direction. Unfortunately it could not been said of all of the current executive team members. An autocratic leadership style is still evident amongst some of the executive team members in Country Bird (Pty) Ltd., as the combination of A-Style and B-Style is not part of their framework of reference. In the South African context OIM (Senior Leadership Development Programme, Leadership Philosophy, 2000:12) define A-Style and B-Style Leadership as follows:

i.   A-Style Leadership is commonly known as your authoritarian management style where the leader is dictatorial, making decisions without interaction or consulting with subordinates or followers.

ii. B-Style Leadership is commonly known as your participative management style where the leaders involves and consults his/her subordinates or followers, but after this interaction / consultation, s/he makes the final decision which, because of the preceding interaction, is likely to be understood by his/her followers, even if some, or many, may disagree.

Total flexibility towards the combination of the two leadership styles is tough to put into action, but it pays off in performance and it could only be put in practice with the necessary paradigm shift and leadership training, and even better, it can be learned. According to Goleman (2000:87), "leaders who have mastered four or more – especially the authoritative, democratic, affiliative and coaching styles – have the

very best climate and performance, and the most effective leaders switch easily between the leadership styles as needed. They are exquisitely sensitive to the impact they are having on others and seamlessly adjust their style to get the best results".

In business, as currently experienced in Country Bird (Pty) Ltd., hardships and business crises can be especially powerful triggers for self-insight and lessons in handling obstacles and loss. It is clear that both leadership and management are necessary for complex organisations to function properly. In order to develop more efficient organisational and business unit management, the author herewith indicates that it is about time that Country Bird (Pty) Ltd. combines leadership and management functions to ensure that all levels of management know when and how to apply each set of characteristics for any given process and to communicate it accordingly.

4.2.1 Management style: Country Bird (Pty) Ltd.

The current management style in Country Bird (Pty) Ltd., the company in question, differs widely from the previous management style, due to continuous change in management (ABM, 1999:4). Prior to November 1999, the management style was based purely on traditional, positional and autocratic principles. Country Bird (Pty) Ltd. changed successfully during 2000 from a traditional autocratic management style to a more leadership-orientated style. In middle November 2001, Senwes Limited decided to dispose Country Bird (Pty) Ltd. due to major restructuring and return to its core business. The Pioneer Group, based in the Western Cape, was very much interested in Country Bird (Pty) Ltd. and entered into a dual diligence. Unfortunately, in early March 2002, the Pioneer Group of Companies informed the Senwes Board of Directors that they were not interested in buying Country Bird (Pty) Ltd. This vote of no confidence by the Pioneer Group led to an exodus of executive, senior and middle management in the first quarter of 2002 (Country Bird Monthly HR Report, April 2002).

In late November 2002, the Managing Director from a previously liquidated poultry company was appointed to manage Country Bird (Pty) Ltd., leading to the total downfall and mismanagement of the business. After thirteen months of a disastrous spree of mismanagement resulting in the worst financial loss in its history. The Managing Director left Country Bird (Pty) Ltd. for the Middle East and fortunately, Country Bird was purchased by a Zimbabwean entrepreneur late during 2003 saving the employment of 1500 people at that period of time and thereby evoked the existence of Country Bird (Pty) Ltd. in the South African poultry industry. During late 2004 a new Managing Director was appointed (Country Bird Communiqué, 03 December 2004).

For the purpose of this study it is very important to look at the difference between managers and leaders, as leadership is going to play an important role in the survival and success of Country Bird (Pty) Ltd. in the medium size breeder / broiler chicken industry. Unfortunately, due to the continuous change of management, it is evident that the majority of junior, middle and senior management members have been caught up again in the traditional top-down management style; flexible leadership was not part of their framework of reference, as they could not differentiate between management and leadership anymore. It is vital in any organisation to ensure that people's values are fully reflected in the resulting business plans (Allen, 2002:16). Riches (1997:24) defines leadership as: "The art of mobilising others to want to struggle for shared aspiration". Robbins (1991:354) agrees by defining leadership as the ability to influence a group towards the achievement of goals.

Leadership is about creating an environment within the organisation and enabling employees to maximise their full potential in meeting business objectives (Allen, 1995:4). Goldschmidt (2004:51) supported the fact that management and leadership have to work together. However, management without leadership becomes uncreative and archaic. It is therefore important to strike the correct balance between management and leadership. Most effective executives use a collection of distinct leadership styles – each in the right measure, at just the right time. It is fundamental that leadership has to

involve an amalgam of skills, by definition, it is almost impossible for any individual to exhibit these with equal ability (Grant, 2004:28).

In order to understand the different leadership styles, all managers and supervisors in Country Bird (Pty) Ltd. underwent training in 2000 in respect of the following five leadership/decision-making style/situations (OIM Senior Leadership Development Programme, Leadership Style, 2000:12):

i.   A-style leadership / decision-making situation: The leader is dictatorial, making decisions without interaction/consultation with subordinates or followers.

ii. B-style leadership / decision-making situation: The leader involves and consults his/her subordinates, but after this interaction/consultation, the leader makes the final decision,

iii. C-style leadership / decision-making situation: The leaders after interaction/consultation, normally accepts/endorses the wishes of the majority (at least "50% + 1" or, depending on circumstances, the biggest minority, or group of minorities) of his/her subordinates or followers.

iv. D-style leadership / decision-making situation: The leader, after interaction/consultation, accepts the wishes of a substantial majority (i.e.: anywhere between "50% + 1" and 100% depending on the rules in each particular situation) of his/her subordinates or followers.

v.   E-style leadership / decision-making situation: The leader after interaction/consultation, with his/her subordinates or followers act on the basis of complete (i.e. 100%) consensus.

The leadership/management changes in Country Bird (Pty) Ltd. came as a tremendous culture shock to employees when it changed from a transformed A-style to B-style to a laissez fair cum A-style to a cum "no"-style in a period of 4 years. The continuous change in leadership style was totally unfamiliar to employees. It happened that the majority of the middle management and junior leaders were convinced that leadership by threats and fear produces more output and more profits. Management is seen to be far removed from

work practices and is not always trusted by employees. Resistance to change was more than evident up until further management and supervisory training was conducted. In business, as experienced in Country Bird (Pty) Ltd., hardships and business crises can be especially powerful triggers for self-insight and lessons in handling obstacles and loss (Riches, 1997:25).

4.3 Communication

With the rise of globalisation, national, trans-national and international alliances, cross-culture joint ventures, mergers, acquisitions and networks in a variety of domains have become commonplace. With all of this activity the author supports the fact that a new paradigm of diversity management is needed to harmonise communication and to lead organisational cultural development in Country Bird (Pty) Ltd. In order to establish and maintain a broader leadership prospective in the South African poultry business, Country Bird (Pty) Ltd. will have to ensure mutual understanding of diversity and the notion of service excellence to enhance organisational performance.

Managing diversity is essentially a matter of managing knowledge as a cultural imperative, and the point being made here is that culture is dynamic in both political and business alliances, and methods of communicating differences certainly influence the politics of local, national and global management. It is important when discussing intercultural and cross-cultural communication that the indigenous people of any business are included in discussion and hence in the workforce. Allert (1999:3) stated that the rise in status and increase in financial holdings by indigenous people in a country throughout the world has seen a need for non-indigenous people not only to recognise this phenomenon but to better understand the situation and learn to build relationships that are capable in sustaining business alliances between the two. In order to build a successful business formation it is important to ascertain the level of consent needed by the business partners for a culturally congruent relationship.

In 1999 the executive management team of Country Bird (Pty) Ltd. realised the advantage of the phenomenon of cultural diversity, and decided to advance on a culture transformation intervention to ensure better understanding and communication in general (Country Bird Strategic Planning Session, 24-26 October 1999). This intervention led to the implementation of a formal communication structure. The implementation of the structure and system allows communication to take place in the presence of a cross-cut of stakeholders, like all other organisational functions, and prevents communication from taking place in a vacuum; nor is it likely to be practiced using one technique to address one issue in isolation from other issues surrounding an organisational matter. The communication system became the central nervous system with regard to informing employees about strategic issues, operational requirements, production targets, occupational health and safety, and other ad hoc issues. Landes (2001:20) supports the importance of communication in business stating that communication is the central nervous centre of the organisation, and the ones that perform best are those that successfully link everyone into a real-time, interactive network for sharing information and knowledge.

Internal communication is too often taken for granted, even though the internal audience is vital to any organisation's real, lasting success or failures. Effective communication is definitely the central line of any organisation, especially when managing a diverse workforce.

4.3.1 Communication as a strategic business issue

Communication forms a critical part of any organisation's strategic planning and it is total failure to place communication into a reactive role instead of a proactive stance. However, the strategic challenge for managers is to use it as an enabler rather than regard it as the answer to effective communication in a knowledge-based organisation.

Holtzhausen (2002:34) stated that: "One of the challenges for creating a more democratic work environment through communication practices would be to

structure participation. The following three aspects for improving effective organisational communication is firstly, the quality of the information itself; secondly, identifying responsibility for information and establishing ownership; thirdly, communicating knowledge and information through appropriate means, including verbal, print and electronic media. Although a formal communication structure was introduced in Country Bird (Pty) Ltd. in the year 2000, several managers were still reluctant to communicate. The reasons could be a resistance to change and maybe non-assertiveness. However, as stated, there is still the perception that communication is a misunderstood discipline, although "…many regard communication as a basic, straightforward management tool, it is actually one of the most complex aspects of managing a diverse workforce" (Arai, Wanca-Thibault and Shockley-Zalabak, 2001:452). Research has revealed that a major challenge for achieving effective communication in practice lies in promoting cultural change in the organisation (Dhillon, 2001:178). The process of cultural change is crucial to developing positive attitudes to information generation, and communication must focus on the people in the organisation.

With the world becoming more economically, politically and socially interdependent, the importance of integrating intercultural communication into business increases every day (Morrison, 1991:140). According to Westwood and Ishiyama (1990:163), interpersonal sensitivity and communication skills are essential, but are especially important in the domain of cross-cultural discussions. During formal communication sessions it is suggested that individuals have an obligation to identify what they have in common with others, e.g. supporting the same football team, etc. Communication sessions improve opening new avenues of two-way communication between supervisor and employee, between top management and employees and within work groups where teamwork is essential (Manzini and Cridley, 1986:23).

Unfortunately, considering the diversity of the South African workforce, it is, according to Foote (2001:36), evident that employees are people with a high need for security, as resistance threatens their feelings of safety and power

base. Major changes have taken place in South Africa during the last ten years in terms of democracy and brought along change in the workplace, especially the poultry industry that forms part of the traditional and conservative agriculture sector. Unfortunately, some of the changes came as a shock and brought along resistance. Gosteli (1997:40) stated that resistance to change relates to an individual's understanding of survival, but people fear that change will worsen their survival, not improve it. People normally fear resistance because they feel uninvolved in the change process - especially when it is being forced upon them and if they had no involvement in the process. Changes in operational requirements, legislation and ownership of business could also encourage people to resist change if they fear having to learn something new and they simply fear the unknown and doubt their ability to adapt to it.

The following four barriers, according to Geddie (1994:12), could have a negative tone towards effective internal communication:

i.   Failure to recognise that communication must be integral to strategic planning, because lip service is not good communication.
ii. Failure to communicate hard issues candidly, thus eroding commitment, credibility and empowerment.
iii. Failure to trust employees and management.
iv. Failure to kill the belief that power comes from hoarding information.

Communication and information sharing is important when employing a diverse workforce (Sunoo and Boles, 1997:16). The first secret to empowerment is sharing information as it creates trust. In a culture of sustainable excellence, management and employees have to be kept informed about key issues and problems on a regular basis by making use of Stakeholders' Forums, as in the case of Country Bird (Pty) Ltd. during 2000. It is important that the correct information is communicated during such forum meetings. On the other hand, when employees lack data about costs, profits, losses and business plans, they cannot understand fully how they can contribute ideas for change and improvement. In such cases communication

is normally autocratic, and any participation that occurs is likely to be only marginally effective. When business information is shared, highly empowered employees should put company-significant information in a broader context. It happens normally when employees are included early in business planning, that they are more likely to trust management's intentions (Hickey and Casner-Lotto, 1998:58).

It is important to keep communication open, honest and effective, and practicing it hand-in-hand with trust. Communication and information sharing are absolutely inseparable, especially when changes in establishment roles, responsibilities and relationships are creating uncertainty. In this sense, important to note is that people without information cannot act; but people with information cannot help but act (Blanchard, 1996:2). Hence, information sharing is vital to trust, as in democratic environments there will be a communicative link between participative decision-making, openness, trust and supportiveness (Holtzhausen, 2002:34).

It is important that both employer and employee must be engaged in the flow of information, both in the initiation and receiving of information. Holthauzen (2002:34) stated that employee involvement in decision-making is essentially characterised and enhanced by superior-subordinate communication, as the flow of Information should be rich and moving in multi-directions so that all members are aware of what activities are being accomplished, what goals are pursued and what problems are encountered. The main purpose with a structured communication system is to mobilise available talent to get the best solution to any problem by involving the relevant people who can make a difference in problem-solving (OIM Employee Involvement and Communication, 2000:5).

In this sense, communication connotes obvious and formal channels such as newsletters, brochures, bulletin boards, policy statements, and addresses by senior management in respect of every aspect of explicit messages about the organisation itself and employees' place in the organisation. Normally, when a company has a strong culture, the communication practices send

compatible messages about its values, mission and sense of identity to the community and clients. In general, information is viewed as a source of power that allows employees to have a more macro perspective of where the current organisation fits into the greater poultry industry in respect of strategy, size, performance, effectiveness, profits and many more. Furthermore, Savia (2001:11) categorically stated that these types of open channels or forums provide open and equal communication between employer and employee to obtain maximum effectiveness from both sides.

Hickey and Casner-Lotto (1998:59) cite the following examples of organisational communication:

i. Eastman Kodak's precision manufacturing division in the United States of America holds "town meetings" in which all employees meet to hear plans and discuss strategies. The meetings have been led by senior managers followed by an open forum in which employees can express their opinions and raise issues. A newsletter provides ongoing information and how the division is living up to Eastman Kodak's Five Values, namely respect, integrity, trust, credibility and continuous improvement, and how well the company is satisfying customers, employees and shareholders.

ii. At Miller Brewing, also in the United States of America, management share all relevant business information, including sensitive financial and competitive data. The information is disseminated through daily or annual meetings of teams down to plant-floor level. A reduction in hierarchy from seven to four levels has made communication much easier. In addition, an elaborate feedback system gives individuals and teams information from customers, managers, peers and staff members.

iii. ABB Industrial Systems used employee surveys to check the progress of its five-year transition to a team-based participation system. When the surveys found that employees were frustrated by too frequent team meetings, unrealistic goals and time demands of the team approach, a facility-wide newsletter was launched to provide more accurate

information and foster understanding of the changes. After five years, a survey found that 76 percent of the employees favoured the team approach, compared with only 40 percent in a previous survey.

For the purpose of this study it is important to view the formal communication system that was introduced in Country Bird (Pty) Ltd. in 2000 (Stakeholders Forum, 24 May 2000). The pattern was basically as follows:

The Managing Director informed employees during the Stakeholders' Forum meetings about strategic, production, operational, financial and marketing achievements and other relevant operational requirements such as expansion projects and perhaps also the restructuring of different departments. The different business unit managers would then via each department's InvoCom inform the respective heads of departments accordingly, and then it was broken down to shop-floor level. InvoCom is the communication system based employee involvement in problem solving issues and to keep them informed with regards to the company and unit's performance. Continuous auditing and monitoring has taken place in the first two years since 2000 with ongoing training to improve the necessary communication skills. Unfortunately, the auditing and monitoring process came to dramatic stop due to financial constraints, although certain business units did carry on with a merely half-hearted attempt.

Business leaders have to understand the value of keeping the workforce informed, and also that there will be more support for end results when involvement in decision-making takes place at every level and the leaders want to help make that happen. It is obvious that effective management and employee communication is an advantage in a wide variety of areas, ranging from loyalty to building credibility with the workforce. Managers and employees should also be sensitive towards cultural diversity issues, as mistakes and misinterpretations could have a negative effect on internal communication.

It is clear that success with such transformation does not happen overnight. In order to achieve success the author herewith indicates that all levels of employees must be educated and trained in effective communication skills and feedback techniques, as well as in business plans and business concepts, so they know that their increased participation will require major changes in roles and responsibilities. Only then can the strategy be aligned with the business goals, according to the author.

4.3.2 Communication – the anatomy of persuasion

It is the dream of every organisation to get what they want and to get employees to behave the way they want them to behave. The ability to send a clear, concise message and to listen effectively often spells the difference between successful business relationships and lost productivity.

Unfortunately, internal communication often falls prey to two major myths. The first is that intangibles cannot be measured, and the second is that even if it's possible, measurement is expensive (Sudhakar and Patil, 2006:32). Furthermore, the lack of quality communication from management can result in poor cooperation, lower productivity, negative undercurrents, gossip, rumours, increased labour turnover and absenteeism (Adkins, 2006: 28). This is true, even though management has communicated its intent through specifically designed messages or even a carefully designed communication strategy (Klein, 1996:32). On the other hand, it's a bit of a paradox, but effective managerial communication begins not with the needs or agenda of management, but with the needs of good leadership (D'Aprix and Gay, 2006:37). The employee experience is the starting point, because good leadership requires an understanding of what life is on shop-floor level. Sudhakar and Patil (2006:32) agree, stating that the first step is to look at your various modes of communication through the eyes of your target audience, namely employees.

Communicating during times of significant organisational change could complicate the situation further, as change takes people out of their comfort zones, and the first reaction is one of irritation, strong curiosity as what the

change is all about. It is clear that communicating with employees has become a business imperative, part of the organisation's strategy. A communiqué that either reaches, or fails to reach employees, affects their productivity and loyalty, and has a definite effect on the bottom line, positive or negative. According to Fatt (1998:22), to effectively persuade the target listener, the organisation must have a clear communication purpose, be thoroughly prepared but flexible enough to deal with problems that may arise, have a comprehensive knowledge of the subject so as to be able to deal with any questions, and have sufficient communication skills to get the message across. Sudhakar and Patil (2006:33) states that better informed employees feeling more engaged and contribute far more to the organisation's success.

During the quarterly Stakeholders Forum (Workplace Forum) held at Country Bird (Pty) Ltd., the executive committee members have to conduct a result and problem-orientated departmental presentation to the Stakeholders Forum based on the applicable key result areas and key result indicators (Country Bird Stakeholders' Forum Agenda, 22 March 2000). At the end of every presentation, the members of the Forum are given the opportunity to pose work-related questions to the executive members. As a persuader the presenter may be a fine communicator, but without knowing what it is that you want to communicate, and in what way, the presenter will merely have an audience or a listener who is impressed with your communication skills, but not inclined to believe your departmental performance. The success or persuasion to any positive or negative change strategy depends on how well employees commit to changing their behaviour, consistent with the changing needs and goals of the organisation.

Currently, the poultry industry is bombarded with the import of cheap frozen poultry products from Brazil, and an unexpected high increase in feed prices putting enormous pressure on profitability. Business strategy is always a reaction to market-place requirements, and the communication task is to connect the two ends of change – the market-place need that compels the change and the strategic response to that need (D'Aprix and Gay, 2006:38). It is important that management explain to employees the changes the

leadership must make inside their organisation by invoking the market forces that are threatening their futures and the organisation's future. Employees need to understand that the organisation cares for them, that their opinion matters, that their involvement is respected, and that the company takes action on the input they give, thus the communication system plays a pivotal role in this aspect (Sudhakar and Patil, 2006:35).

Furthermore, change communication must be proactive and not reactive. The communication system must be a disciplined, perpetual system with a clear explanation of all the critical issues, possible tactics, proposed operational requirements, changes and defined roles, responsibilities and accountability, all aligned with the overall strategy. Truly spoken, communication is a leadership responsibility and cannot be delegated (D'Aprix and Gay, 2006:39). Unfortunately, the dilemma is that senior leaders are often too fearful of communication and see more risk than gain. Managers have to understand the importance of communication, as well as the negative consequences of corporate silence. The hierarchy of authority is important, as people expect to hear important, officially sanctioned information from their immediate supervisor or manager (Klein, 1996:35). The implementation of a communication system requires governance if they are to work efficiently, and communication is no exception in this regard. A communication system requires agreement on roles and responsibilities, as little happens in any organisation without responsibility, accountability, measurement and consequences.

It is important that managers realise that communication is a two-way street: giving information and getting feedback. Adkins (2006:28) again stresses the importance that a manager should analyse whether the message is clear each time a communication session is taking place or an instruction is given. The structure of the message is vital to its success, as the structure can help guide the attempt to coherence as the style and word selection of the message has to be selected to fit the comprehension level of the applicable audience. Sudhakar and Patil (2006:36) categorically support the fact that

those messages need to be targeted towards the different audiences to grab their attention. The bottom line is that leaders in an organisation are permanently bound and engaged in the all-important task of communicating, it is a deliberate, never-ending process (D'Aprix and Gay, 2006:39). There is no ending, no finishing line to the communication process; it is a never ending process to keep employees informed or to persuade them accordingly.

Management must keep employees totally informed regarding internal and external factors that may impact or change the strategic plan of the company. The South African poultry industry is very volatile in respect of feed price increases; the import of foreign chicken products and changes in the health status of live chicken. Employees must fully realise and understand the risk factors in the industry as well as the reason changes are taking place in certain circumstances. A fully informed employee does not need a lot of persuasion in respect of directed changes due to the impact of external and internal factors, and that is why a dedicated communication system is so important.

Due to the previous success of internal communication in Country Bird (Pty) Ltd., the author again stress the importance to guarantee the continuation of the internal communication system in all aspects of management levels, as an informed work team will increase the synergy of employee involvement in problem-solving, empowerment and participative management.

4.4 Empowerment and participative management

Since the beginning of the 1980s many organisations sought the principles and the implementation of participative management. Unfortunately, as stated by Mr Tjaart Minnaar, an OIM Consultant, during the Country Bird Strategic Planning Session, 24-26 October 1999, many organisations' efforts were not sufficient due to some critical problems that contribute to low morale, stress and high labour turnover stemming from a lack of employee involvement in the decision-making process. Faced with today's dynamic and competitive environment, manufacturing enterprise succeeds by relying significantly on

using the workforce's entire capacity to generate new ways of working and to make relevant and timely decisions.

It is therefore important to introduce effective practices such as employee involvement, satisfaction, quality improvement, service excellence and productivity enhancement in organisations. According to Pun, Chin and Gill (2002:95), an emphasis on strategic management thinking has recently shifted away from industry structure and competitive positioning toward internal, firm-specific factors within strategic groups such as culture, capabilities, administrative skills, reputation, know-how, learning, process improvement and organisational climate. In the case of the poultry industry, the split has arisen from their differing emphasis on key result areas and key result indicators, involving human resources productivity. By no coincidence, the past decade has definitely witnessed and assumed the remarkable spread of employee involvement and participative management in the poultry industry in the Free State. During 2000 Country Bird (Pty) Ltd. introduced a very successful culture and employee involvement transformation intervention (Country Bird Strategic Planning Session, 24-26 October 1999).

Empowerment of employees is the extent to which organisational participants have senses of personal power, and control has become recognised as critical to their performance and wellbeing. Changing organisations and the views individuals hold is neither simple nor easy, as people tend to cling to old vies and ties (Coresentino and Bue, 1993:10). Unfortunately, there is still the widespread belief under managers that to empower subordinates is to abdicate total power. According to Pojidaeff (1995:45), most managers and supervisors are fearful of change that breaks down hierarchical structures, empowers workers and disperses control. They sense and experience the loss of power, control, prestige and esteem due to totally misunderstanding the concepts of participation and empowerment. Giving up power and control is in most cases a very difficult transition for management. A definite way to overcome this misconception is to make sure that managers who empower their employees are not blamed for their people's failures, nor ignored when their people succeed. On the other hand Ward (1997:21) indicated that

participative management also has its problems, as employees often feel let down when their ideas are not implemented, and management can grow weary of suggestions they cannot implement, because the suggestions are not practical.

It is important to note that proper empowerment contains good balance of accountability and management support, and involves decisions about how work is to be done in existing systems and decisions on / or changes to improve those systems. A truly participative organisation is characterised by work systems that are structured to make employee involvement ongoing; and therefore represents the catalyst in any quality change process (Country Bird Strategic Planning Session, 24-26 October 1999).

4.5 The notion of employee involvement in Country Bird (Pty) Ltd.

Employee involvement is, irrespective of the industry, totally concerned with the extent to which employees participate and influence managerial actions through interaction between management and themselves. Participative management is a process where subordinates share a significant degree of involvement in problem-solving power with their immediate superiors. This is a total departure from the paternalistic and bureaucratic philosophy that once prevailed, especially during the 1980s and late 1990s in Country Bird (Pty) Ltd., and thereby ensures employees acting professionally at work within the ambit of their authority (Country Bird Management Review, 2001).

The trend towards employee involvement has meant a redefinition of the employer-employee relationship, and for many organisations, a fundamental change in company culture, especially in the traditionally conservative poultry industry. Recent studies, according to Pun, Chun and Gill (2001:96) suggest that there is a positive correlation between high levels of employee involvement and both company productivity and long-term financial performance. During the First Country Bird Key Leadership Summit that was held at the end of January 2000, a lot of time was spent to create more understanding of each other's cultures and different views, and to better

understand business and leadership principles. Furthermore, it was also stated that every employee present at the summit indicated that they wanted a better life for themselves and for their families, and that it could only happen if they worked together to make it successful. This was the beginning of different synergies, as employees could associate their goals in life with that of the company. According to Corsentino (1993:10), when employees identify their personal goals with the goals of their organisations, they release an enormous amount of energy, creativity and loyalty. Important to note is that under normal circumstances, the essential basis for employee involvement revolves around team work, as successful teams normally provide a natural way to organise (Sunoo, 1997:16).

The correct management of employee involvement enables employees to act and to work within their scope, respond positively to solving problems and suggest feasible alternatives. Under normal circumstances employees should respond more positively to changes in departmental operations when participating and being fully involved in the problem-solving process. Employee involvement is a means to drive business towards enhanced employee satisfaction, product and service quality and eventually increased productivity. Pun (2001:96) argues that employee involvement is one of the dominant elements of world class manufacturing that can make both small and large companies competitive in the global market. Organisations should transform themselves to a new paradigm shift for management, and change their structure and management systems that involve employees in problem-solving and decision-making within certain parameters.

Unfortunately, the building of an integrated culture in the process of transforming an organisation is a long-term and continuous effort. It is very clear that continuous improvement is not a destination, but a long journey made possible only through participation of all stakeholders. It is therefore necessary to experience the process of employee involvement that was implemented in 2000 in Country Bird (Pty) Ltd., but according to the author diminished substantially since 2002 onwards due to ongoing changes in

senior management (Country Bird Memorandum, Issue: Stakeholders' Forum, 10 March 2003).

Any employee involvement prior to 2000 in Country Bird (Pty) Ltd. was very limited. Employee involvement in problem-solving and decision-making did not exist mainly due to the non-equipment of problem-solving skills and participative decision-making skills. That was, according to ABM (1999:3), the result of a perceived loose structure and the lack of participative management, which created a silo effect that stifled good corporate governance. Up to 1999 most managers and supervisors at Country Bird (Pty) Ltd. feared the fact that they would lose control when involving employees in problem-solving and decision-making issues, due to the fact that such employees were not familiar with or trained how to implement and facilitate such a process. Managers would rather convert to unilateral decision-making and expect employees to accept and follow their decisions as it is a threat to traditional management roles as well as job security (Pojidaeff, 1995). In this case many conventional managers would see employee involvement as giving away total control (Pun, 2001:96). Narrow-minded managers are fearful of change, as it may break down hierarchical structures, empower employees and disperse control.

On the other hand, conservative managers and supervisors would normally choose between a safe and easy position of direct authoritative leadership and the far more risky, but infinitely more effective principle of employee involvement in the decision-making process (Corsentino and Bue, 1993:11). Blanchard (1996:2) indicated that empowerment is not giving people power, but allowing them to use their power in the correct manner. As in the case of Country Bird (Pty) Ltd., an authoritarian approach to problem-solving normally results in managers slipping into a condescending or vertical communication pattern, and during such events employees normally perceive a motive of manipulation and resistance to change. The non-conformance to employee involvement in problem-solving issues leads to other human-related problems that have a negative effect on work performance in Country Bird (Pty) Ltd. Rabey (1994:134) supports the fact that work groups accomplish increases

when they operate as teams that take responsibility for their own performance. It follows that they should be more involved in problem-solving and decision-making.

During the culture intervention in 2000, Country Bird (Pty) Ltd. reverted to participative management through employee involvement. In the case of Country Bird (Pty) Ltd. the principle of participative management and employee involvement was based on a philosophy which demands that input and accountability are extended to the lowest level appropriate to the decision being made (Holland, 1995:58). Unfortunately, organisations do recognise the need for participative management, but are reluctant and afraid to implement the core principles and to provide a truly participative working environment, as: "…. the process is still being managed and controlled at the top" (Pojidaeff, 1995:47). It is clear that total participation on the side of employees should not abolish management. Employees should be trained and prepared to make decisions and to suggest improvements that directly affect their work, a combination of responsibility and accountability. A fundamental aspect of employee participation and employee involvement is acquiring a basic understanding of the on-the-job needs of employees, as business will otherwise not be able to generate the personal commitment of employees that is necessary to meet the goals of the organisation.

It is evident that when individuals become involved in problem-solving processes, they become more sincerely committed to generating solutions, and the result is a release of an enormous amount of energy, creativity and loyalty. Continuous improvement and involvement has to form the basis of any such endeavour. Involvement, in this sense, means full and total participation and is the only way to success, either individually or as teams (Goodnight, 1995:98). According to Morgan (1997:36), De Bono said that management must make it clear that creative thinking is expected from all employees, and in so doing management will reduce the risk of creative thinking or new ideas for individuals. The InvoCom-system that was introduced in Country Bird (Pty) Ltd. in 2000 gave employees the opportunities to table their creative ways of thinking and to involve them in

problem solving matters. When a problem emerges, employer and employee should be encouraged to produce a recommendation for resolving it due to the huge amount of talent available in the workgroup (Rabey, 1994:135). This means the manager or supervisor is allowing and enabling employees to participate in decision-making, but the manager or supervisor will still be held responsible and accountable, and therefore decisions must still be the best possible.

The foundation of participation is planning, joint decision-making and definition of objective through employee involvement, as it emphasises individual participation in planning (Holland, 1995:59). The manager or supervisor is responsible for the employee or team's training and development, assuring the necessary capability of making decisions during participative management. Employee participation and involvement is more crucial now than ever before, and could only happen due to a holistic and synergistic approach of quality and commitment. An effectiveness decision-factor could be determined by weighing up the mentioned dimensions and multiplying them as follows (Corsentino et al., 1993:10):

> "A supervisor makes a quality decision – a perfect 10 on a 10-point scale. However, for various reasons, employee commitment to the decision is low - a 2 on a 10-point scale. As a result, a relatively ineffective decision is established (10 x 2 = a fairly low effectiveness factor of 20). Consider that in the same matter, the supervisor involves employees in the decision-making process. The quality of the decision is compromised somewhat (dropping from 10 points to 7), but the commitment to it increases substantially (from 2 points to 8). In this case, the effectiveness factor (8 x 7) is a much more acceptable 56 points. This means that the decision may not be as good, but it is almost three times as effective on a nil to 100 scale."

Lawler III (1999:18) supports the above statement that moving decision-making power down in organisations is at the core of what employee involvement is all about. In creating a culture of sustainable excellence,

management and employees are kept informed about key issues and problems. None of these efforts will succeed without the communication efforts that are so vital to participative management. Rusak (1990: 148) supports the importance of the communication process, stating that: "Management must listen and explain its vision to all its employees, tapping their individual and collective genius to find practical solutions and novel ways of dealing with current challenges". Such organisations provide adequate channels of forum for two-way communication top-down and bottom-up about employees' ideas and opinions (Hickey and Casner-Lotto, 1998:60). Through employee involvement in problem-solving and joint decision-making, Country Bird (Pty) Ltd. would succeed "to make ordinary people achieve extraordinary things, but in reality most organisations allow even extraordinary people to achieve only ordinary things" (Huysamen, 1998: 33).

It is important that management of organisations provide leadership through an articulated statement of the company's vision, mission, goals and strategic objectives. The author supports the fact that leadership with the appropriate human capital development and increase in productivity will enable Country Bird (Pty) Ltd. to meet national and global competition. In the event to ensure change, it is important to note the change in the traditional role of human resources in respect of strategy and empowerment.

4.6 New role for Human Resources

The face of traditional human resources services in progressive organisations in South Africa is currently undergoing a dramatic change. The human resources function is not seen as a service department or service provider anymore, it is a strategic partner.

The role of the traditional human resources services is changing, from being administrative pen-pushers to providing line managers with the necessary guidelines, processes and information that they need to manage their own

people. According to Renton (2000:26), a multi national survey amongst eight different business sectors, including construction, food and beverage, information technology, insurance, hospitality and leisure, manufacturing, motor and retail, determined the role of human resources in South African businesses. The most important finding of the survey was that the human resources function is very much under review. All companies surveyed were in the process of challenging the way they had traditionally managed their business and in most cases, the human resources function was closely involved in business process redesign and in downsizing projects. Understandably, the spotlight was being turned on all operations, and the way the human resources function was being managed and staffed was no exception.

Supporting the importance of human resources, Caudron (2001:26) stated that this function has never been more uniquely situated and placed than they are right now in terms of helping organisations achieve bottom-line results. Not only are executives beginning to understand that the human resource is the most valuable resources they have, but there's also proof available now to show that investment in human resources does pay off. Jayne (2003:34) stated that the link between what's learned and the bottom-line benefit is often indirect, intangible and hard to quantify. This is why many human resources departments shy away from it.

It is time for the human resources function to shy away from the non-negotiable issues within a service function. Human resources needs to be part of the business solution, it needs to be part of the organisation's profitability and to contribute in a measurable way to the entire operation (Zinn, 2001:23). Today, human resources need to be seen not as a support or service function, but as a solution function, a measurable strategic business partner.

There is little doubt that the cost per employee of providing the human resources function to line management is under the spotlight. However, the great majority of organisations have not yet faced up to making fundamental

changes in the way they are providing human resources functions. According to Renton (2000:29), the ratio of human resources staff to employees has fallen from 1:80 to 1:100 and continues to improve, as the target is 1:180. The ratio of human resources staff to employees at the Employee Department of Country Bird (Pty) Ltd. was 1:980 (Strategic Planning: 24 February 2005). In November 2006 the ratio has risen to 1:1500. Taking the above into consideration, human resources have to change to become an effective strategic business partner and profit centre.

It is important to relate the following explanation from Ulrich (1996:38) in terms of explaining the strategic role of human resources: "Strategic partners are business partners because they align human resources systems with business strategy and set human resources priorities for a business entity. The human resources business partner adds value to a firm through strategy execution, administrative efficiency, employee commitment and cultural change. In the study to follow it is important to look at Human Resources as Strategic Business Partner. Zinn (2001:24) states that human resources "have to move a way from the debate about whether human resources is a function of line management or not, and rather talk about how line management and the human resources department will collaborate to unleash the power of productivity".

Human resources are not obsolete or merely a supporting function. In many instances human resources have been pushed to the periphery, leaving human resources staff without enough responsibility or authorisation to make a meaningful impact on the organisation. However, today human resources have to break out of that spiral to become a strategic player in the business, and to rock the boat of complacency when necessary. These challenges add to the importance of where diversity is being embraced and the investment potential of people is being recognised.

4.7 Summary

It is clear that if managers in Country Bird (Pty) Ltd. have become more effective, they have to adapt and change to a predominately B-style Leadership in combination with an A-style Leadership. A B-style leader will allow employee involvement and orientation towards empowerment as empowered employees are more likely to achieve their objectives and to do so with greater ease. By involving employees in major problem-solving issues, managers do more than invite diverse opinions from those who will most likely be affected and foster an environment of co-operation and empowerment that promotes compliance and strengthen organisations. Furthermore, managers should embrace the concept of participative management; the lack of a participative workplace to support intrinsic motivation is the major reason for the lack of competitive advantage in the industry.

If the intent of management is to involve and empower employees to become problem-solving partners and take responsibility for the financial success of a company, then they tend to have the same information as management regarding the business. Empowerment and employee involvement in general starts through effective communication and information sharing, and people cannot contribute to something they know little about. People without information cannot act, but people with information cannot but act. It is clear that employee involvement and communication has to be implemented in tandem and could only be practiced through the implementation and correct management of a communication system such as InvoCom. If the belief is that employee involvement and participation are more likely to maintain service excellence and organisational performance, then organisations should guide their people to exhibit greater amounts of leadership and feedback regarding culture-consistent behaviour and intervention when observing culture-inconsistent behaviour.

The changing legal environment and created employee expectations are already producing major changes in business. The next few years represent a critical period for the human resources department, as new roles in strategic involvement in respect of employment equity and other legal-related

responsibilities in business have been negotiated. The new human resources professionals will not only have to fulfil their traditional roles, but assume critical new roles that focus on adding value to ensure service excellence and improve operational excellence. Instead, human resources will continue to balance the demands of several different roles: strategic business partner, internal consultant, operational and administrative expert and both employee and employer advocate.

The ongoing challenge will be to establish new deliverables and to sustain strong business partnerships with both internal and external customers through service excellence. The ability to see the bigger picture and to deploy the resources to address the big picture will be more important than ever. Organisational culture and performance is not an intellectual exercise to be practiced, like some ancient ritual; it is an intelligent practical response to the real world. It is the single key to both survival and prosperity for both employer and employee.

However, most importantly is to discover the blending of service excellence, organisational culture and organisational performance in creating and sustaining competitive advantage and will be disclosed and discussed in Chapter 5.

The focus of this chapter is on the impact of service excellence, organisational culture and performance on Country Bird (Pty) Ltd.

Chapter 5

Service excellence, organisational culture and organisational performance.

5.1 Introduction

Business is in a constant flux, and with powerful universal trends such as globalisation, elements like technology, technological discontinuity, deregulation, health issues and monetary value change within a continuously changing environment. Business leaders are continuously searching for new insights into organisational dynamics to ensure continuous improvement in business performance.

The expected diversity of business today is forcing management to recognise the needs and cultural backgrounds of their employees that will ultimately determine the expected organisation's culture; hence the level of employer and employee involvement is related to the strength of an organisation's culture. Furthermore, it is important to mould diversity initiatives around organisational culture and performance in improving the quality service excellence amongst an organisation's workforce. Worthwhile to note is that such diversity initiatives could be the catalytic agent for a better return on investment in human capital. Such diversity initiatives will broaden working culture so that a variety of creative thinking styles and life patterns can be accommodated for the benefit of the individual and the organisation.

It is evident that since the early and middle 1980s, many organisations sought to implement participative management as part of organisational transformation, but more recently, the concept of empowerment has added participative management. In today's competitive business environment, role-players such as Country Bird (Pty) Ltd. in the poultry industry is increasingly building commitment to service excellence into their strategic business planning to ensure internal cost effectiveness and the quality of the product transferred from the business unit to the business at the lowest possible unit cost per kilogramme chicken delivered.

Notable is that culture drives an organisation and its actions, and is also a key lever in business performance as it guides employees to act responsible, and to think and feel. Organisational culture is seen as the perceptions of employees about the action and influence of management, about communication patterns, dominant motivational styles, policies, procedures and practices which motivate or de-motivate individuals on either formal or informal level towards action from their positions in ensuring organisational success. In general organisational climate stems from a certain organisational culture and culminates into certain working practices, as management leaders have to create a climate through continuous articulation of the company's vision with the emphasis on core values, commitment and assistance to employees through coaching, training and development, mentorship, auditing, monitoring, feedback, involvement and enthusiasm, linked to honest recognition and rewards of success.

The blending of service excellence, organisational culture and organisational performance will most definitely create a sustainable competitive environment and ensure a highly efficient working environment. It is important to link the mentioned high involvement interventions with organisational performance, and to thereby ensure an effective and highly profitable role-player in the poultry industry.

5.2 Service excellence

Service excellence has become a critical source of competitive advantage for any business, internally and externally. It has become the new standard within business and offers a more competitive advantage. The interaction of service delivery inside organisations between different departments, between employer and employee, between employee and employee is very important in sustaining service-orientated behaviour.

This kind of relationship between employer and employee basically focuses on three intervening variables, namely commitment to customer service, job competence and organisational identification (Browning, 1998:135). Creating

such a culture of service excellence requires an environment that encourages education, training, teamwork and recognition (Carlo, 2001:25). Many businesses claim to make customer satisfaction a top priority, but to be successful they have to cultivate an environment in which every employee is held responsible for service quality. Unfortunately, the hype and frenzy surrounding the drive to achieve service excellence to external customers often overshadow the internal activities and processes that ultimately enable good service.

The implications of this *relationship* are highlighted, and to achieve service excellence, business needs to focus as much on internal service relationships with employees as on external relationships with customers and suppliers, as their contribution is inter-linked to organisational performance (Browning, 1998:135). Hays (1996:1) agrees, stating that anything other than excellence from key internal areas, such as breeder / broilers, processing, marketing, accounting and information systems, and human resources in the case of the Country Bird (Pty) Ltd., dooms the best of general organisational improvement efforts. For example: The marketing group fails to produce an action plan that reflects a deep understanding of positioning and customer needs. It is clear that Country Bird (Pty) Ltd., most competent producer of breeder / broiler live stock and frozen chicken in medium size breeder / broiler industry cannot build a complete follow-up system for customers, if the dispatch and distribution system is faulty, then the best distribution system cannot deliver products reliably.

An experience of service excellence is based on *"a need and expectation that has been exceeded"* (Browning, 1998:135), and the quality of the service interaction that has taken place between the different parties is an important part of a customer's experience of service, whether it is internally between different departments or externally between business and customer. Roodt (1997:1) stated the following: "The essence of management is to achieve optimum performance of all assets of the enterprise – the value adding equation. From a management perspective the business enterprise is a people issue – a collection of individuals functioning in a web of internal and

external relationships that somehow have to be integrated into collective effort towards a shared purpose – the company mission. At the theoretical level we understand the business organisation as a complex system of interrelated, mutually reinforcing human relationships that require an integrated, multidisciplinary management process in order to achieve successful performance of the organisation as a whole – the bottom-line of sustained profitability".

Again the human issue: Most people are motivated to achieve more if their efforts are recognised, and managers should reward service excellence and celebrate success. The goal is to create an ongoing training environment that promotes service excellence, subsequently creating a culture where exceeding expectations comes naturally, and it is important to note that service excellence is an ongoing commitment necessary for continued success.

5.2.1 Service excellence in the workplace

The demographics and lifestyle patterns of people and business are constantly changing. In the case of Country Bird (Pty) Ltd. it is the decision to enter the retail market or to stay in the wholesale market. Over the last decade, most organisational change efforts have focused on the higher profile activities in organisations, such as serving external customers and not invested in internal service levels.

Companies, including Country Bird (Pty) Ltd., have enjoyed years of protected market share, are suddenly confronted with powerful universal trends resulting in higher levels of competition, quality products, services levels of a higher quality at lower or stable prices, and an over-supply of products and services generally. The challenge of the quality revolution was to improve customer service in the marketplaces, but the challenge of today is to improve service within the workplace (Longenecker and Mead, 1995:77). The move towards a service excellence company has meant that service has increasingly become as important as the products on offer and as such, the

jobs within the organisation. As a key discriminator between products and services rendered by organisations competing for the same market share, service excellence has become a critical source of competitive advantage (Browning: 1998:135).

Companies are filled with unresolved conflict, turf wars, rumors, folklore and frustration over the fact that many departments are insensitive to the needs of internal customers. The internal chain of product moving in Country Bird (Pty) Ltd. is so sensitive for mishaps that a mistake in the beginning of the quality chain (rearing and laying), or the delivery of contaminated eggs, or supplying a sub-standard live chicken would have a negative effect on the business for nearly sixty four weeks, or twenty one days, or thirty eight days respectively. Important to note is that internal service excellence is just as important as providing a high standard quality product to external customers. Therefore, service delivery is a personal and psychological experience between the frontline employee and manager, whether between two departments or between two employees in the same department. The nature of such interaction is a consumptive action that is taking place between two or more people, or between two departments. The quality of these services delivered so early in the value production chain sets an absolute ceiling on the possible quality of final goods or services to the external customer. While customers outside a company frequently enjoy continuously improving service levels, those inside sense that customer service is poor and nobody really seems to care until a crisis occurs. Not only do internal systems fail to anticipate customer needs, they frequently allow internal suppliers to ignore, antagonise and even tyrannise internal customers (Longenecker and Mead, 1995:77)

According to Browning (1998:136), the intangible and variable nature of service interaction that has taken place between the different parties has made it difficult to specify what effective service behaviour is. This is further complicated by the impact of customer expectation on what good service behaviour is, which could be influenced by the product and the nature of the service being provided. Internal customers need high-quality suppliers to be effective, yet internal suppliers are frequently insensitive to customer needs.

Internal service functions mostly perform quite poorly in organisations. Hays (1996:1) stated that the root of the problem is the fact that many organisations simply fail to commit the same level of resource and development attention to internal service units as they do to those servicing the external customer. In the case of Country Bird (Pty) Ltd. a substantive amount of money was spend to improve quality checks in the two processing plants in terms of export accreditation, but non was spend to improve quality checks within and between live-stock departments. It is quite nonsensical that in Country Bird (Pty) Ltd. quality departments only exist at the processing of the frozen product in the processing plants, but no quality determination exists at the hatchery in respect of egg quality. The internal service units such as quality departments, are seen as aloof, costly and insensitive to the real service needs of customer units, whereas the latter are seen as lacking a real appreciation for the technical complexity and professional standards that are part of the task of the internal service unit. The conflict settles into a perpetual low-level warfare that consumes prodigious amounts of organisational time and effort.

Manring and Brailsford (2001:25) support the above by stating that service excellence begins with nurturing positive employee attitudes and loyalty. Unfortunately there could be obstacles to employer and employee partnerships, and when there is such a partnership, the opposing interests of labour management do not necessarily drive the program towards service excellence. The entire process could be non-productive, inefficient and detrimental to the end product and both internal and external customer service (Hays, 1997:2). Furthermore, detrimental to service excellence are definitely poorly defined expectations and poorly measured results, which stem from internal customer units that have not specifically defined needs. Service units must have well defined goals and appropriate means for measuring results to provide service excellence.

The dilemma is brought on by management styles that do not take into account the effectiveness and benefits derived from a customer-orientated

approach to leading and managing. This problem, according to Longenecker and Mead (1995:79), could only be rectified when managers invest the time and emotional energy to address seven fundamental questions that are often neglected in the heat of the battle towards service excellence:

i. Why does my department exist? What value-added function do we serve?

The value chain, in normal circumstances, starts in the breeder / broiler chicken industry starts at the receiving of parent stock as one-day old chickens, then follows rearing and laying of eggs, the hatchery, the broiler farm and contract growers, processing, marketing and the service-related departments. It is evident and of outmost importance that every employee understand where s/he fits into the system and what the effect of his/her actions towards the end goal of the company is.

ii. Who are my customers and what do they need from this department or operation?

It is important that each department knows how and where it fits in the value chain, and the importance of each function in reaching the end goal of the company.

iii. Are my people clear about their roles and responsibilities in serving internal customers?

Again, when employees understand their role in the value chain, their attitude towards the delivering of a quality product to the next department will be efficient to impact positively on the standard of production.

iv. How do we know when we are doing a good job of satisfying our internal customers?

This will be indicated by comparing key result areas with key result indicators within certain periods of time.

v. What policies, procedures and practices prevent us from effectively servicing our internal customers?

Managers must be confident that employees understand the importance of standard operating procedures and that these are clear and in place.

vi. Are we encouraging internal customer dialogue to continuously improve delivery systems and solve service problems?

Managers of different business units have to ensure regular and continuous networking between business units to ensure a high standard of product and service excellence.

vii. If we encourage our department to become customer-orientated, can we avoid being taken hostage to a misunderstanding of frivolous wants and dropping dead, got- to-have ideas?

Employers and employees must make sure that the standard of quality is achievable and non-negotiable.

Managers, irrespective the level of responsibility levels need to incorporate customer-service thinking in their management style and demonstrate a willingness to adapt to internal procedures, and the key is finding a practical way to get such transformation started. Manring (2001:26) supports the above-mentioned by stating that a close relationship exists between service excellence, working conditions and employee attitudes. The relationship must be of such a nature that it could serve as an early warning system to indicate possible problems that could occur in the near future. Such a relationship could only be developed in an environment where honesty forms the basis in the involvement and participation of employer and employee in problem-solving interventions. A key to developing a market-orientated customer service management style is the belief that everyone must serve in a capacity aimed at fulfilling a clearly defined service role.

Contrary to the above, when the focus is on external or internal customers, improving customer service makes people uncomfortable because it means change. According to Cirillo and Siverstein (2002:53), when a company

indicates change, the company needs to develop a visible plan that addresses the importance of customer- service. Furthermore, employees need to be trained in their specific responsibilities, and all information that could motivate them and help them to improve their jobs, needs to be shared with them.

Needless to say that once the importance of customer service is understood, the incorporation of real metrics and methods to gauge performance has to be implemented. These service levels could be individual performance appraisals, incentive schemes and communication strategies. Such success could only be achieved when a positive relationship could be developed between the management of a business, trade unions and empowered employees.

5.2.2 The link between human resources management and service-orientated behaviour

Employee attitudes are important to human resource management and for business because they affect organisational performance. Therefore employee attitudes relating to job satisfaction and organisational commitment are of major interest to the field of organisational behaviour and the practice of human resource management.

According to Browning (1998:136), further research by various human resources experts such as Zerbi, Dobni and Harel (1983); Brown and Lawler (1992) and Ulrich (1992) have also highlighted the importance of the relationship between human resources management, service-orientated behaviour and ultimately organisational effectiveness. Organisational capability is a business ability to establish internal structures and processes that influence its members to create organisational-specific competencies and thus enable the business to adapt to changing customer and strategic needs. Employees who perceive the internal structures and practices of the organisation in a positive light, display positive service behaviour towards customers internally and externally. How employees are treated within the

organisation influences the way they understand the flow of the business, hence directing their behaviour towards customers and fellow employees and thereby impacting on the customer's experience of service. Much of what happens inside the organisation cannot be hidden from the customer. According to Browning (1998:136), respect for each individual employee and fair performance management, combined with genuine caring for people, seems to have been the magic and effective combination of increased performance. It required a paradigm shift within the minds of management to view employees as an asset, with the potential to add value rather than as a cost to the organisation. Effective people management play a determine role in creating service excellence and to create a competitive advantage over similar organisations.

The nature of the overall culture of internal service units is a major force that impacts behaviour and outcomes. According to Hay (1996:1), every organisational unit has a culture that influences how it sees itself, how it does its work, and how it relates to others outside the service unit. In many internal service units, the dominant culture value focuses the attention of the unit on itself rather than on its internal customers. Unfortunately, internal business units cannot achieve their service goals with this as a dominant value. In achieving success, business units have to displace such dominant ethics and substitute it with a central value of service to customers. The interplay between service effectiveness, business performance and organisational culture is particularly important to any organisation (Sin and Tse, 2000:295). This brings into question how to obtain the optimal balance between an organisation's philosophy and its behaviour.

Research by Sin and Tse, (2000:305) indicates that the three dimensions of organisational culture, namely consumer orientation, service quality, and informality and innovation are significant associates to service effectiveness and service excellence. The study further suggests that organisations that value customer satisfaction by providing quality service and innovative ideas; and that value free communication within the organisation, demonstrate a higher degree of market effectiveness than those who do not treasure these

values. Overall, these aspects are concerned with people and quality of service, and therefore organisations need to put great emphasis on motivating the individual employee to bring this into effect.

Operational planning aspects of human resources staffing and scheduling, especially where the product consists of a continuing flow of services provided, are highly organisation specific and often require analysis using the most sophisticated mathematical optimisation or probabilistic modeling techniques (Manzini and Gridley, 1986:131). Variables such as labour planning, different kinds of products, fluctuation of productivity levels, cost of raw material, external economic factors, internal strategic issues, etc. are frequently beyond control and have a negative influence on the strategic production plan of the organisation. It is clear that the diversity and variability of factors involved in staffing situations lend themselves to mathematical human resources modeling and statistical analysis.

Delivering a high quality of service excellence is heavily dependent on a team of highly motivated, trained and informed staff with a cohesive set of values aiming at customer satisfaction. Whether or not a company can communicate clearly to its employees, the company's customer-orientated values would directly affect the quality of the services provided, and this in turn will affect the performance of the company.

5.2.3 Human resources management: Moving from production to service

Currently, the theme "globalisation" dominates the competitive horizon and the intensity of challenge and success to get on with it is new. Therefore, to be part of the competitive future, it is important to build and operate an organisation that is more customer-responsive. In this sense the human resources function has to become part of the strategic value-chain within the organisation. Unfortunately, the idea that human resources ought to become a strategic business partner in a highly production-orientated environment such as the poultry industry, may not be well received.

The human resources function is frequently the recipient or bringer of good and bad news. According to Bowden and Greiner (2001:35) the good news is that in an era of Japanese management and a search for excellence and strong corporate cultures, the importance of human resources to organisational effectiveness is increasingly recognised. The bad news is that, although the human resources function is now receiving attention equal to its production and marketing counterparts, it continues to attract severe criticism from line managers. They frequently complain that the human resources function does not provide the help they need, that the human resources function uses esoteric techniques, that human resources is "out of touch" and "paper-ridden", and that the human resources function is an unnecessary source of "costly overheads".

Herring (2001:42) agrees by stating that the role of the human resources function has been described as personnel administrator, corporate conscience, trainer employee ombudsman and labor placability, but still human resources activities continue to center mostly on the traditional roles of hiring, firing and administrating rewards. The human resources function is still carried out as it were a manufacturing operation turning out uniform products for a homogeneous market rather than a service organisation providing unique offerings matched to diverse client needs. Human resources is seen as producing rather than serving, while clients (internally and externally) are viewed as demanding but not receiving (Bowden and Greiner, 2001:35).

A possible barrier preventing human resources from claiming the role of strategic business partner is that management of organisations may not see human resources in that function, but still label it as a production-oriented service. A number of aspects, according to Bowden and Greiner (2001:37), have been the cause why human resources have been labeled as a production orientation, and it is very important to compare it holistically with Country Bird (Pty) Ltd.:

    i.   Industrial era management models:

Management principles in the 1930s for the manufacturing sector still guide many of today's executive officers. These classic principles of scientific management include protecting the core business from outside disturbance, standardising of the product line, measuring quantity of output, staffing with specialised labour, and targeting short-term return on investment. Top management has been conditioned to view these principles as desirable in the operation of all functions. In other words, the purpose of the human resources function is the same as the purpose of manufacturing: to produce a product.

Country Bird (Pty) Ltd. was managed by a conservative agriculture-orientated management team until 1998. Because it is a highly production driven environment, the classic principles of scientific human resource practice remained in abeyance due to the fact that human resources was part of line-management and not a strategic partner.

ii. Legal requirements

A changing legal environment in the middle 1990s has required standard personnel practices. The need for corporate compliance, as per the South African legislation, with the Labour Relations Act, Employment Equity Act, Skills Development Act, Basic Conditions of Employment Act, Occupational Health and Safety Act, and Black Empowerment Act, has reinforced the human resources function as a centralised monitoring activity where top management, the legal department and government regulatory agencies have replaced line operating managers as human resource's most important clients.

Moreover, line management have reluctantly deferred to human resources as the group that will keep them out of trouble with the law.

The impact of the related legislation has been discussed accordingly in Chapter 4.

iii. Economic competition and productivity pressures

Everyone agrees that corporate management should assess human resources' effectiveness, just as it does with other business functions. However, heightened economic competition in the 1980s has prompted the growing use of a "bottom-line mentality" to measure human resources ability to achieve tangible short-term outcomes. Human resources' effectiveness is frequently assessed by the number of people trained for offers expended, the amount of reduction in turnover, this year's absenteeism compared with last year's, and the settlement rate for legal complaints.

In becoming a strategic business partner in the poultry industry, the strategic value of human resources has to be measured in respect of key result areas and key result indicators measured in monetary value (return on investment). All the mentioned forces have over time shaped human resources into a production-orientated function, but to become a recognised entity and factor in its own right, human resources needs to be shaped by a new force: a strategic service-based economy that is replacing the industrial one.

5.2.4 The human resources function as a strategic business partner

The human resources function in most organisations has often times been apart from the strategic determination process of the organisation and not directly linked to the strategic objectives. In most organisations, Country Bird (Pty) Ltd., management is conditioned to see the human resources function in a non-strategic, cost-centre role outside the core business of the organisation. It has been viewed as the functional unit that assisted in implementing predetermined business decisions by executive and line management, by providing competent, trained employees to execute the business plan.

Employees have sometimes been viewed as human capital, a human resource worthy of investment, or as innovation resources whose supply is valued because it is inexhaustible. According to Your Human Resource

(2005:1), time constraints and business imperatives often impact management's ability to direct the detailed human resources needs of each employee and have no appreciation of what skills are required to actively contribute to strategic success. In the past the human resources function supplied only the non-negotiable human resources issues such as recruitment, appointments, induction, personnel administration, dismissals and employee assistance. However, with technological advances leveling the economic field, employees are beginning to be viewed as a vital resource that can be cultivated for skills, capabilities and knowledge. The human resources function must use their expertise to recruit people in respect of job profile testing, assessments in comparisons with the inherent requirements of the position and the compatibility with the organisation's culture. Fortunately, over the last years, the majority of business organisations have been taking a closer look at the total human resources function and their potential to make organisations significantly more profitable, not just by saving money, but by contributing to growing the business and achieving major organisational goals (Covey, 2005:1). According to Williams (2002:221), human resources management has gained increasing attention in the unique combination of business strategy and human resources, in particular because of the centrality of people to the enterprise's function.

Thus, human resources are beginning to be viewed as a major influencer in shaping emergent business strategy simply because of the expertise employees provide. Burack (2110:73) stated that, in order to remain competitive in a constantly changing environment, many organisations are making human resources a significant part of their long-range business and strategic planning. It is noted that, as a result of the values human resources hold, the human resources function can be joint with other business functions as a key determinant in the organisation's strategic planning process. Therefore, if the human resources function is to assist managers to improve employee profitability, then it must assist to improve or focus the behaviour of employees (Covey, 2005:3).

Researchers have long recognised that an organisation's ability to implement strategy and achieve desired results is directly related to the alignment of the entire human resources function and the people practices that support needed behaviours and competencies (Williams, 2002:225). However, historically-recommended alignments have rested either at the philosophy and policy levels, or in partnering suggestions for line managers and the human resources manager and department. The ability to execute or to achieve the strategic goals as per the business strategic plan incorporated with all business unit goals is based on two fundamental components: focus and synergy.

Focus is the clear identification of and commitment to the highest priority goals, and the resulting specific activities and employee behaviours necessary to achieve them. Synergy is the transformation and blending of individual employee and group team effort into collaborative teamwork; in respect of producing creative breakthrough thinking and broad scale high quality results to give the business the quantum leap to excellence.

5.2.5 The management of strategic human resources

The involvement of the human resources function in the strategic planning process is absolutely critical to the success of this effort. A barrier preventing the human resources function from claiming the role of strategic business partner is that management may not yet see them in such a role, and this is true in Country Bird (Pty) Ltd.

Human resources have to focus on aligning human resources strategies and practices with business strategy. Only then will human resources become strategic partners; they participate in the process of defining business strategy when they ask questions that move strategy into action; and when they design human resources practices that align with business strategy. It is important to note that the integration of employee attributes, knowledge, profiles, and incentive programmes provide a complete strategic evaluation tool and evolving knowledge base to enhance long-term job security and growth (Your Human Resource, 2005:2).

The only way for human resources to become strategic partner in Country Bird (Pty) Ltd. will be when they participate in the process of defining business strategy. In the normal course of events, and to earn respect as a strategic business partner, human resources have to ask questions that move strategy into action, and when they design human resources practices that align with business strategy. Williams (2002:226) support the above statement that internal business strategists, and the human resources function, in the understanding and redefining shared organisational values, are considered critical for consistency in existing human resources practices, and that the human resources function can assist in several areas.

By linking the human resources strategy to the performance metrics of the business' strategic goals, managers will be assisted and guided to improve individual performance, which will lead to increased staff productivity through accurate mechanisms trust, openness and participation.

5.3 Organisational culture

Although the concept of organisational culture was popularised in the early 1980s, its roots can be traced back to the early human relations view of organisations that originated in the early 1940s. The intensification of research on organisational culture has lead to the identification of several organisational factors that have an influential role in the determination of organisational performance, and organisational culture is such a factor.

 During the 1980s we saw an increase in the attention paid to organisational culture as an important determinant of organisational success. While the link between organisational culture and organisational effectiveness is far from certain, there is no denying that each organisation has a unique social culture, and that these social structures drive much of the individual behaviour observed in organisations. Organisational culture cannot be wished away. Deal and Kennedy (2000:39) stated that when employees are appointed, "they are immersed in a culture at work, it is the cultural mores and norms that will dictate much of what you do on a day-to-day basis and determine

how you think and ultimately dictate what you can do and what you cannot do". Culture, and not policies and procedures, form an integral part of organisational performance and has a major influence on the directed effort or misdirected efforts in the workplace. Therefore, due to its importance in organisational performance, organisational culture needs to be high on the list of management priorities, and the concept will be discussed accordingly.

Many experts began to argue that developing a strong organisational culture is essential for success (Scholl, 2003:1). The link between organisational culture and performance has a relatively long tradition in the field of organisational studies, and its roots can be traced back to the Hawthorne studies (Ashkanasy and Wilderom, 2000:194). The culture of an organisation encompasses many things. It is both the explicit and implicit way in which work is done, and it dictates behaviour and ultimate performance of the organisation's employees (Perry, 2005:1). Organisational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done in the organisation. One of the primary responsibilities of strategic leaders and successful business is to create and maintain the organisational characteristics that reward and encourage collective effort.

Culture means a lot to an organisation. It has been suggested that an organisation's culture develops to help it cope with its environment. Today leaders are confronted with many complex issues during their attempts to generate organisational achievements. A leader's success will depend to a great extent upon understanding organisational cultures. The founders of an organisation traditionally have a major impact in establishing the early culture, while organisational culture may influence top managers' behaviour. It is expected that top managers also influence their organisational cultures. It is normally top management's set of beliefs, values, and assumptions that give direction to their business. A value-based corporate culture is shaped by a clear set of guiding principles for making decisions and prioritising action. Companies, such as Nordstrom and Johnson & Johnson, with the most successful value-based cultures, have found a way to focus on both culture

and performance, and such organisations benefit from the values that help sustain them through good and bad times (Lampe, 2002:129). The existence of such culture normally drives business decisions, generates customer loyalty, and ignites employee passion. Armstrong (2000:159) agrees and states that values refer to what is believed to be important about how people and the organisation behave, and norms are the written rules of behaviour.

A single definition of organisational culture has proven to be very elusive. Very much so, one of the issues involving culture is that it is both in defined terms of its causes and effect. Many definitions of culture give primacy to the cognitive components, such as assumptions, beliefs and values. Others expand the concept to include behaviours and artifacts, leading to a common distinction between the visible and the hidden levels of organisational culture. The person culture is one in which the individual is the central point, and the organisation exists only to serve and assist the individuals in it. Although all organisations have cultures, some appear to have stronger, more deeply rooted cultures than others. Initially, a strong culture was conceptualised as a coherent set of beliefs, values, assumptions and practices embraced by most members of the organisation (Baker, 2002:4). The mission and vision of Country Bird (Pty) Ltd. were changed in 2006 by the Board of Directors, although it was based on the same principles.

Many early proponents of organisational culture tended to assume that a strong, pervasive culture is gainful to all organisations because it fostered motivation, commitment, identity, solidarity and sameness, which, in turn, facilitated internal integration and co-ordination. On the other side, a strong culture and the internalised controls associated with it could result in individuals placing unconstrained demands on themselves, as well as a barrier to adaptation and change. Seeing culture as important for facilitating organisational innovation, the acceptance of new ideas and perspectives, and needed organisational change may require a different or more nuanced view of organisational culture (Scholl:2003:5). According to Lampe (2002:130), research tells us those organisations that have cultures with the ability to anticipate and respond effectively to changes in the business environment,

significantly outperform those that do not. Thus, if any business were to be changing into a culture that was able to adapt to changes in the business environment, it would require a transformed part of its culture.

Traditionally, when the saying goes around in an organisation that "we need to change the culture around here," it usually means that somebody desires a behavioural change. What it normally means is that the organisations want to change a behavioural pattern such as, for example, employees paying more attention to customers, or some other set of human behaviour within the company (Scholl:2003:5). Country Bird (Pty) Ltd. did "change the culture around here" in 2000 when a culture of employee participation was introduced and evoked employee involvement in certain problem solving practices. These patterns of behaviour were changed by creating a mission and vision, a code of conduct, a stakeholders' forum, and a strategic communication structure. Armstrong (2000:222) supports operational changes that relate to new systems, procedures, structures or technology which will have an immediate effect on working arrangements within a part of the organisation, but the impact on people can be more significant than broader strategic change, and they have to be dealt with very carefully. Since these underlying culture control mechanisms are often taken for granted and are subconscious in nature, they are difficult to change. During the change process Country Bird (Pty) Ltd. experienced difficulty from employees to except the change of involvement, the social issue, after a structure the structure of employee involvement was introduced. According to Scholl (2003:5) it is relatively simple to changing structure by changing a rule and its enforcement mechanism is simple when compared to changing a social value.

While changing behaviour by changing structure may have more appeal because it appears easy, in many cases this type of change is not successful because managers have not changed the underlying culture, and they find that the culture and the structure are in conflict (Scholl, 2003:5). However, in contrast to the view that a strong organisational culture may be dysfunctional for contemporary business organisations that need to be change-orientated, Schein (1992), according to Scholl (2003:5), argues that just because a

strong organisational culture is fairly stable, does not mean that the organisation will be resistant to change. Inevitably, one of the factors that make significant change difficult is conflict among competing goals and norms.

Today's organisations, characterised by rapidly changing environments and internal workforce diversity, need a strong organisational culture, but one that is less pervasive in terms of prescribing particular norms and behavioural patterns that may have existed in the past (Baker, 2004:4). Senge, Kleiner, Roberts, Ross and Smith (1995:17) stated that they want organisations to be more responsive to change in environment and yet more stable and coherent in their sense of identity, purpose and vision. Culture is resistant to change, as many of the culture control mechanisms become internalised in the minds of organisational members, which is what makes culture a strong control mechanism. Sometimes, various role or identity changes cause even more resistance on the part of high status role-players.

Organisational culture is really a kind of magic for the company which senior management would like to project and normally like to introduce as the image of the organisation. The challenge for an organisation is to identify the specific culture that exists within. Once that is accomplished, a slow process can be started to define the specific traditions, programmes or common values the organisation would like to exist within the organisation.

5.4 Organisational Performance

Performance management is a means of getting better results from an organisation, working teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. Performance management is about performance and should operate in accordance with certain ethical principles such as respect for the individual, mutual respect, transparency, open communication, honesty, holistic perspective and involvement. It is about the successful

management of an organisation within the framework of reference and context of sound business principles.

During the last two years Country Bird (Pty) Ltd. has basically been managed by key performance areas and key performance indicators of each business unit, and united in the same for the company in total. The key performance indicators are linked to a monetary value that determines monthly and annual incentive payments. According to Armstrong (2000:431) it is a process for establishing a shared understanding of what is to be achieved, and an approach to managing and developing people in a way that increases the probability that it will achieve in the short and longer term, and the process is owned and driven by line management. Again, the key result areas and indicators for Country Bird (Pty) Ltd. were determined at a Strategic Planning Session held in April 2006.

Kochan, Berrukova and Ely (2002:4) stated that during the 1990s, diversity rhetoric shifted to emphasise the "business case" for supporting workforce diversity. The former Chief Executive Officer of Hewlett Packard, Lew Platt, described that he "was essentially looking for a way to convince his fellow executives and managers that, to manage diversity effectively is a business necessity, not only because of the nature of labour and product markets today, but also because a more diverse workforce – relative to a homogeneous one – produces better business results". Smith, Miller, Archer and Hague (2001:3) agree with Lew Platt, stating that it is important that, whilst providing a supporting and nurturing environment, other goals of the coalition should also be enhanced by exposing group members to new issues, ideas, information and cultures. Diversity creates opportunities for character development by teaching tolerance and respect for people and by encouraging concern for equity. A culturally-diverse coalition that values and nurtures people from all backgrounds is worthy of active participation, and such an organisation will flourish and perpetuate. It would certainly accelerate the rate of progress employers would make in hiring and developing a more diverse workforce and produce organisations that are more fully integrated across occupations and levels of hierarchy.

In fact, little research is conducted in actual organisations that address the impact of diversity or diversity management on financial success (Kochan, Berrukova and Ely, 2002:5). Diversity is extremely difficult to study in organisational settings, because it raises sensitive, difficult-to-discuss issues. In addition, organisations are reluctant to share their experiences or data, given the legal climate and the potential for litigation; and the lack of evidence linking workforce diversity to business performance may be that the relation between diversity and the bottom line is more complex than implied by the popular rhetoric.

Decades of research on the effects of diversity within teams and small groups indicate that diversity can have a negative or positive effect on performance. Smith, Miller, Archer and Hague (2001:1) declare that making the most of diversity is to make a concerted effort to become aware of what dimensions of cultural diversity exist within the organisation. It is important to realise and acknowledge that there are differences between individuals, and groups of people are an important initial phase. Kochan, Berrukova and Ely (2002:6) stated that the empirical literature does not support the simple notion that more diverse groups, teams, or business units necessarily perform better, feel more committed to their organisations, or experience higher levels of satisfaction. Instead, the evidence suggests that diversity may simultaneously produce more conflict and employee turnover, as well as more creativity and innovation.

The pattern of mixed results was found in two studies that examined diversity within top management. Kochan, Berrukova and Ely (2002:7) found that diversity in top management teams was associated with greater innovation within the banking industry, and found that diversity was also associated with higher rates of turnover among top management.

Thus, according to the above-mentioned, literature paints a definite picture of the positive consequences of diversity in performance management.

5.4.1 Diversity and organisational performance

In the event of an acquisition between two or more organisations, it normally involves the combination of two or more organisations, and this contributes to forced contact between two distinct top management cultures. Unfortunately, every group of employees, every management group, and every board of directors has a unique and distinct culture that is shaped by its members' shared history and experiences and will definitely impact on the performance of an organisation.

In the case of Country Bird (Pty) Ltd. it was a sale agreement, seen as an acquisition between two companies. Unfortunately the effect of a total culture change is evident on executive level, but minimal on shop-floor level; it was business as usual. At executive management level the culture changed from corporative culture style to an absolute dynamic entrepreneurial culture. According to Ashkanasy, Wilderom and Peterson (2000:310), research concludes that the contact between two top management teams may lead to cultural changes that are usually drastic for the managers of the acquired firm, who are often expected to adapt to the culture of the acquired firm.

Culture differences and the correct management of diversity appear to be critical in creating an organisational climate of people's participation. The degree of culture differences may determine the effectiveness of the integration process and eventually the financial performance of the new organisation. The introduction of an entrepreneurial culture in the case of Country Bird (Pty) Ltd. by the new owner resulted in major financial successes since 2004, and expanded into the third largest producer of frozen chicken in South Africa. Furthermore, important to note is that any change in the value of an acquiring firm's common equity due to merging or total take-over is brought about by a change in the market's estimate of the business' future financial performance.

Kochan, Berrukova and Ely (2002:7) further stated that according to literature, when diversity is unattended, it is likely to have an adverse effect on group

process, such as communication, conflict, and cohesion. Diversity in a group can create lower cohesion and miscommunication among fellow members, which could lead to conflict, but at the same time productivity might increase, whereas other forms may worsen group performance. Interesting to note is that diversity might either improve performance or have a detrimental effect on it. If diversity has inconsistent effects across groups, it is clear that the positive and negative effects may cancel each other out so that no effect remains on performance management, although the relationship between diversity and performance may depend on the organisational context in which the work takes place. Furthermore, Ashkanasy, Wilderom, and Peterson (2000:312) stated that: "The predicted relationship between cultural fit and financial performance and turnover are likely to be moderate by the degree of cultural tolerance. Regarding the possible independent effects, firms can expect to differ according to their cultural tolerance, and some firms may be able to minimise the adverse impacts of cultural differences between the two organisations".

Diversity and performance is therefore concerned with how people do their work, their behaviour and what they have achieved. It embraces all formal and informal measures adopted by an organisation to increase and incorporate team and individual effectiveness, the continuous development of knowledge, skills, and competence. Accordingly, there may be a greater probability of value creation when cultural tolerance is high and cultural difference is low, and it will have a positive effect on the improvement of company and individual performance.

5.4.2 Improvement of performance

The advent of a democratic transition in South Africa during the early and mid 1990's offered both opportunities and challenges for business as a result of an open economy and businesses were occupied with new issues such as global competition and the need to increase productivity.

Normally successful organisations depend on management and employees for their success, and that means that organisations really need the skills and commitment of all of their people to meet the challenges they face. According to Hawke (2005:20) people and culture are the keys to unlocking both organisational potential and performance, as people are paid to deliver results and pave the way to superior performance. Under normal circumstances deliver improved organisational performance resulting in profits. A large proportion of an organisation's budget goes to salaries and benefits, and that makes obtaining knowledge and effort important. Thus, according to Pfeffer (1999:24) there is a return on investment in salaries and wages.

It is pivotal to create an enabling environment where productivity could be improved and competitiveness is sustained (Meyer and Botha, 2000:380). Therefore is it inevitable to have a performance management system in place to enhance organisational effectiveness, organisational efficiencies as they impact on competitiveness, and profits. Johnson (2003:18) supports the above, stating that an organisation with strong performance management systems is nearly fifty percent more likely to outperform their competitors, according to a Development Dimensions International Report. The study shows parallels between performance management quality and organisational performance; manager accountability and forced ranking are all practices in performance management. Such parallels can be drawn with Country Bird (Pty) Ltd., as a performance management system is in place in Country Bird (Pty) Ltd., as the company is managed and led by key result areas and key result indicators.

Furthermore in supporting the above, studies of firms in numerous industries have demonstrated the value, in terms of quality and productivity that accrues from implementing high performance management practices (Pfeffer, 1999:24). The issue of performance management practices was researched by Development Dimension International because of their critical link to business strategy, compensation, employee development and other organisational development. Evidently it shows when linking individual performance goals to strategic organisational goals connect employees to the

strategic direction of the company. By doing this, they provide more meaningful work and motivate employees to feel a greater sense of ownership of the organisation's success (Johnson, 2003:18). Hawke (2005:22) also supports the above notion by stating that research has shown that executives, whose people achieve better performance in terms of productivity, cost, job satisfaction, turnover, absenteeism, etc., lead differently from those whose work groups exhibit poorer performance. Those with the best record focus their primary attention on people and build effective teamwork based on high performance goals.

Companies cannot have productivity and profitability and expect performance without successfully building teams to reach those goals. High performance work teams do not just happen, they are developed and nurtured, and they exist as a result of the combined efforts of a visionary leader, as well as willing and competent team members. High performance work teams can only be successful when they are provided with goals setting, which provide direction and focus (Ray, 2001:14). High performance work teams work hardest to meet goals when they see the leadership rewarding, recognising and supporting goals as achievable goals holding teams together, making the team accountable for its success or possible failure. Currently Country Bird (Pty) Ltd. does reward performance with incentives, but the implementation of high performance work teams in certain highly productive areas such as collecting of eggs in the laying division, grading of day old chicks, loading of product to be dispatched could improve productivity levels and in-house service levels substantially. In creating successful high performance working teams normally meets two types of goals to be successful: task goals and process goals. In the sense of being successful, task goals are as important, as each task accomplished means that the necessary and expected work has been completed whereas process goals do not seem to relate to tasks at hand. It includes cross-training, goal setting, recognition, and conflict management. According to Ray (2001:14), process goals help to improve team skills, readiness, morale and motivation.

The creation of the correct and acceptable organisational culture holds the key to productive, high performance and highly successful working teams. Managers with excellent leadership qualities have the responsibility to unleash the dynamics of organisational culture in order to create a motivational climate culminating in high business performance. Only a highly motivated workforce secures growth, stability and profitability.

5.5 Summary

In order to maintain competitiveness in the local poultry industry it is necessary to become a low cost high quality producer and to maintain it accordingly. Becoming a low cost leader puts a heavy premium on having a highly committed, competent and skilled workforce. The competitive advantage lies in an executive management team who implement work practices with due forethought; who empowered their organisation to establish maximum performance, and established this paradigm as part of the company culture. It is clear that the competitive advantage lies in management's ability to consolidate technology and production skills into competencies that empower the organisation to adapt quickly to changing opportunities.

At a time when most organisations are looking for ways to increase efficiency, productivity and to reduce costs, they consistently fail to recognise one of the most cost-effective steps, namely service excellence. Furthermore, supportive to service excellence is the introducing of employee participation and employee involvement in work related matters and the management thereof. The positive outcome will improve customer service the most important benefits is the increase in organisational effectiveness. Service excellence achieves this by removing the "us and them"-syndrome which the tight control of more traditional approaches to management can produce. In the rapid changing market in terms of frozen chicken, the business environment changes on a daily basis with regards to customers and the type of product needed the supplier, in this case Country Bird (Pty) Ltd., must have the resources and be able to react quickly and suitably to the fast-changing

environment, thus, employer and employees have to be empowered to respond to circumstances without constantly seeking for advice. Service excellence allows organisations to respond rapidly and efficiently to customer demands, both internally and externally. Due to a rapid response rate the result is reduced waste, unnecessary delays and errors as well as a workforce in which staff are a fully utilised resource. The challenge for management is to develop and implement internal and external service excellence as a strategic business priority.

The basic activity carried out by the human resources function is that of providing human resources services to the organisation in total. Fortunately a growing number of organisations are now viewing human resources as a source of competitive advantage; this can be obtained with a high quality workforce that enables organisations to compete through a highly motivated workforce. Due to the mentioned role and involvement, human resources have to accept the role as a strategic business partner in the formulation of the company's strategies as well as in the implementation of those strategies through strategic human resources activities. It is important to translate the business strategies into human resources practices, as it helps the business to adapt to change when needed, helps the business to meet customer demands, because its customer service of excellence has been translated into all policies and practices, and it assists the business to achieve financial performance through its more effective execution of strategy. The human resources function can be seen as the strategic caretaker of the corporate infrastructure, ensuring that policies and procedures are designed and delivered efficiently and to provide effective services that meet the needs of the business, its management and its employees, and to administer them efficiently. The successful accomplishment of these endeavours continues to add value, although this role has been down-played and even disclaimed with the shift to a strategic focus.

Organisational culture is in general a very complex phenomenon in organisations. It is not easy to determine whether or how that complexity will

manifest itself. It could be argued that a high performance culture will produce a high level of business performance and profits. Culture is developed and manifests itself in different organisations, and therefore it is impossible to state that one culture is better than another, only that they are dissimilar in certain ways. There is no such thing as an ideal organisational culture, although some companies have strived to reach such a vague goal.

What it means is that there can be no universal description for managing culture, although there are certain approaches that can be helpful in building a nearly ideal company culture. It is important to create a culture that is built on honesty, integrity, willingness to share, transparency, receptive to synergy between employer and employee, mutual respect and trust. Trust is the most important ingredient; it allows employees to remain focused on the problem, encourages creativity as a result of mutual involvement in innovative problem-solving, better communication and consequently improving overall team and company performance.

Any organisation has to achieve various outcomes in order to grow and prosper financially, but also to satisfy stakeholders and shareholders. Past performance is no guarantee for future performance; it provides some indication of the outcomes of certain behaviours. Only profits will determine whether a company is successful or not.

The main objective of Chapter 2, 3, 4 and 5 was to identify and to discuss certain issues that have a direct or indirect influence on organisational performance. The focus of Chapter 6 is to explain the research methodology and the reason why questionnaires have been used as the method of research.

The focus of this chapter is to explain the research methodology and the reason why questionnaires have been used as the method of research.

Chapter 6

Research methodology

6.1 Introduction

Following the change in ownership of Country Bird (Pty) Ltd. in 2004, it became necessary to undertake a research project to determine the relationship in respect of service excellence and performance management.

The main objective of the research was to determine whether Country Bird (Pty) Ltd. accommodates misdirected effort influencing internal and external service levels that finally impacts on organisational performance. In dealing with the main objective of the research, the following issues were kept in mind:

   i.   Rationale behind the strategic direction of the company;
   ii.   Strategic communication levels between supervisor and subordinate;
   iii.   Understanding and influence of diversity on performance;
   iv.   Involvement and participation of employees in problem- solving;
   v.   Level of understanding in respect of instructions;
   vi.   Level of managerial participation during strategic input; and
   vii. Overall company performance.

The purpose of this chapter is to expound on the reason why questionnaires had been selected as the measuring instruments. The objective is to categorise the collected data in a meaningful and useful way, enabling the researcher to analyse and to interpret the submitted data accordingly.

6.2 Research methodology

The empirical component of the research consisted of a survey of three sets of questionnaires which were issued to three different levels of staff.

The following guidelines with regard to the questionnaires were adhered to: Questions were sequenced so that relevant aspects were grouped together;

clear instructions were provided regarding the answering of the questionnaire, and the questionnaires were compiled to include a multitude of different questions with responses on a five-point scale. This study falls into the category of a personally administered questionnaire where the organisation is willing and able to assemble groups of employees to respond to the questionnaire.

The conclusions and recommendations of this study will be done according to the parameters set by research methodology practices. In this regard Leedy & Ormrod (2001: 8) note that the methodology controls the study, directs the acquisition of data, arranges the data in logical relationships, sets up means of refining raw data, and contrives an approach so that the meanings that lie below the surface become manifested.

A conclusion, or series of conclusions, could then lead to an expansion of knowledge. They also point out that the process is a unified effort, as well as an appreciation of its component parts. Research methodology thus controls and dictates the acquisition of data, and also correlates the data so that meaning could be extracted form it.

6.3 The use of questionnaires

One of the most popular methods to measure and determine attitudes is through questionnaires. The main objective of a questionnaire is to obtain information by asking questions. A questionnaire is by its very nature a scientific instrument to gather data for a specific purpose according to specific guidelines (Van Dalsen, 1986:203).

To value attitudes, the type of questions asked should determine whether the respondents agree or disagree with a certain point of view. Important to note is that the respondent indicates whether he/she does or does not agree with the statement. Through questionnaires the following information could also be obtained from respondents (Huysamen, 1996:128):

i. "Biographical particulars (age, educational qualification, income, etc.);

ii. Typical behaviour;

iii. Opinions, beliefs, and convictions; and

iv. Attitudes".

The type of questions asked in the questionnaire is vital, and it is important that the survey is not contaminated with unnecessary questions, or made deficient by lacking necessary questions. Written questionnaires can be of two types. Open questions can be asked for information in respondents' own words, or closed or multi-choice questions can be asked for the respondents to select among possible responses.

It is important to keep the following in mind when developing a questionnaire (Huysamen, 1996:128):

i. "Choose judiciously between open-ended and close-ended questions;

ii. Take the respondents' literacy level into consideration;

iii. Attempt to avoid offence;

iv. Strive for conciseness yet unambiguousness;

v. Maintain neutrality; and

vi. Use a justified sequence"

The empiric research stipulates an attitude study and it expected the respondents to portray their current perceptions and expectations regarding their understanding of diversity and communication in Country Bird (Pty) Ltd. since October 2004. A total of three questionnaires were designed, because it is a suitable measuring instrument available to conform to the purpose of this study.

The execution of the internal communication process refers to a universum of tasks by both employer and employee. Due to the magnitude of tasks only a selection of questions could be included in the questionnaire. The sample has to be representative of the universum of tasks (Huysamen, 1986:40), and

furthermore the representation of the sample of the universum will determine the validity and the reliability of the research.

The questionnaires were designed in such a manner that the aspects of diversity and communication in Country Bird (Pty) Ltd. were contained. The information provided would help to determine the level of understanding diversity, the standard of communication in the workplace between employer and employee, and visa versa, joint problem-solving, information sharing, employee assistance and the expected level of communication required. The information provided by the respondents would determine the efficient or non-efficient standard of communication in designated working places.

A pilot study had been conducted and the reason was to develop and test the adequacy of the research instrument (questionnaire), and also to assess the feasibility of the proposed research. The pilot study was also to assess the proposed data obtained from the questionnaire. The questionnaire issued to the executive and middle managers formed the pilot study, and the final two questionnaires were drafted on the grounds of the data obtained. The data obtained in the pilot study was also included in the main results of the study. The reasons for issuing three different questionnaires to the different staff levels were two-fold. Firstly, it was to simplify the method of data comparison that was obtained during the processing of the data collection, and secondly, due to different perceptions regarding certain work related practices at the different staff levels.

Due to the size of Country Bird (Pty) Ltd., it was impossible to include the total population in the research study. It was decided to do stratified sampling. The three questionnaires were distributed based on the total manpower budget per business unit as percentage of the total company manpower budget. The questionnaires were handed out beforehand and randomly within the stratified group.

A total of three questionnaires were designed, one for senior managers and middle managers, one for junior managers and supervisors, and one for

shop-floor level employees. The design and purpose of the respective questionnaires were:

i. To gather and interpret perspectives from a broad base of selected employee levels within nine different departments in Country Bird (Pty) Ltd. with regard to the understanding, experience and different perceptions towards communication and diversity;

ii. To collect information on the organisational readiness of the company with a view to developing and implementing a framework that can be used to support internal service excellence in respect of organisational performance;

iii. To investigate the extent to which all levels of appointees in Country Bird (Pty) Ltd. are informed about the concept of strategy, communication, diversity and service excellence;

iv. To determine how appointees in Country Bird (Pty) Ltd. perceive the effectiveness of service excellence in the company;

v. To determine the extent and areas of linkages of diversity and communication with service excellence and organisational performance;

vi. To determine directed effort with regard to service excellence and organisational performance.

The three questionnaires consisted of questions regarding strategy, strategic communications, employee participation and involvement, the power of a diverse workforce, service excellence and organisational performance. Specific questions were tabled in the questionnaires to the three different staff levels to determine their perceptions and their experience of the mentioned issues in the organisation.

The following questions were clustered together per questionnaire to compare the respective data per issue:

Description	Questionnaire 1 Staff Level 1 (Executive Managers and Senior Managers)	Questionnaire 2 Staff Level 2 (Middle Managers and Junior Managers)	Questionnaire 3 Staff Level 3 (Charge hands, Supervisors and General Workers)
1. Strategy	Question 1, 2, 3	Question 1, 2, 3,	Question 8
2. Strategic communication	Question 4, 5, 6, 7, 16, 19, 20	Question 4, 5, 6, 8, 11, 12, 13	Question 1, 2, 4, 5
3. Employee participation and involvement	Question 8, 9, 10, 11, 12, 21, 23	Question 8, 13	
4. The power of a diverse workforce	Question 9, 11, 12, 13, 14, 15, 16, 22, 23	Question 9	Question 7, 9
5. Staff excellence	Question 12, 13	Question 14, 15	Question 1, 5
6. Organisational performance	Question 6, 7, 9, 10, 11, 12, 17, 20, 21	Question 8, 9, 13, 14, 15	Question 2, 3, 5, 6, 7, 8, 9

6.4 The sample

Stratified sampling was done by inviting different levels of appointees (participants) of nine departments within Country Bird (Pty) Ltd. in the Free State and Northwest Province.

The different levels of participants from the nine different departments consist of:

i.   Staff Level 1: Executive managers and senior managers;
ii.   Staff Level 2: Middle managers and junior managers; and
iii. Staff Level 3: Charge hands, supervisors and general labourers.

Neither the names of the participants nor those of the different departments were reflected. The different questionnaires will be referred to as:

i.   Staff Level 1;
ii.   Staff Level 2; and
iii. Staff Level 3 respectively.

The questionnaires were compiled to include a multitude of different questions with responses on a five-point scale, e.g. strongly agree, agree, neutral, disagree and strongly disagree.

6.5 Method of investigation

Due to the low literacy levels of the Country Bird (Pty) Ltd. workforce, it was decided to use structured questionnaires that were completed in the presence of training officers. Cultural diversity and illiteracy could lead to possible distortion of results, and other practical reasons could be the incorrect interpretation and perception of the questions that were asked. The training officers explained the information to all respondents who could not write, nor read or understand English. It is also possible that little or no influence was exerted on the respondents during the explanation of questions to respondents. Use was made of structured questions to ensure total consistency in the completion of the questionnaires due to the low literacy levels in the company.

The questionnaires were issued during the first half of February 2006, and they were returned in the second week of March 2006.

A total of 723 questionnaires had been issued to the different staff groups, and 599 were returned. All of the 599 questionnaires that were returned could be evaluated accordingly.

Groups	Questionnaires issued	Questionnaires received	% received	Total Manpower Budget
Staff Level 1	68	55	80.88	1284
Staff Level 2	55	36	65.45	1284
Staff Level 3	600	508	84.67	1284
TOTAL	723	599	82.85	1284

The effective return of the evaluated questionnaires was 46.65% of the universum. The questionnaire and the discussion of the responses were in English to ensure uniformity in the use of language.

6.6 Summary

The purpose of research is to explore the phenomenon of interest from the researcher's perspective, and it is essential to put the findings in the context in which the study took place. A full description of the research process has to be put forward, and it should be possible for the reader to be entitled to make a judgment in respect of the reliability of the test results. The results of the three questionnaires will subsequently be analysed in the next chapter. The outcome of the research depends as much on the social context in which it is being carried out as it does on the methodology which is employed and the theoretical framework within which it was developed.

Once this project has been completed, it will make an important contribution to the importance of understanding diversity and communication, as well as service levels in the poultry industry in the Free State and other interested industries.

The method of data collection was by means of three questionnaires and focuses on the description of findings as captured in Chapter 7.

Chapter 7

Description of findings

This chapter focuses on the description of findings as captured by the three questionnaires.

Chapter 7

Description of findings

7.1   Introduction

The method of data collection was by means of a survey using a total of three questionnaires that were issued to different categories of employment levels. The results of the research were combined by means of comparing the quantitative data/information received.

7.2 The report

The report addresses the three questionnaires separately; the percentage of each item under the different sections and questions is reported. Bar charts were used where appropriate and for easy interpretation.

7.3 Feedback per questionnaire:

7.3.1 <u>Questionnaire 1 (Staff Level 1: Executive managers and senior managers)</u>

A total of 23 questions, some with subdivisions, were put forward to the executive and senior managers, and the outcome per question was as follows, where tables and graphs reflect percentages of respondents.

Question 1

Do you know the company's vision, core values and core competencies?

A total of 75.5% of the executive and senior managers indicated that they know the company's vision statement, and a total of 17% of the respondents disagreed.
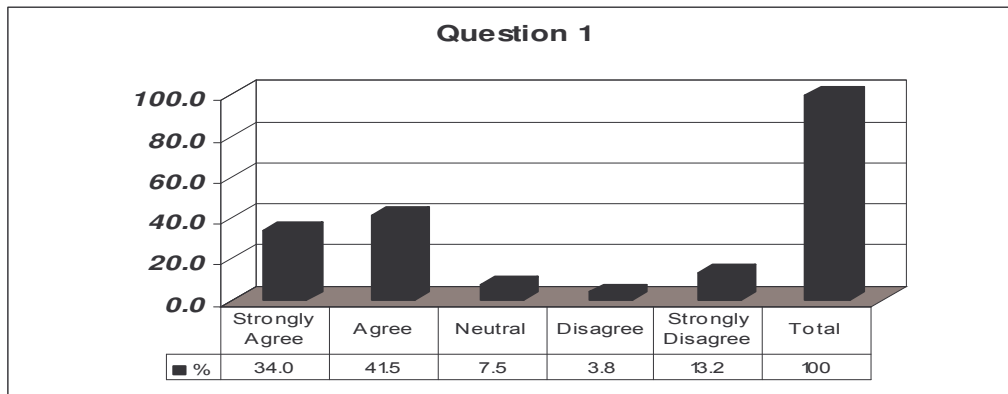
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	34.0	41.5	7.5	3.8	13.2	100

Question 2

Do you understand the rationale behind the strategic direction of the company and your department?

A total of 94.3% of the executive and senior managers indicated that they understand the rationale behind the strategic direction of the company and the department, and an alarming 17% of the respondents responded neutrally or disagreed.

Question 2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	41.5	52.8	7.5	3.8	13.2	100
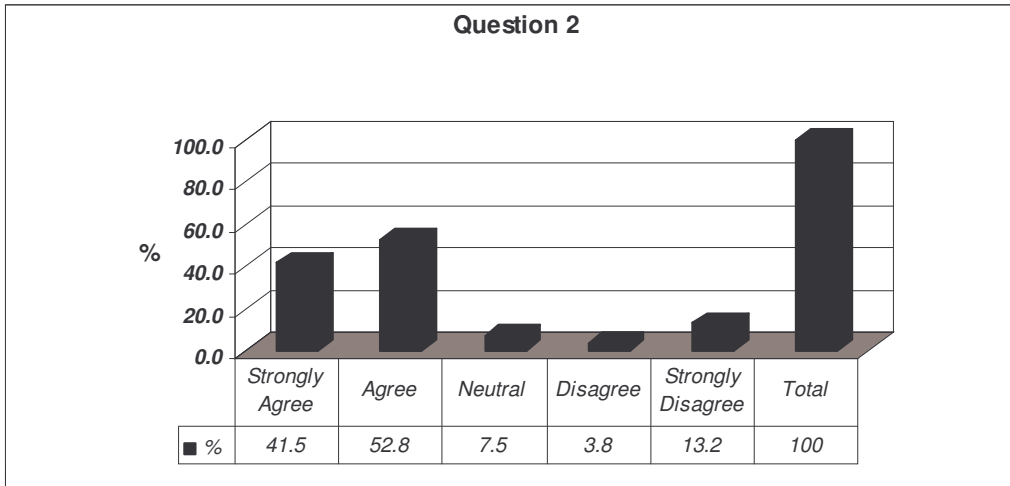
Question 3

Were you informed by your direct supervisor about the strategic direction?

A total of 84.3% of the executive and senior managers indicated that they were informed by their direct supervisor about the strategic direction of the company, and a total of 7.4% of the respondents disagreed.

Question 3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	44.4	39.9	9.3	7.4	0	100
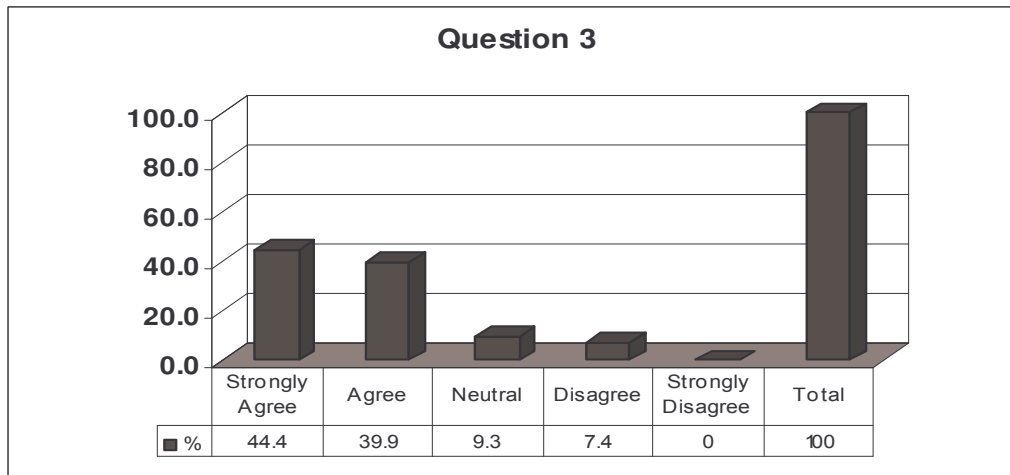
Question 4

Do you communicate officially on a regular basis with your team members?

A total of 96.2% of executive and senior managers indicated that they communicate officially on a regular basis with their team members, and a total of 1.9% of the respondents disagreed.

Question 4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	71.7	24.5	1.9	1.9	0	100
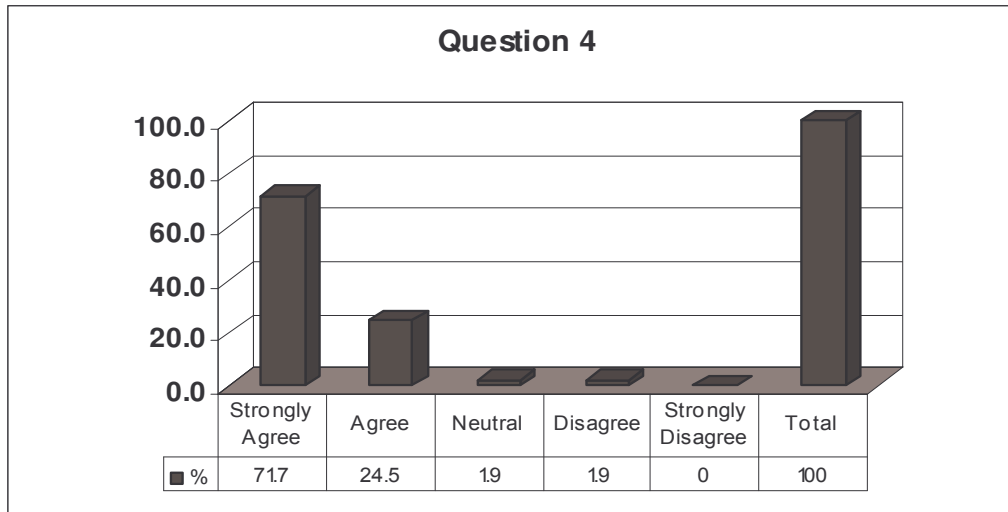
Question 5 (See table 5)

How often do you meet with your team members?

5.1 A total of 91.9% of the executive and senior managers indicated that they meet officially on a daily basis with team members, and a total of 2% of the respondents disagreed.

5.2 On a weekly basis: A total of 62.5% of the executive and senior managers indicated that they meet officially on a weekly basis with team members, and a total of 37.5% of the respondents disagreed.

5.3 On a fortnightly basis: A total of 68.8% of the executive and senior managers indicated that they meet officially on a bi-weekly basis with team members, and a total of 18.7% of the respondents disagreed.

5.4 On a monthly basis: A total of 85% of the executive and senior managers indicated that they meet officially on a monthly basis with team members, and a total of 10% of the respondents disagreed.

5.5 On an ad hoc basis: A total of 68.4% of the executive and senior managers indicated that they meet officially on an ad hoc basis with team members, and a total of 26.3% of the respondents disagreed.

Frequency	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
5.1 on a daily basis	73.5	18.4	6.1	2	0	100
5.2 on a weekly basis	29.2	33.3	0	4.2	33.3	100
5.3 on a fortnightly basis	43.8	25	12.5	0	18.7	100
5.4 on a monthly basis	40.0	45.0	5.0	0.0	10.0	100
5.5 on an ad-hoc basis	42.1	26.3	5.3	10.5	15.8	100

Table 5. How often do you meet with your team members?

Question 6

When you meet with your team members, do you discuss:

6.1 The previous day's results.

6.2 The previous day's problems.

6.3 Today's target.

6.4 How are we going to achieve today's target?

Question 6.1

A total of 87.8% of the executive and senior managers indicated that, when they meet with their members, they discuss the previous day's results, and a total of 2.4% of the respondents disagreed.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	36.6	51.2	9.8	0	2.4	100
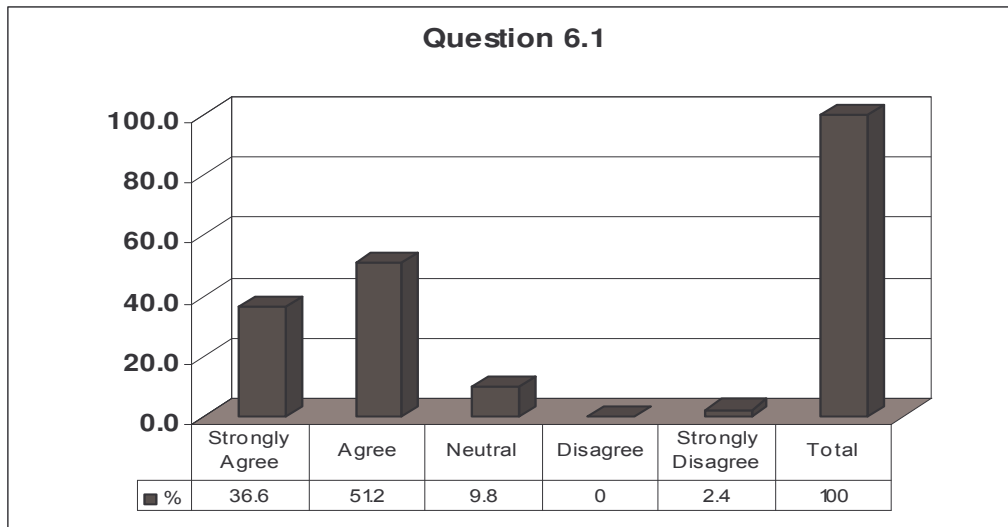
Question 6.2

A total of 89.2% of the executive and senior managers indicated that, when they meet with their members, they discuss the previous day's problems, and no participants disagreed.

Question 6.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	37.8	51.4	10.8	0	0	100
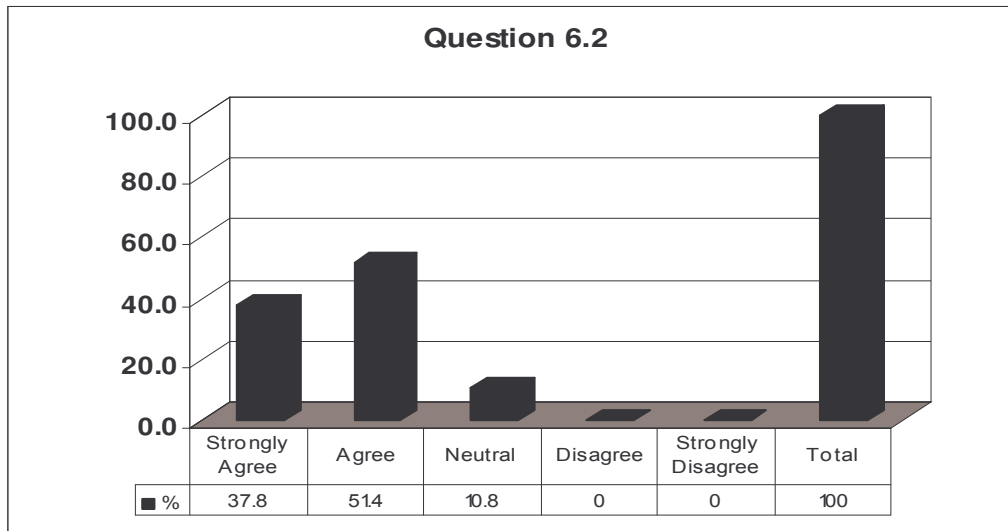
Question 6.3

A total of 81.6% of the executive and senior managers indicated that, when they meet with their members, they discuss today's targets, and a total of 2.6% of the respondents disagreed.

Question 6.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	47.4	34.2	15.8	0	2.6	100
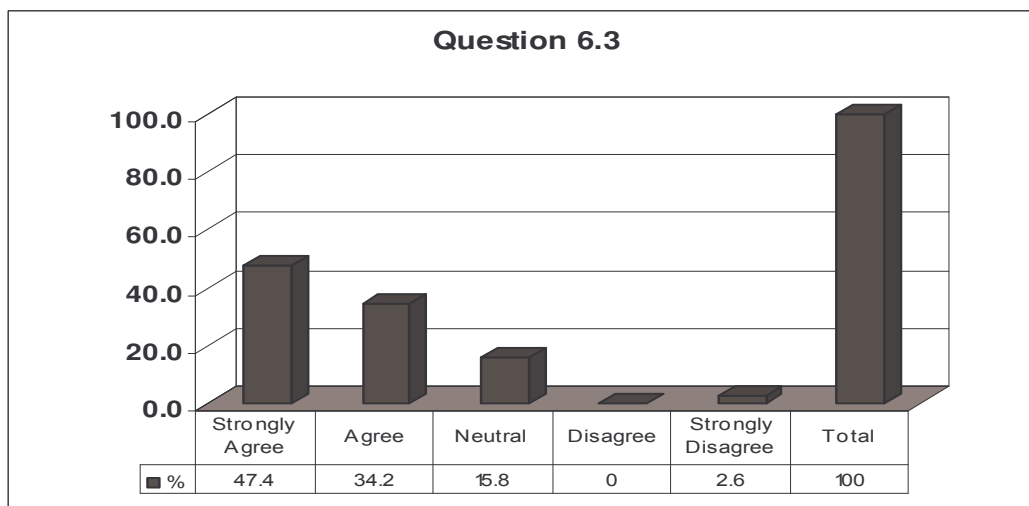
Question 6.4

A total of 86.8% of the executive and senior managers indicated that, when they meet with their members, they discuss how to achieve today's target, and a total of 2.6% of the respondents disagreed.

Question 6.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	57.9	28.9	10.5	2.6	0	100
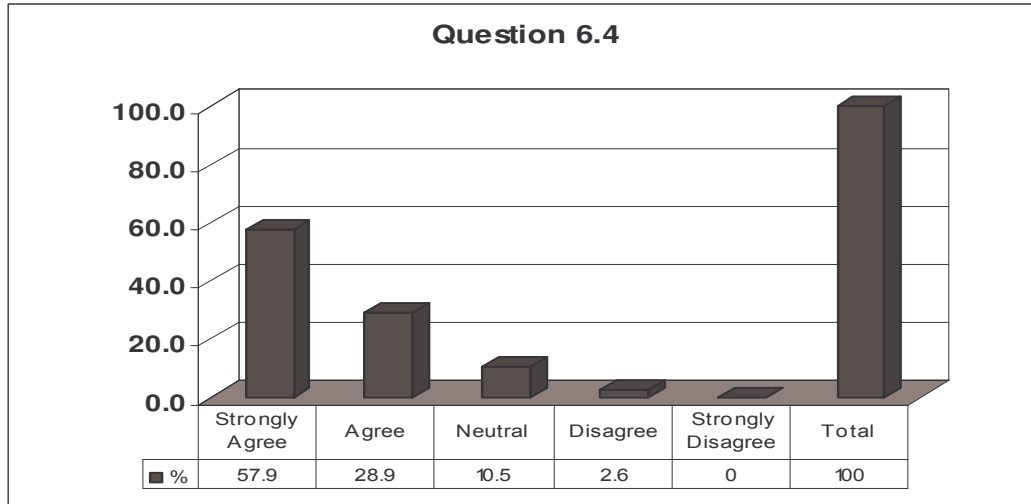
Question 7

During your communication sessions, do you inform your members about?

7.1 The company's financial performance.

7.2 The business unit's financial performance.

7.3 Your department's operational performance.

7.4 Overall performance of the business unit.

Question 7.1

A total of 36.8% of the executive and senior managers indicated that they do inform their subordinates about the company's financial performance during communication sessions, and a total of 47.4% of the respondents disagreed.

Question 7.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	28.9	7.9	15.8	34.2	13.2	100
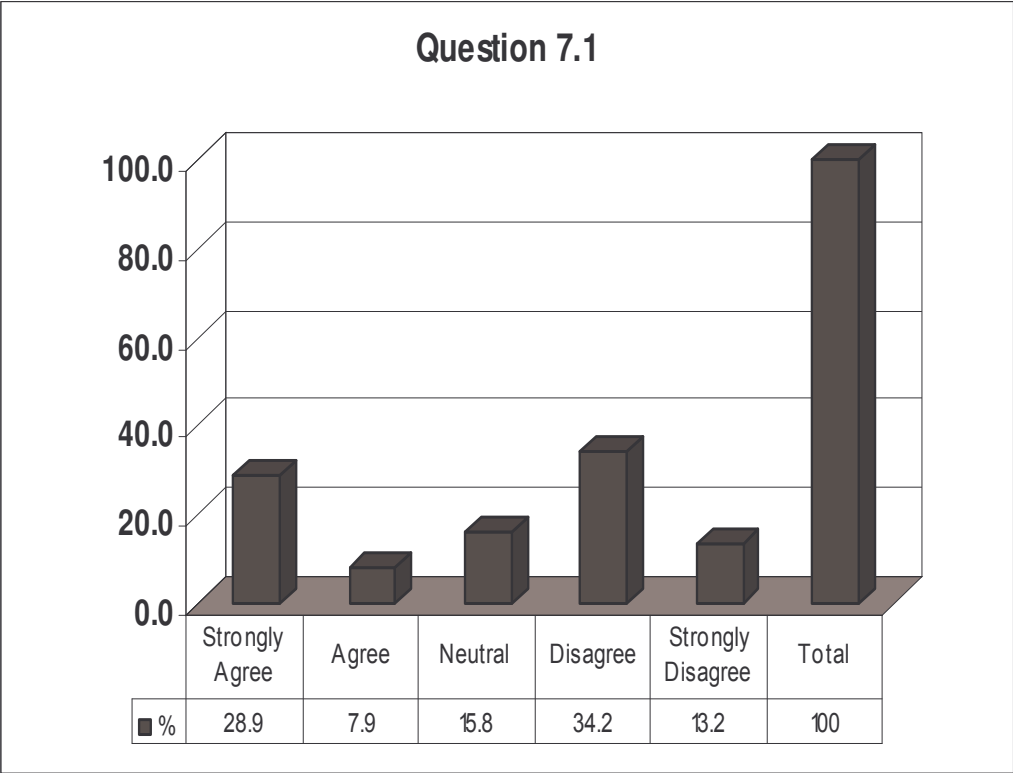
Question 7.2

A total of 31.5% of the executive and senior managers indicated that they do inform their subordinates about the business unit's financial performance during communication sessions, and a total of 48.5% of the respondents disagreed.

Question 7.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	2.9	28.6	20	37.1	11.4	100
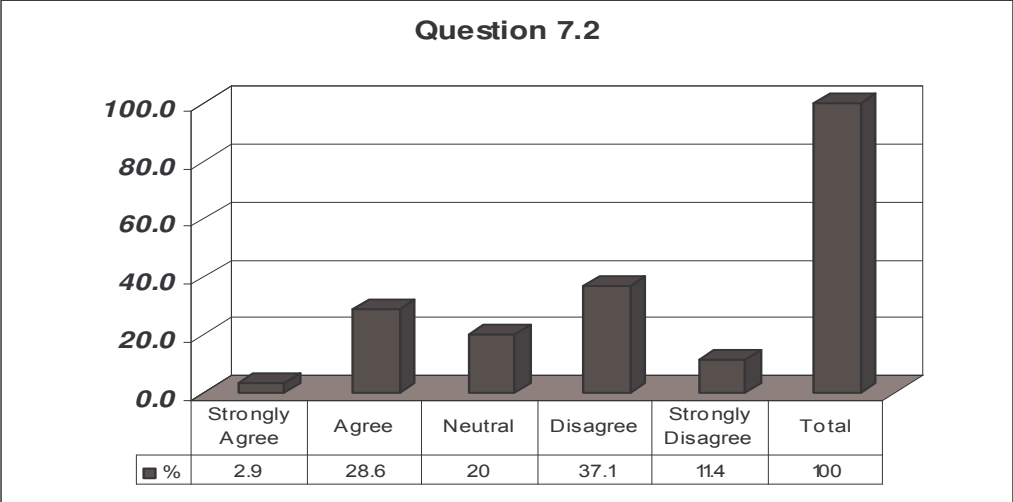
Question 7.3

A total of 86.7% of the respondents indicated that they do inform their subordinates about their department's operational performance during communication sessions, and a total of 11.1% of the respondents disagreed.

Question 7.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	35.6	51.1	2.2	6.7	4.4	100
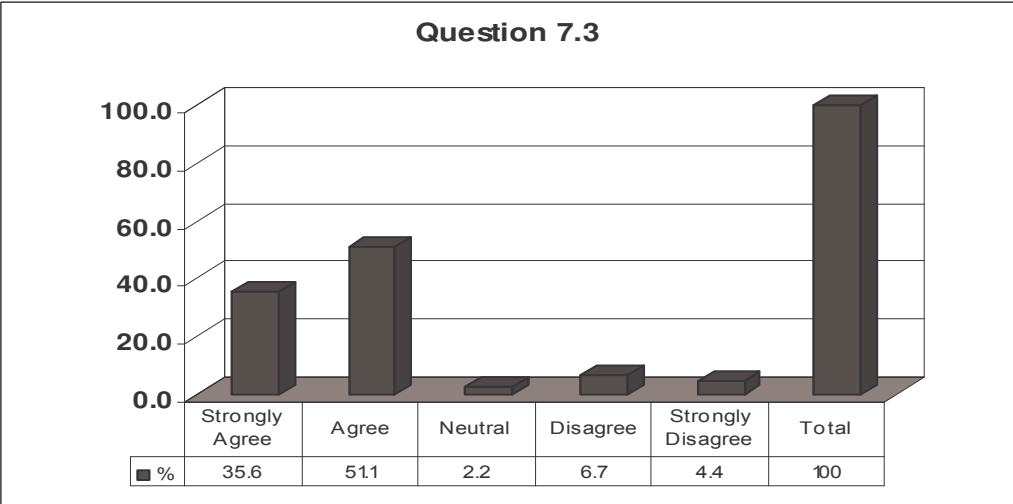
Question 7.4

A total of 65.1% of the respondents indicated that they do inform their subordinates about the overall performance of the business unit during communication sessions, and a total of 23.3% of the respondents disagreed.

Question 7.4

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	25.6	39.5	11.6	14	9.3	100
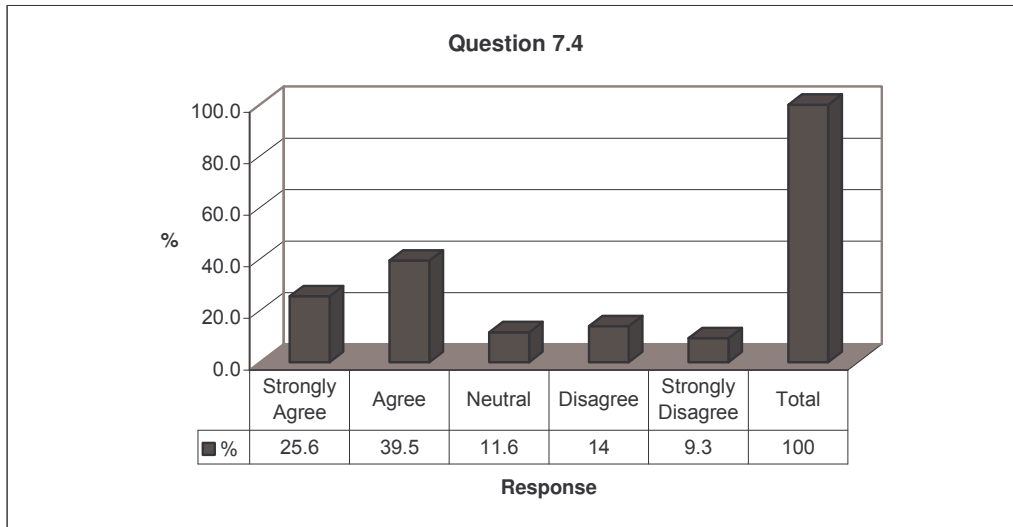
Question 8

What kind of a leader are you? See Table 8.

8.1 A-style leader (Autocratic). A total of 42.8% of the respondents indicated that they are A-style leaders (Autocratic), and a total of 47.7% of the respondents disagreed.

8.2 B-style leader (Innovative and creative). A total of 95.2% of the respondents indicated that they are B-style leaders (Innovative and Creative), and a total of 2.4% of the respondents disagreed.

8.3 C-style leader (Democratic). A total of 61.9% of the respondents indicated that they are C-style leaders (Democratic), and a total of 28.6% of the respondents disagreed.

8.4 D-style leader (Laissez fair). A total of 37.4% of the respondents indicated that they are D-style leaders (Laissez-faire), and a total of 31.3% of the participants disagreed.

Type of Leader	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A-style leader (Autocratic)	19.0	23.8	9.5	14.4	33.3
B-style leader (Innovative and creative)	61.9	33.3	2.4	2.4	0
C-style leader (Democratic)	14.3	47.6	9.5	14.3	14.3
D-style leader (Laissez Fair)	6.3	31.1	31.3	0	31.3

Table 8 What kind of a leader are you?

Question 9

Do you allow participation and interaction in problem-solving issues in the workplace?

A total of 88.2% of the executive and senior managers indicated that they do allow participation and interaction in problem-solving issues in the workplace, and a total of 5.9% of the respondents disagreed.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	52.9	35.3	5.9	2	3.9	100
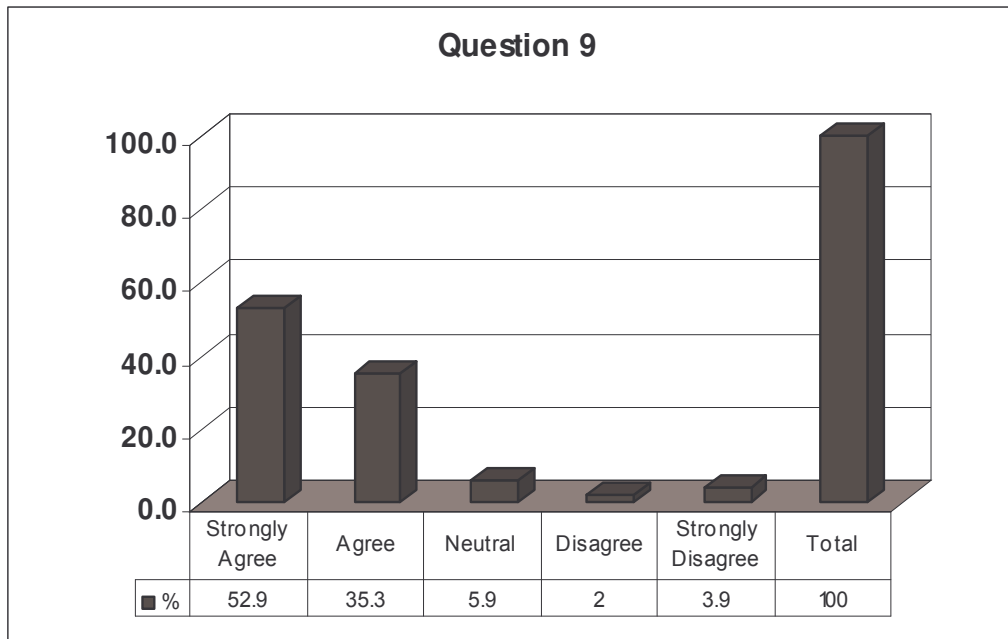
Question 10

Do you allow your team members to openly discuss problems in the workplace?

A total of 85.3% of the executive and senior managers indicated that they do allow their team members to openly discuss problems in the workplace, and a total of 6.6% of the respondents disagreed.

Question 10

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	50.0	35.3	9.3	2.9	3.7	100
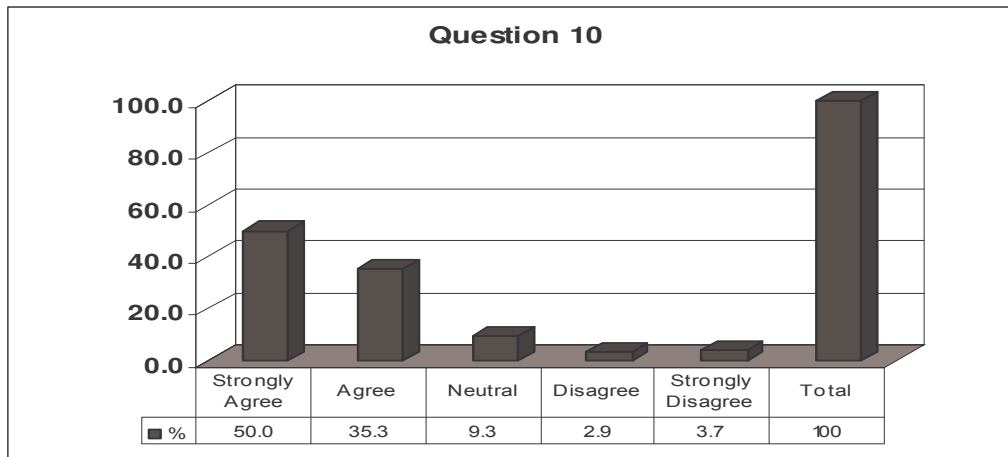
Question 11

Do you allow team members to table possible problem-solving proposals?

A total of 87.0% of the executive and senior managers indicated that they do allow team members to table possible problem-solving proposals, and a total of 3.7% of the respondents disagreed.

Question 11

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	42.6	44.4	9.3	3.7	0	100
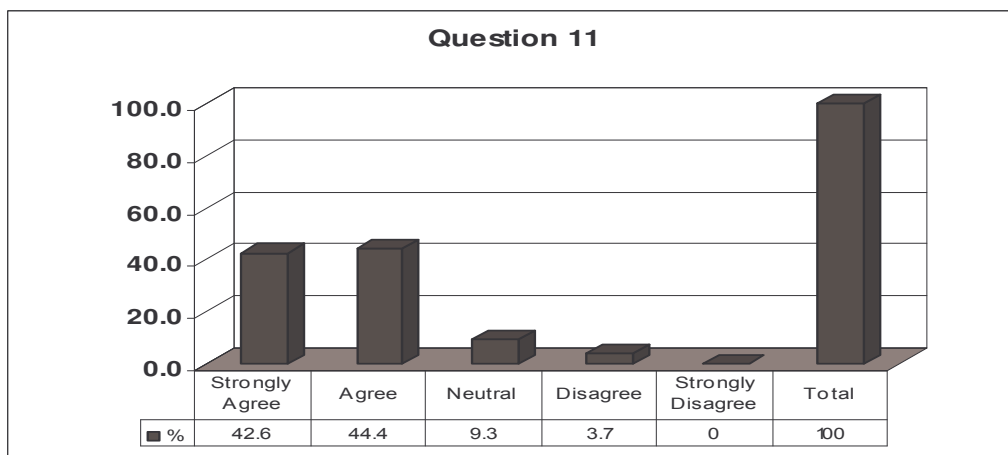
Question 12

Do you mobilise the talents of your people through participation?

A total of 86.8% of the executive and senior managers indicated that they do mobilise the talents of their team members through participation, and a total of 13.2% of the respondents were neutral and nobody disagreed.

Question 12

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	49.1	37.7	13.2	0	0	100
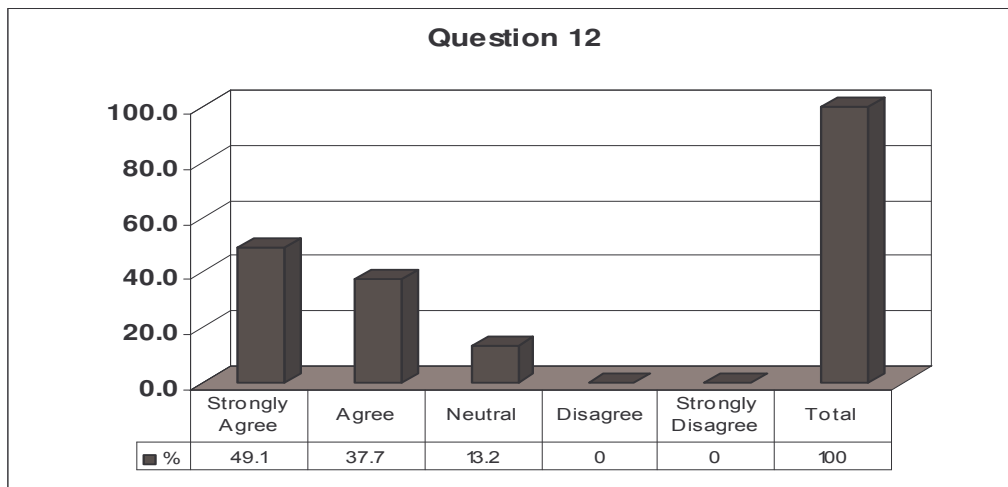
Question 13

Do you believe in the power of a diverse workforce?

A total of 74.1% of the executive and senior managers indicated that they do believe in the power of a diverse workforce, and a total of 1.9% of the respondents disagreed.

Question 13

	Strongly	Agree	Neutral	Disagree	Strongly	Total
■ %	42.6	31.5	20.4	1.9	0	100
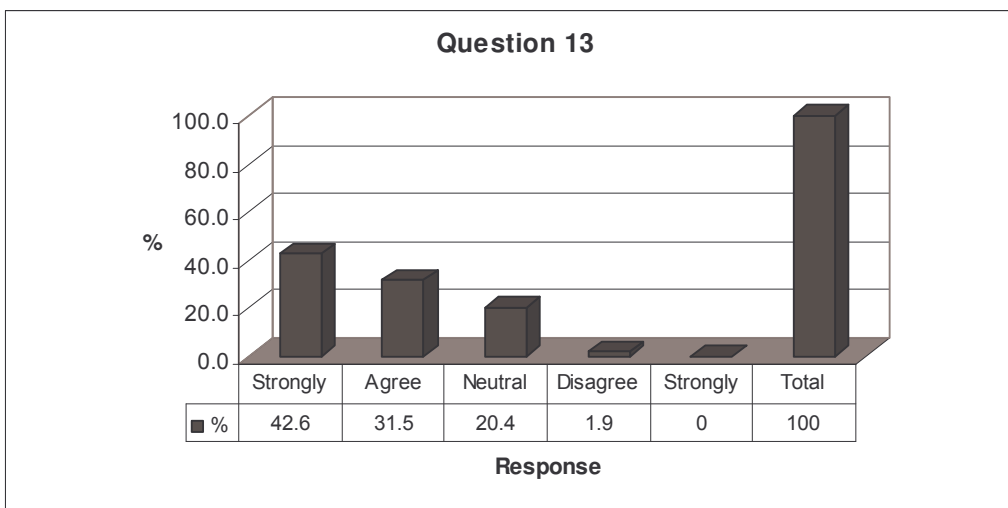
Response

Question 14

Do you understand the power of a diverse workforce?

A total of 77.8% of the executive and senior managers indicated that they do understand the power of a diverse workforce, and a total of 1.9% of the respondents disagreed.

Question 14

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	27.8	50	20.4	1.9	0	100
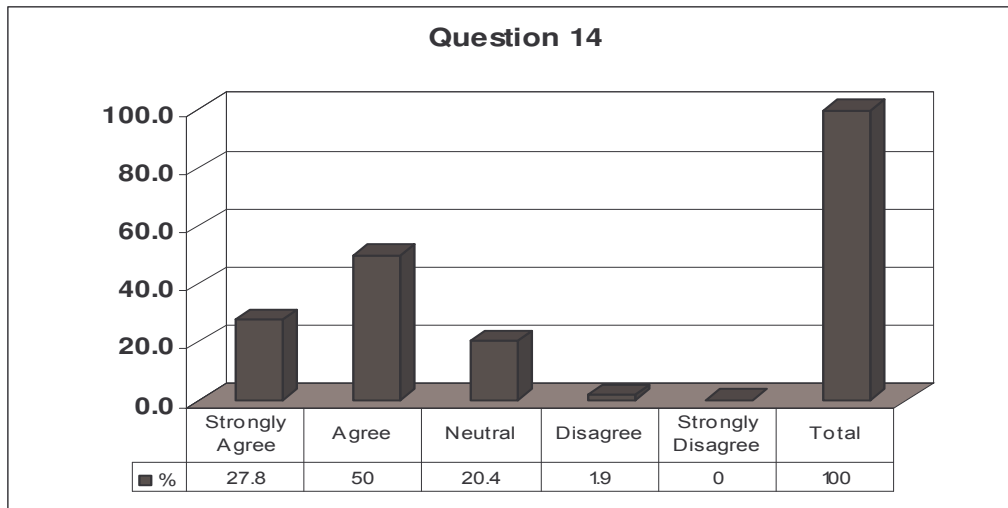
Question 15

Is there a diverse workforce present in your business unit?

A total of 77.8% of the executive and senior managers indicated that there is a diverse workforce present in their business units, and a total of 1.8% of the respondents disagreed.

Question 15

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	27.8	50	20.4	1.8	0	100
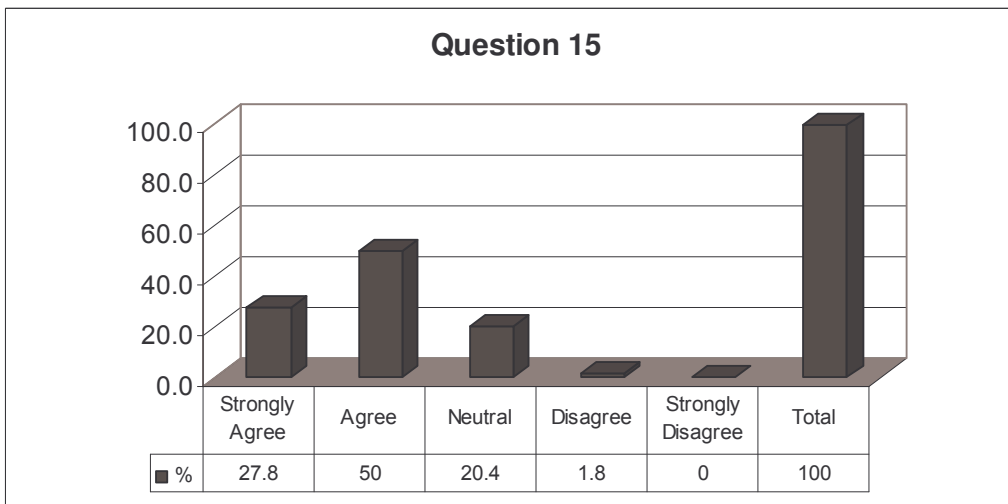
Question 16

If yes, what is the heterogeneous composition of your workforce? See Table 16.

16.1 Black. A total of 83.3% of the executive and senior managers indicated that the composition of their workforce is Black, and a total of 12.5% of the respondents disagreed.

16.2 White. A total of 58.3% of the executive and senior managers indicated that the composition of their workforce is White, and a total of 16.7% of the respondents disagreed.

16.3 Coloured. A total of 25.0% of the executive and senior managers indicated that the composition of their workforce is Coloured, and a total of 75.0% of the respondents disagreed.

16.4 Indian A total of 14.3% of the executive and senior managers indicated that the composition of their workforce is Indian, and a total of 42.9% of the respondents disagreed.

16.5 Black and White.

A total of 64.7% of the executive and senior managers indicated that the composition of their workforce is Black and White, and a total of 11.8% of the respondents disagreed.

16.6 Black, White and Coloured. A total of 64.2% of the executive and senior managers indicated that the composition of their workforce is Black, White and Coloured, and a total of 35.7% of the respondents disagreed.

16.7 Black, White, Coloured and Indian. A total of 25% executive and senior managers indicated that the composition of their workforce is Black, White, Coloured and Indian, and a total of 62.5% of the participants disagreed.

Category	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	62.5	20.8	4.2	0	12.5
White	33.3	25	25	0	16.7
Coloured	12.5	12.5	0	37.5	37.5
Indian	14.3	0	0	0	42.9
Black and White	29.4	35.3	23.5	0	11.8
Black, White and Coloured	57.1	7.1	0	21.4	14.3
Black, White, Coloured and Indian	0.0	25	12.5	37.5	25

Table 16 If yes, what is the heterogeneous composition of your workforce?

Question 17

Does the heterogeneous workforce have a positive impact on productivity?

A total of 53.8% of the respondents indicated that the heterogeneous workforce has a positive impact on productivity, and a total of 7.7% of the respondents disagreed.

Question 17

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	28.2	25.6	38.5	7.7	0	100
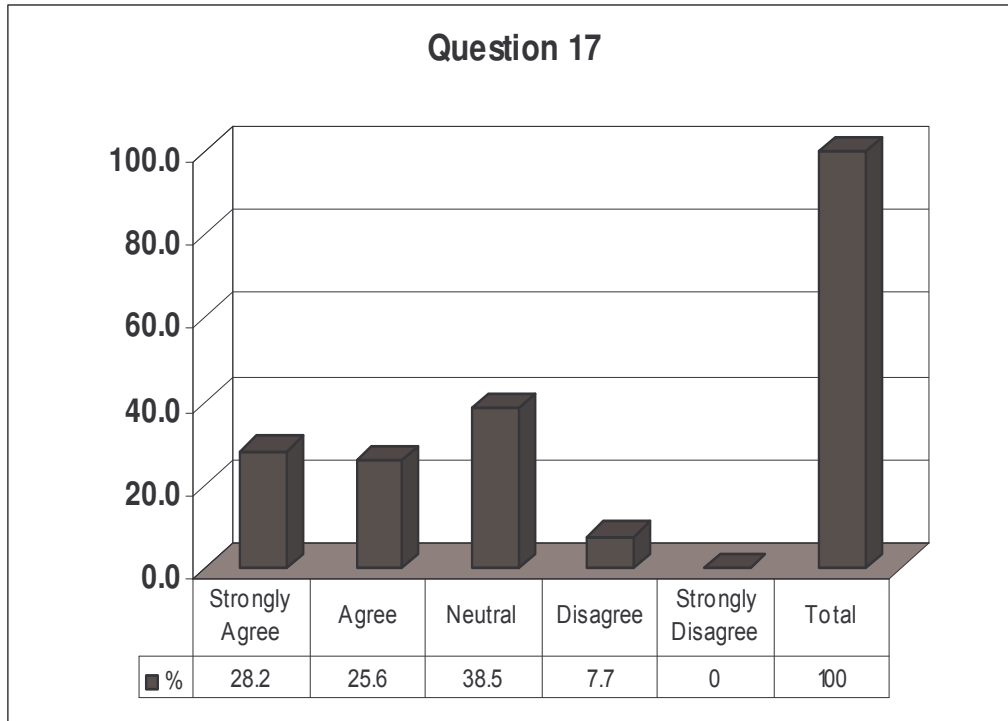
Question 18

What language do you use to communicate to your workforce? See Table 18

18.1 English. A total of 90.4% of the executive and senior managers indicated that they use English to communicate with the workforce, and a total of 9.7% of the respondents responded neutrally.

18.2 Afrikaans. A total of 81.5% of the executive and senior managers indicated that they use Afrikaans to communicate with the workforce, and a total of 11.1% of the respondents disagreed.

18.3 Sotho. A total of 86.9% of the executive and senior managers indicated that they use Sotho to communicate with the workforce, and a total of 4.3% of the respondents disagreed.

18.4 Tswana. A total of 50% of the executive and senior managers indicated that they use Tswana to communicate with the workforce, and a total of 50% of the respondents disagreed.

18.5 Other. A total of 62.5% of the executive and senior managers indicated that they use other languages to communicate with the workforce, and a total of 25% of the respondents disagreed.

Language	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
English	45.2	45.2	9.7		
Afrikaans	29.6	51.9	7.4	11.1	0
Sotho	39.1	47.8	8.7	0	4.3
Tswana	37.5	12.5	0	25	25
Other	62.5	0	12.5	0	25

Table 18 What language do you use to communicate to your workforce?

Question 19

In what language do you give instructions?

19.1 English. A total 88% of the executive and senior managers indicated that they give instructions in English.

19.2 Afrikaans. A total of 80.7% of the executive and senior managers indicated that they give instructions in Afrikaans.

19.3 Sotho. A total of 86.4% of the executive and senior managers indicated that they give instructions in Sotho.

19.4 Tswana. A total of 50% of the executive and senior managers indicated that they give instructions in Tswana.

19.5 Other. A total of 46.2% of the executive and senior managers indicated that they give instructions in other languages.
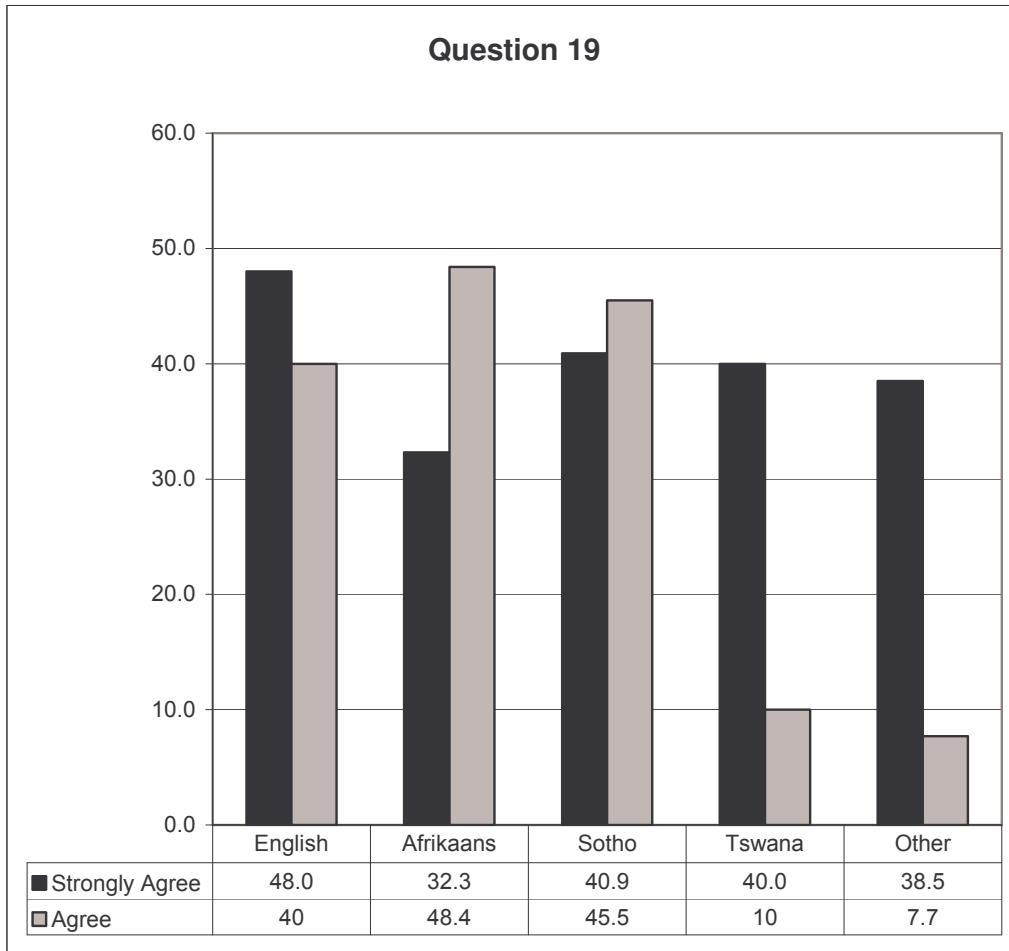
Question 19

	English	Afrikaans	Sotho	Tswana	Other
■ Strongly Agree	48.0	32.3	40.9	40.0	38.5
□ Agree	40	48.4	45.5	10	7.7

Question 20

Do your subordinates always understand your instructions to minimise misdirected effort in the workplace?

The question appears ambiguous, but if we keep in mind that our focus was on communication ("understand your instructions") rather than "minimise misdirected effort" as one symptom of inefficiency; then the results below may be construed against the background.

A total of 82.9% of the respondents indicated that the workforce always understands their instructions to minimise misdirected effort in the workplace, and a total of 2.4% of the respondents disagreed.

Question 20

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	51.2	31.7	14.6	2.4	0	100
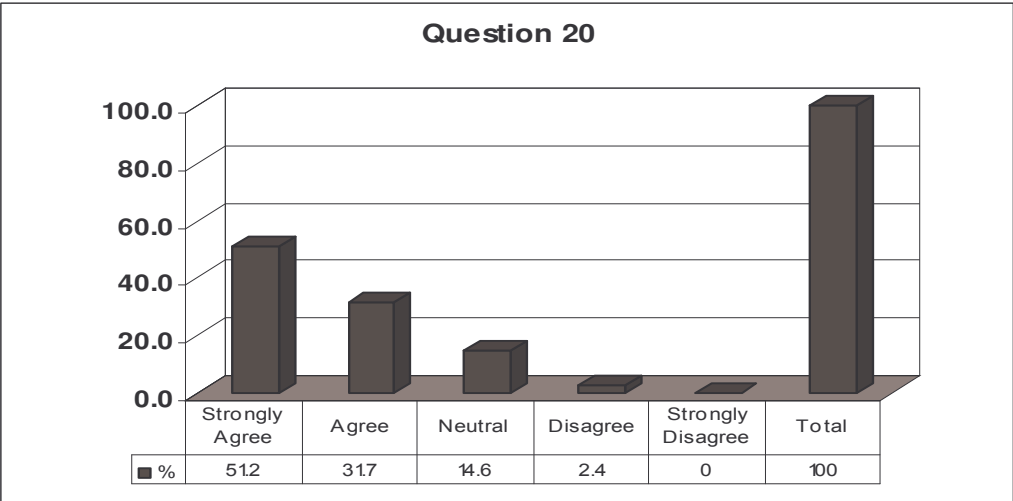
Question 21

Do inputs of subordinates have a direct impact on performance/profits?

A total of 86.7% of the executive and senior managers indicated that input of subordinates has a direct impact on performance/profits, and a total of 13.3% of the respondents responded neutrally.

Question 21

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	37.8	48.9	13.3	0	0	100
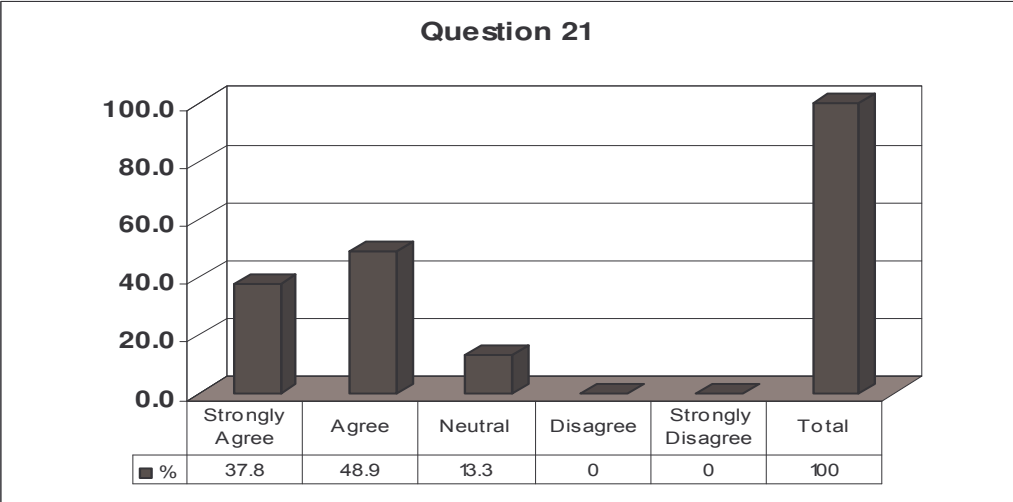
Question 22

Do you understand the effect of culture differences in your workforce on work performance?

A total of 86.6% of the executive and senior managers indicated that they do understand the effect of culture differences in their workforce on work performance, and a total of 13.3% of the respondents responded neutrally.

Question 22

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	33.3	53.3	13.3	0	0	100
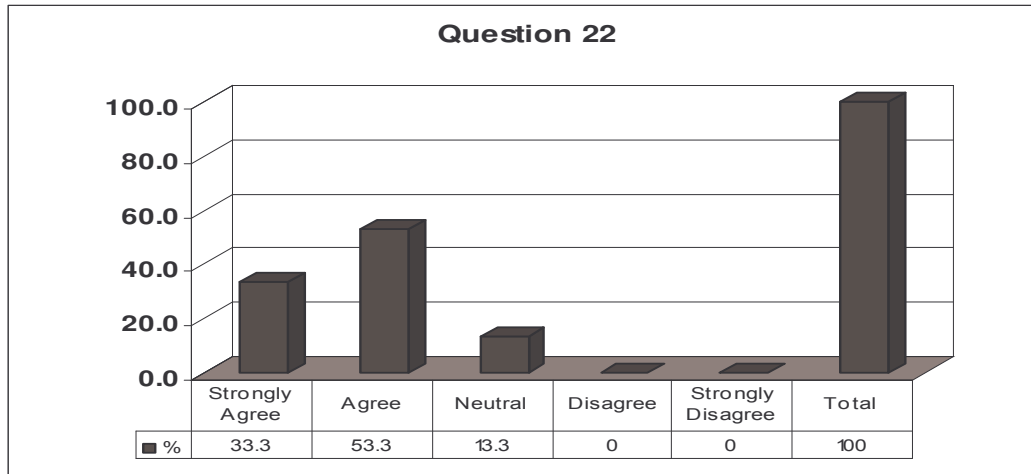
Question 23

Do you know the content of the Country Bird: Code of Conduct?

A total of 61.9% of the executive and senior managers indicated that they know the content of the Country Bird Code of Conduct, and a total of 3.6 % of the respondents disagreed.

Question 23

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	16.4	45.5	34.5	1.8	1.8	100
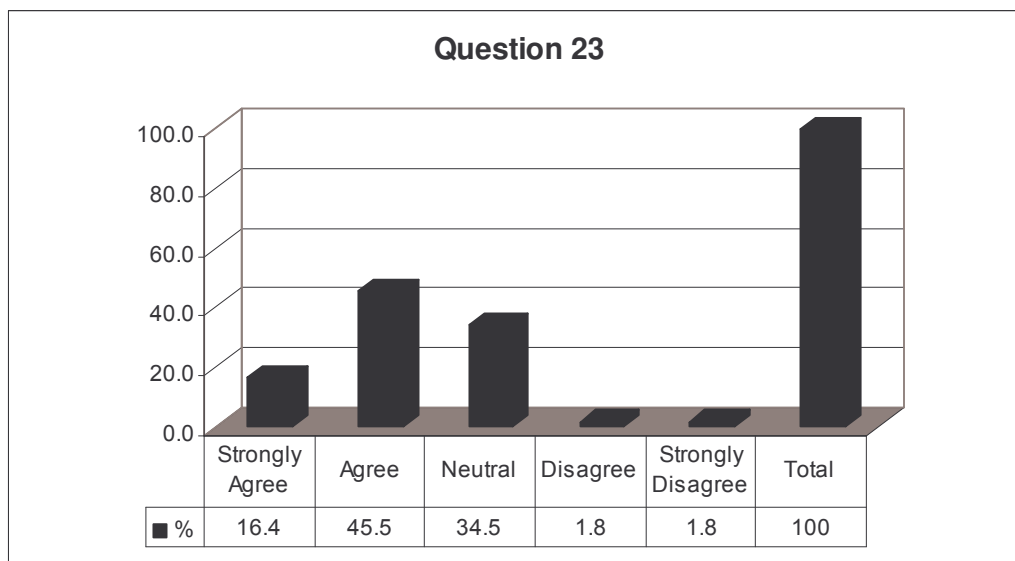
7.3.2 <u>Questionnaire 2 (Staff Level 2: Middle managers and junior managers)</u>

A total of 15 questions, some with subdivisions, were put forward to middle and junior managers, and the outcome per question was as follows, where tables and graphs reflect percentages of respondents:

Question 1

1.1   Do you know the company's vision statement?

1.2   Do you know the company's core values?

1.3   Do you know the company's core competencies?

Question 1.1

A total of 80.6% middle and junior managers indicated that they know the company's vision statement, and a total of 13.9% participants disagreed.

Question 1.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	52.8	27.8	5.6	2.8	11.1	100
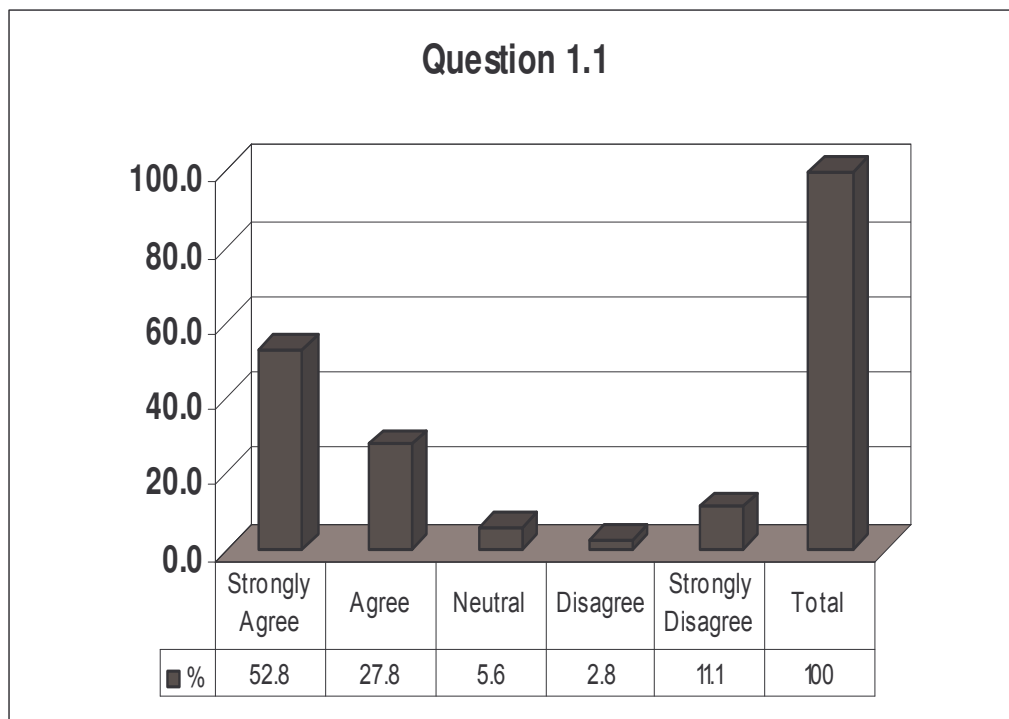
Question 1.2

A total of 82.4% middle and junior managers indicated that they know the company's core competencies, and a total of 14.7% participants disagreed.

Question 1.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	47.1	35.3	2.9	2.9	11.8	100
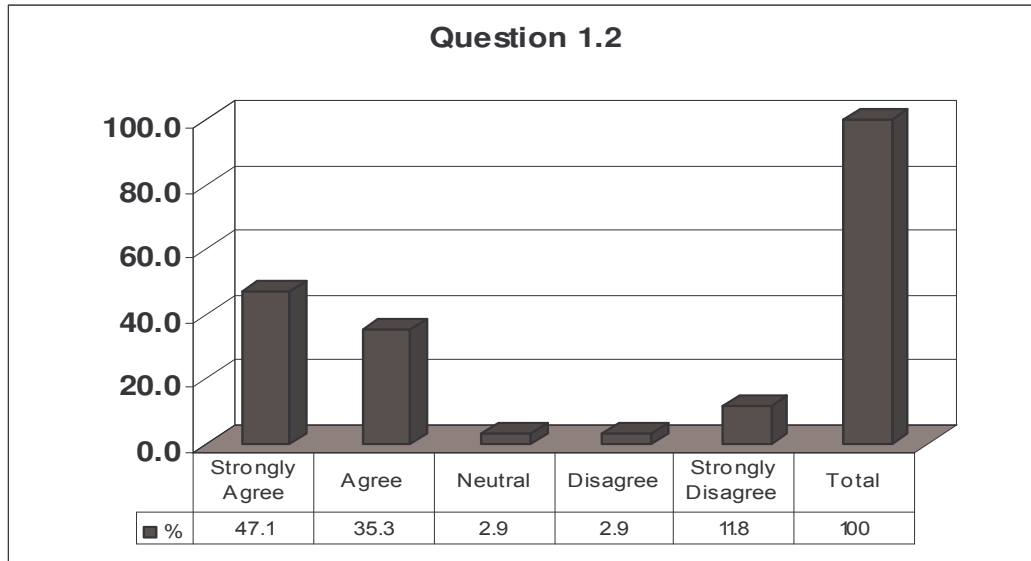
Question 1.3

A total of 76.4% middle and junior managers indicated that they know the company's core values, and a total of 11.7% participants disagreed.

Question 1.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	38.2	38.2	11.8	2.9	8.8	100
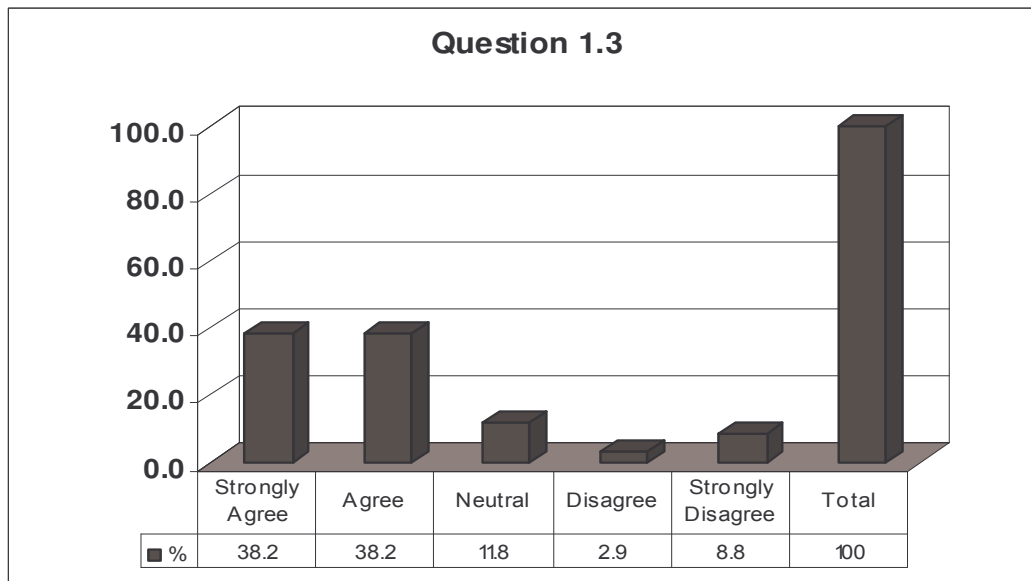
Question 2

2.1 Do you understand the rationale behind the strategic direction of the company?

2.2 Is your business unit aligned with the company's Strategic Plan?

2.3 Is your department aligned with the company's Strategic Plan?

Question 2.1

A total of 71.5% middle and junior managers indicated that they understand the rationale behind the strategic direction of the company, and a total of 5.7% participants disagreed.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	22.9	48.6	22.9	5.7	0	100
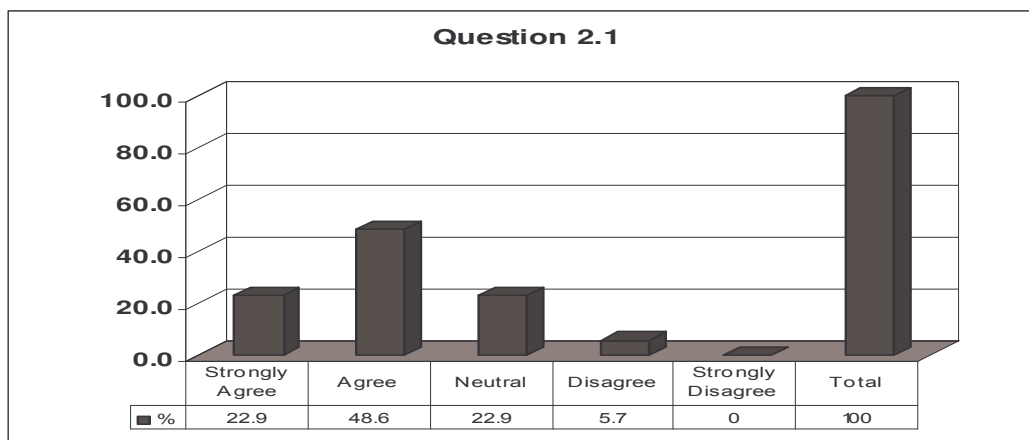
Question 2.2

A total of 77.1% participants indicated that the business units are aligned with the company's strategic plan, and a total of 8.6% participants disagreed.

	Strongly	Agree	Neutral	Disagre	Strongly	Total
%	31.4	45.7	14.3	8.6	0	100
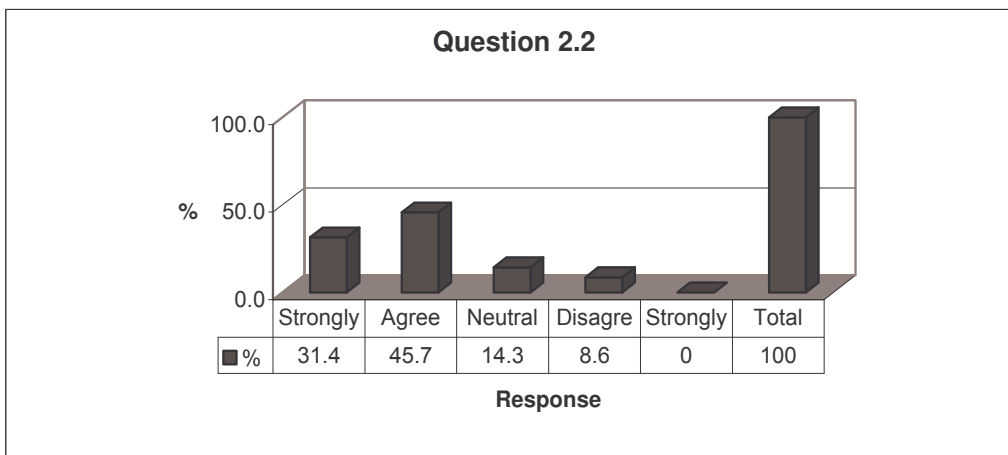
Question 2.3

A total of 82.9% middle and junior managers indicated that their department is aligned with the company's Strategic Plan, and a total of 2.9% participants disagreed.

Question 2.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	42.9	40	14.3	2.9	0	100
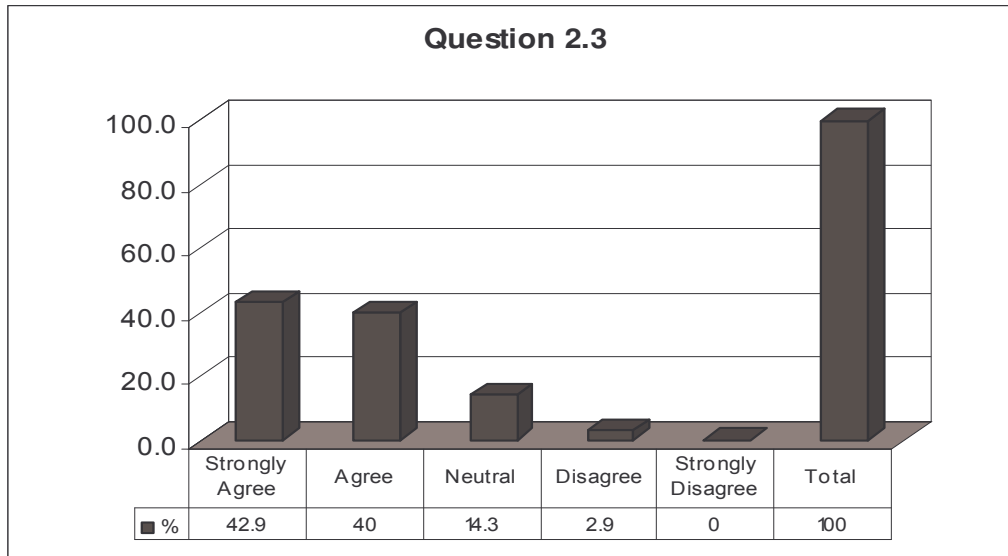
Question 3

3.1 Were you directly informed by your direct supervisor about the strategic direction?

3.2 Were you formally informed about your unit / department's key result areas and key result indicators?

3.3 Do you contribute as a manager to the profit margin of the company?

3.4 Did you make any input to the company's Strategic Plan?

3.5 Did you make any input to your departmental operational plan?

Question 3.1

A total of 69.4% middle and junior managers indicated they were directly informed by the direct supervisor about the Strategic Plan, and a total of 13.9% participants disagreed.

Question 3.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	36.1	33.3	16.7	5.6	8.3	100
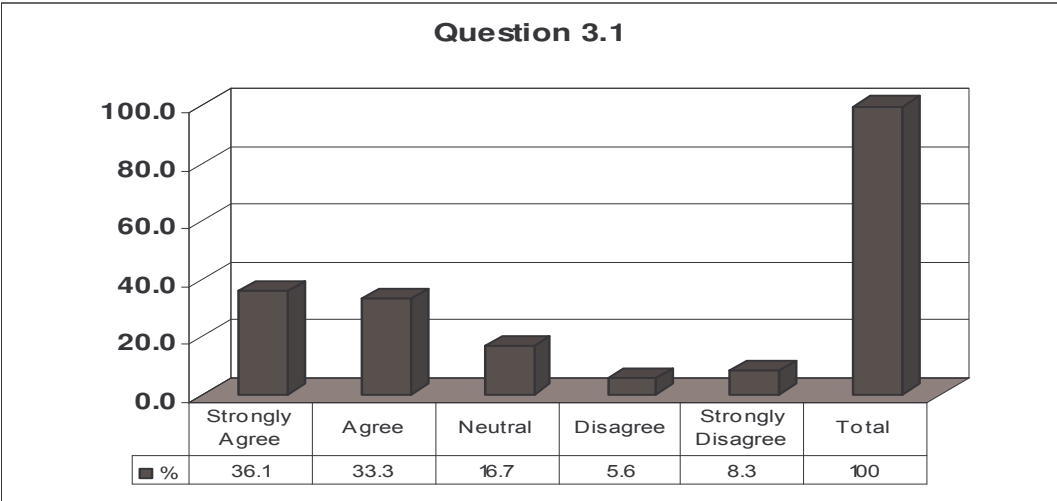
Question 3.2

A total of 72.2% middle and junior managers indicated they were formally informed about the unit/department's key result area and key result indicators, and a total of 16.7% participants disagreed.

Question 3.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	50.0	22.2	11.1	11.1	5.6	100
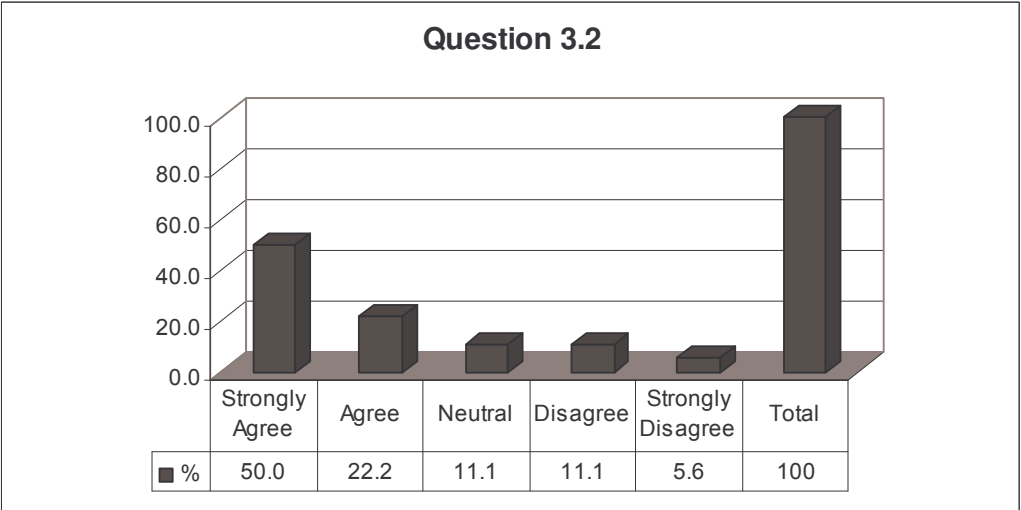
Question 3.3

A total of 80.0% middle and junior managers indicated that they contribute as a manager to the profit margin of the company, and a total of 2.9% participants disagreed.

Question 3.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	45.7	34.3	17.1	2.9	0	100
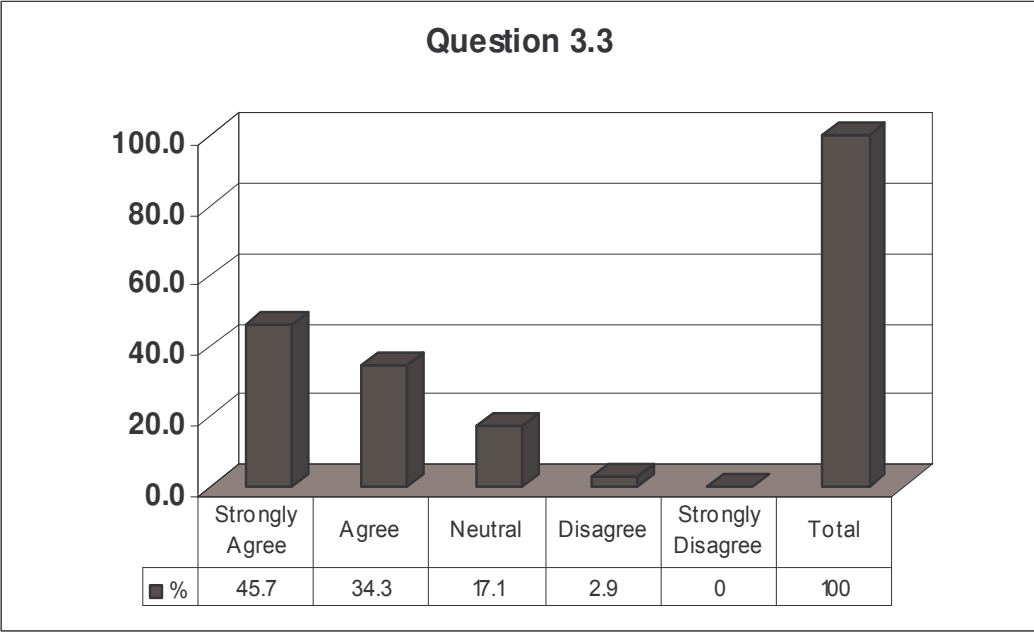
Question 3.4

A total of 57.2% middle and junior managers indicated that they made any input towards the company's Strategic Plan, and a total of 17.1% participants disagreed.

Question 3.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	28.6	28.6	25.7	11.4	5.7	100
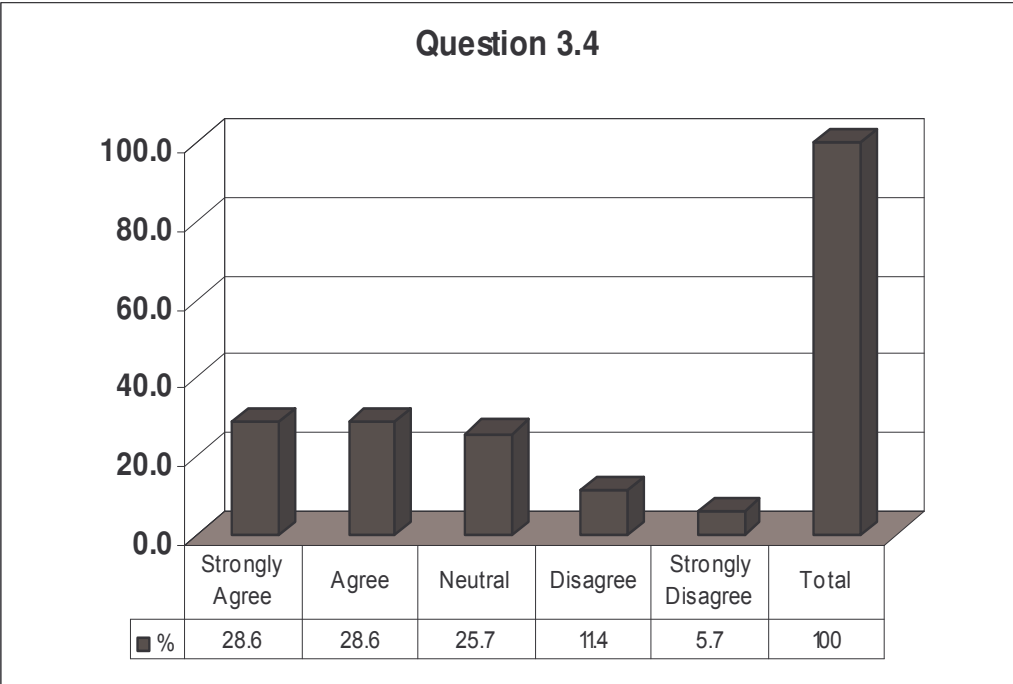
Question 3.5

A total of 38.9% middle and junior managers indicated that they made any input to their department's Operational Plan, and a total of 61.1% participants disagreed.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	2.8	36.1	0	61.1	0	100
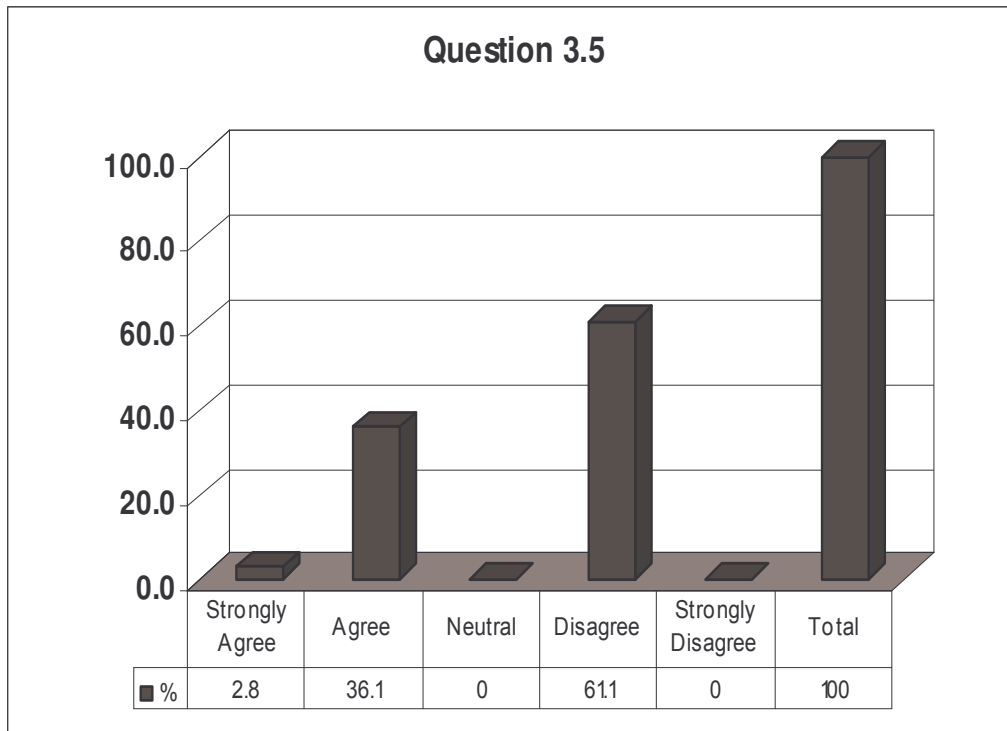
Question 4

4.1 Do you communicate officially on a regular basis with your team members?

4.2 How often do you meet with your team members?

    4.2.1 On a daily basis.

    4.2.2 On a weekly basis.

    4.2.3 On a fortnightly basis.

    4.2.4 On a monthly basis.

    4.2.5 On an ad-hoc basis.

Question 4.1

A total of 94.0% of the middle and junior managers indicated that they communicate officially on a regular basis with team members, and a total of 6.1% the respondents responded neutrally.

Question 4.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	66.7	27.3	6.1	0	0	100
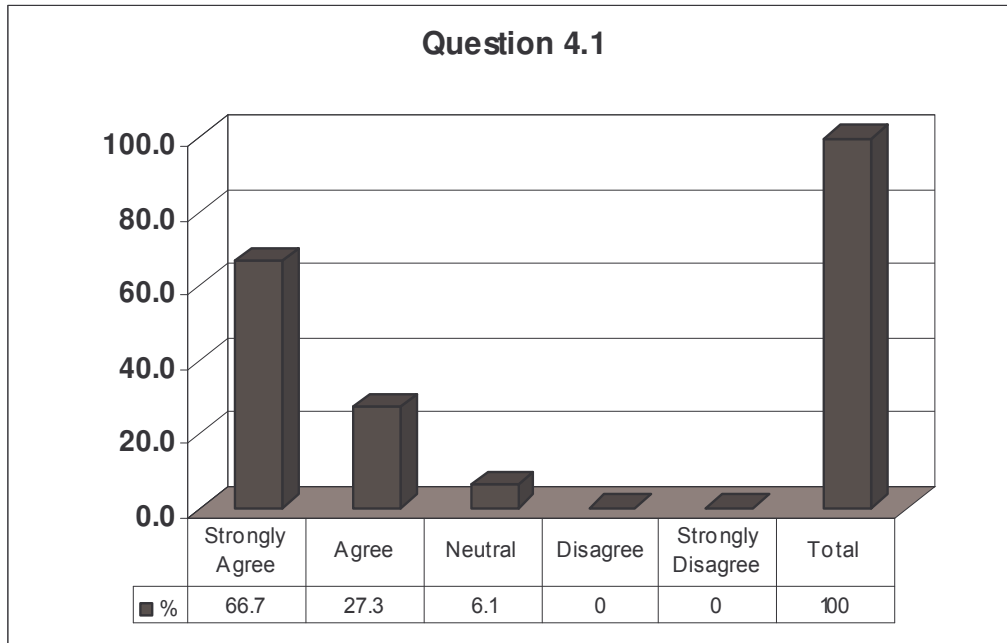
Question 4.2

How often do you meet with your team members?

4.2.1 On a daily basis. A total of 86.2% middle and junior managers indicated that they meet with their team members on a daily basis, and 3.4 % disagreed.

4.2.2 On a weekly basis. A total of 82.3% middle and junior managers indicated that they meet with their team members on a weekly basis, and a total of 17.6% of the respondents responded neutrally.

4.2.3 On a fortnightly basis. A total of 44.4% middle and junior managers indicated that they meet with their team members on a bi-weekly basis, and a total of 22.2% of the respondents disagreed.

4.2.4 On a monthly basis. A total of 55.5% middle and junior managers indicated that they meet with their team members on a monthly basis, and a total of 22.2% respondents disagreed.

4.2.5 On an ad-hoc basis. A total of 72.8% middle and junior managers indicated that they meet with their team members on an ad-hoc basis, and a total of 9.1% of the respondents disagreed.

Frequency	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
On a daily basis	72.4	13.8	10.3	3.4	0	100
On a weekly basis	58.8	23.5	17.6	0	0	100
On a fortnightly basis	11.1	33.3	33.3	11.1	11.1	100
On a monthly basis	22.2	33.3	22.2	11.1	11.1	100
On an ad-hoc basis	45.5	27.3	18.2	0	9.1	100

Question 5

What do you discuss with your team members?

5.1 The previous day's results.

5.2 The previous day's problems.

5.3 Today's targets.

5.4 How we are going to achieve today's target.

Question 5.1

A total of 93.3% of the respondents indicated that they do discuss the previous day's results with their team members, and a total of 3.3% of the respondents disagreed.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	63.3	30	3.3	3.3	0	100
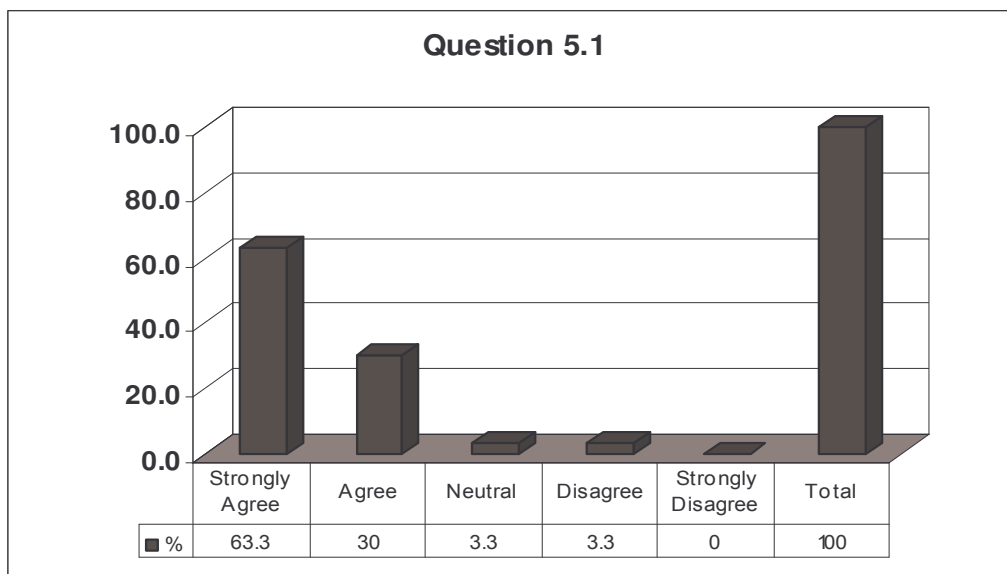
Question 5.2

A total of 96.5% middle and junior managers indicated that they do discuss the previous day's problems with their team members, and a total of 3.6% of the respondents disagreed.

Question 5.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	53.6	42.9	0	3.6	0	100
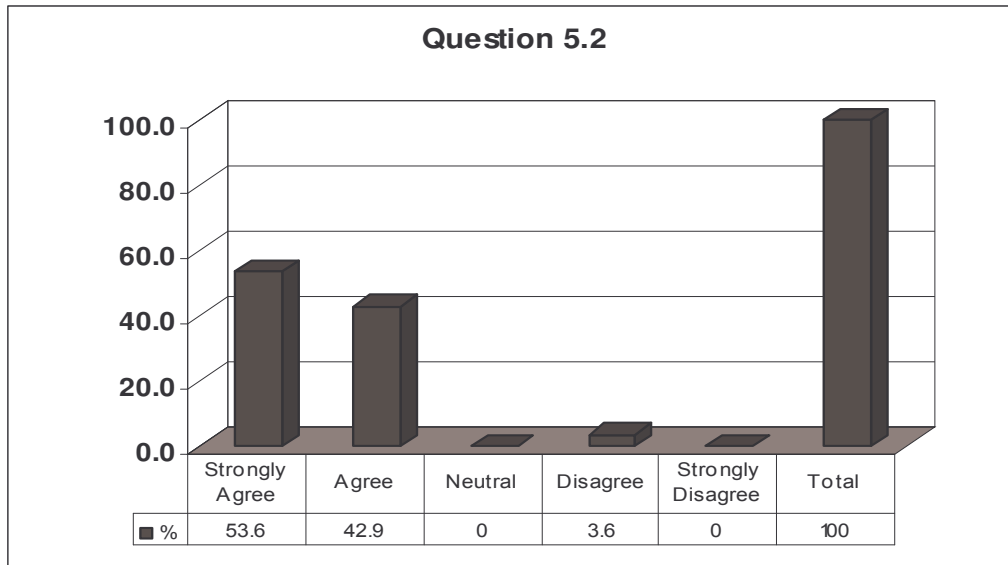
Question 5.3

A total of 96.5% middle and junior managers indicated that they do discuss the day's targets with their team members, and a total of 3.4% of the respondents responded neutrally.

Question 5.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	72.4	24.1	3.4	0	0	100
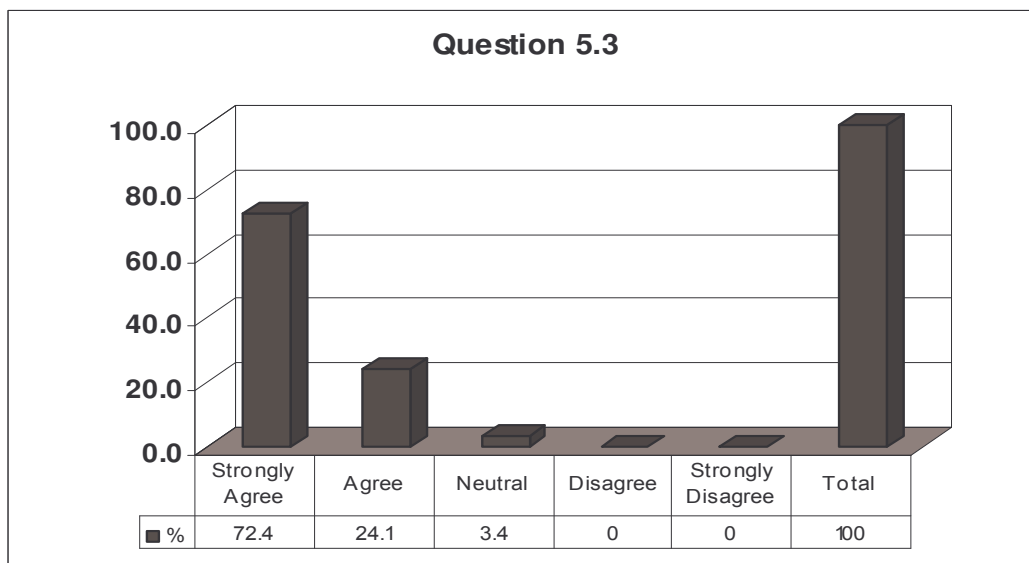
Question 5.4

A total of 88.9% middle and junior managers indicated that they do discuss with their team members how they are going to achieve the today's target, and a total of 3.7% of the respondents disagreed.

Question 5.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	51.9	37	7.4	0	3.7	100
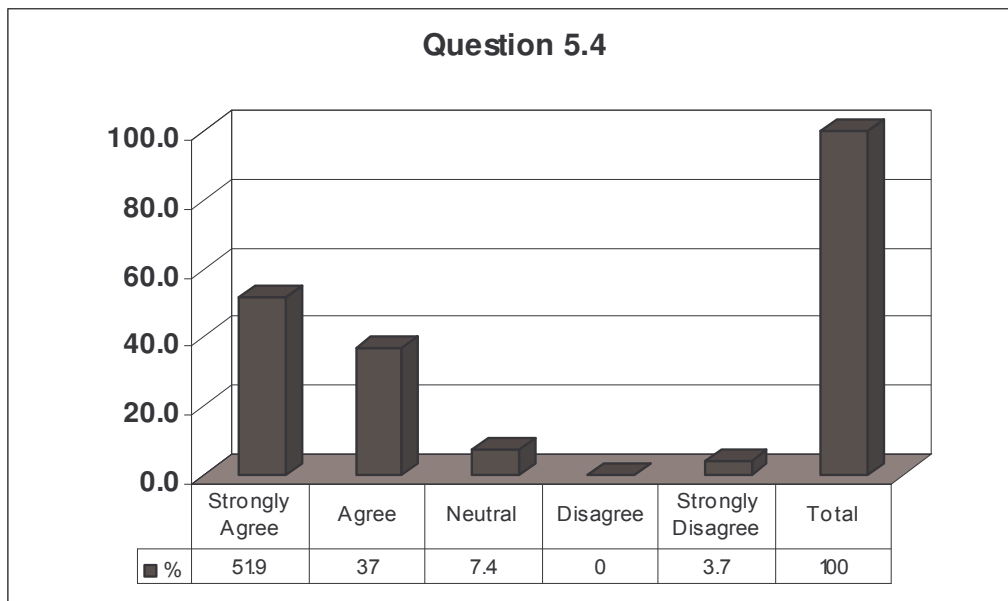
Question 6

During your communication sessions do you inform your members about:

6.1 The company's financial performance.

6.2 The business unit's financial performance.

6.3 The department's financial performance.

6.4 The overall performance of the business unit.

Question 6.1

A total of 22.6% middle and junior managers indicated that they do inform their members during communication regarding the financial performance of the company, and a total of 51.6% of the respondents disagreed.

Question 6.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	12.9	9.7	25.8	35.5	16.1	100
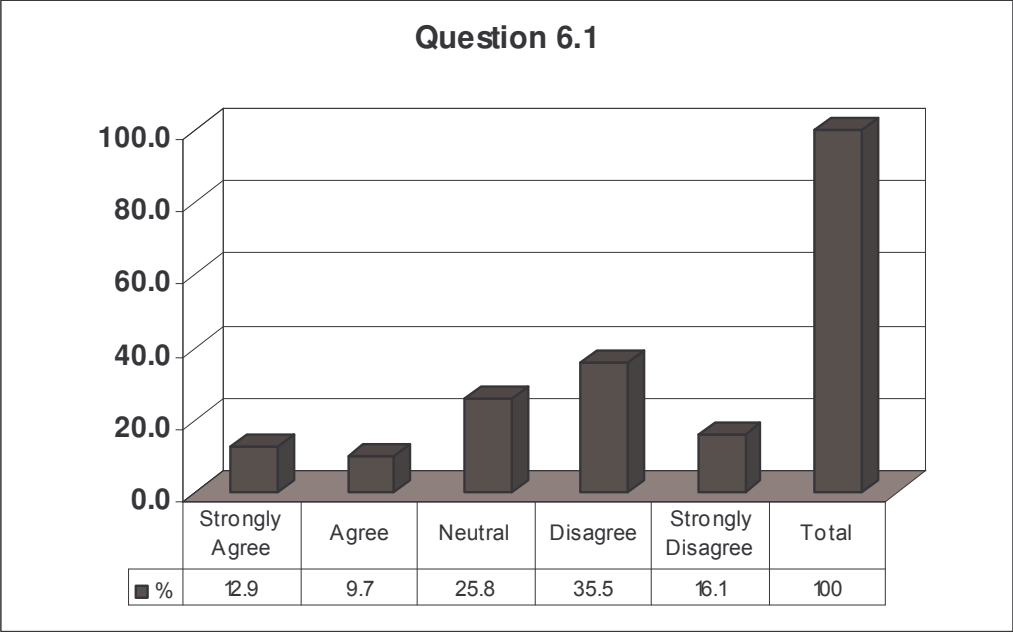
Question 6.2

A total of 20.0% middle and junior managers indicated that they do inform their members during communication regarding the business unit's financial performance, and a total of 60.0% of the respondents disagreed.

Question 6.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	3.3	16.7	20	36.7	23.3	100
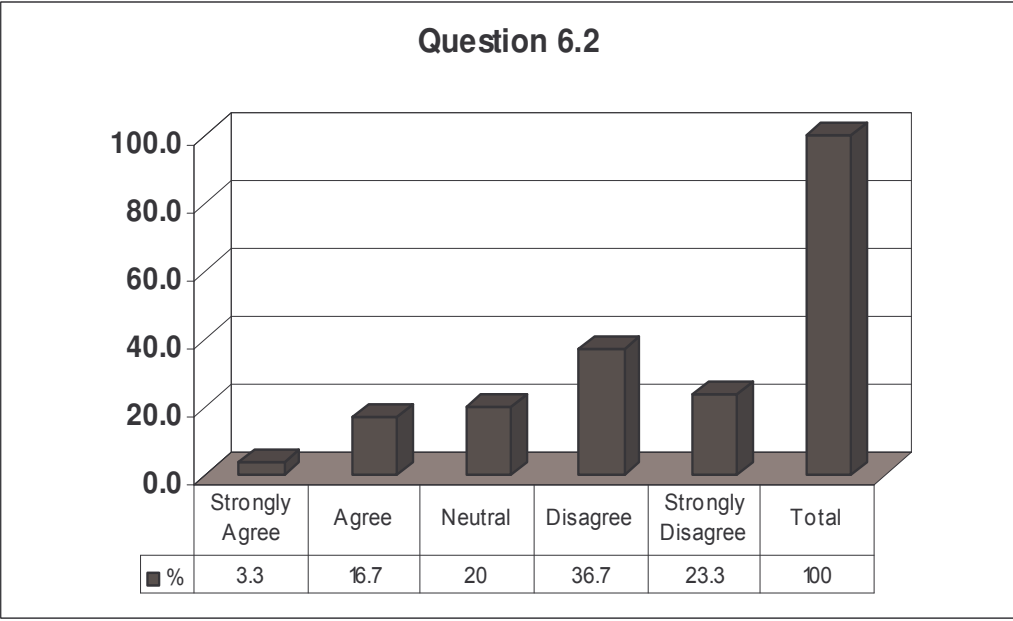
Question 6.3

A total of 41.3% middle and junior managers indicated that they do inform their members during communication regarding the department's financial performance, and a total of 27.6% of the respondents disagreed.

Question 6.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	17.2	24.1	31	13.8	13.8	100
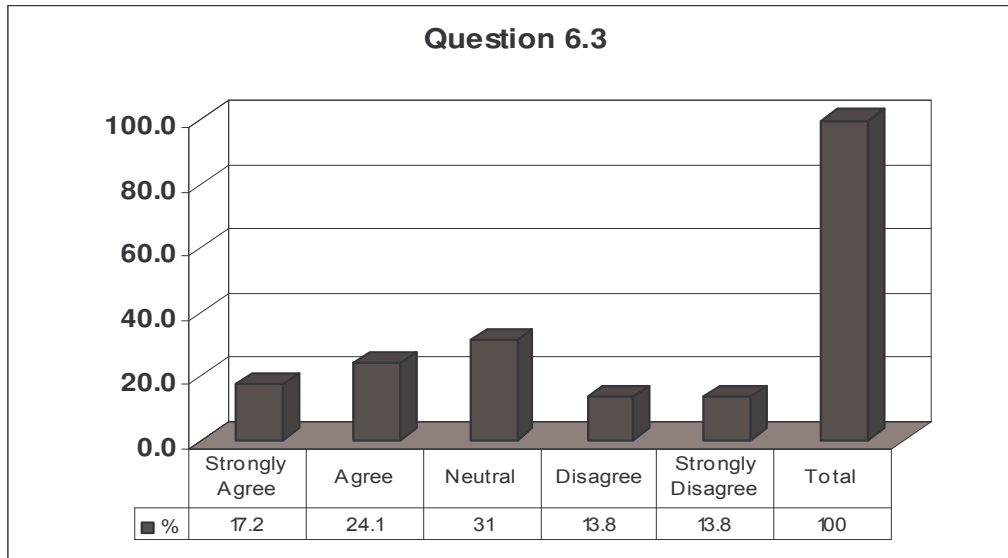
Question 6.4

A total of 58.1% middle and junior managers indicated that they do inform their members during communication sessions regarding the overall performance of the unit, and a total of 12.9% of the respondents disagreed.

Question 6.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	25.8	32.3	29	9.7	3.2	100
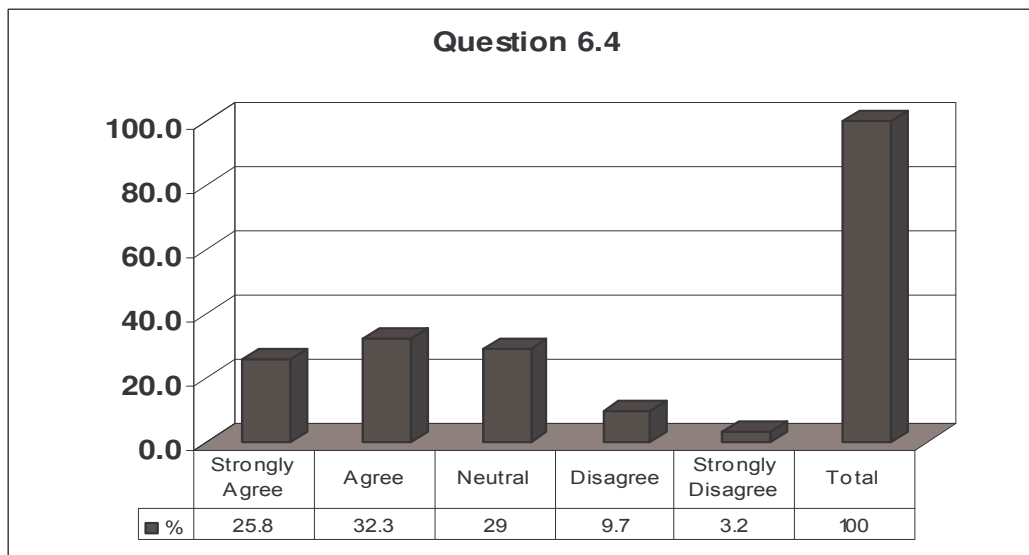
Question 7

What kind of a leader are you? (See Table 7)

7.1 A-Style leader (Autocratic). A total of 28.5% middle and junior managers indicated that they are A-style leaders (autocratic), and a total of 50.0% of the respondents disagreed.

7.2 B-Style leader (Innovative and creative). A total of 79.3% middle and junior managers indicated that they are B-style leaders (innovative and creative), and a total of 3.6% of the respondents disagreed.

7.3 C-Style leader (Democratic). A total of 60.0% middle and junior managers indicated that they are C-style leaders (democratic), and a total of 20.0% of the respondents disagreed.

7.4 D-Style leader (Laissez-faire). A total of 38.5% middle and junior managers indicated that they are D-style leaders (laissez fair), and a total of 53.9% of the respondents disagreed.

Style	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A-style leader (autocratic)	21.4	7.1	21.4	21.4	28.6
B-style leader (Innovative and Creative)	54.3	25	7.1	3.6	0
C-style leader (democratic)	40.0	20	20	6.7	13.3
D-style leader (Laissez-Fair)	23.1	15.4	7.7	7.7	46.2

Table 7 What kind of a leader are you?

Question 8

8.1 Do you apply people-focused reinforcement in your business unit?

8.2 Do you allow your managers to apply people-focused reinforcement in your departments?

8.3 Do you allow participation in problem-related issues in the workplace?

8.4 Do you allow interaction during problem-solving sessions in your workplace?

8.5 Do you allow other team members to openly discuss work-related problems in the workplace?

8.6 Do you mobilise the talents / creativity of your team members through participation in work-related problems?

Question 8.1

A total of 81.3% middle and junior managers indicated that they do apply people-focused reinforcement in their business units, and a total of 15.6% participants disagreed.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	43.8	37.5	3.1	15.6		100
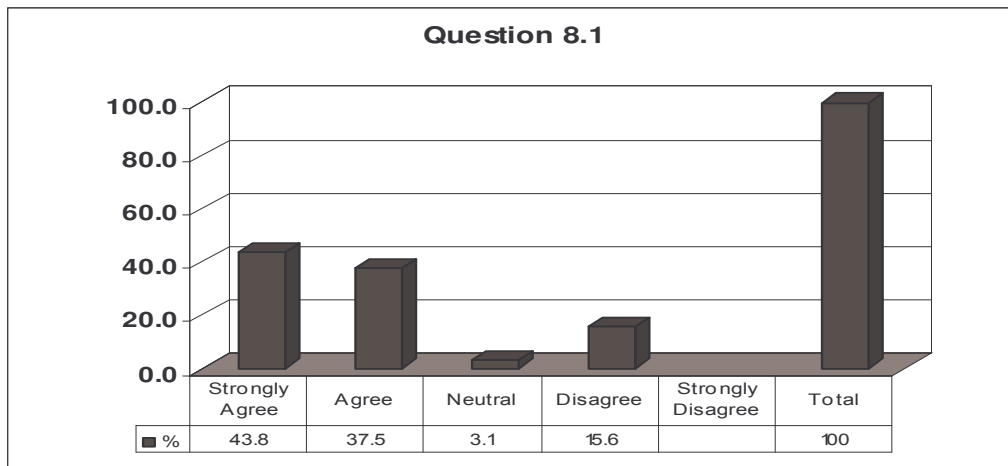
Question 8.2

A total of 79.4% middle and junior managers indicated that they do allow their managers to apply people-focused reinforcement in their departments, and a total of 11.8% participants disagreed.

	Strongly	Agree	Neutral	Disagree	Strongly	Total
%	35.3	44.1	8.8	11.8	0	100
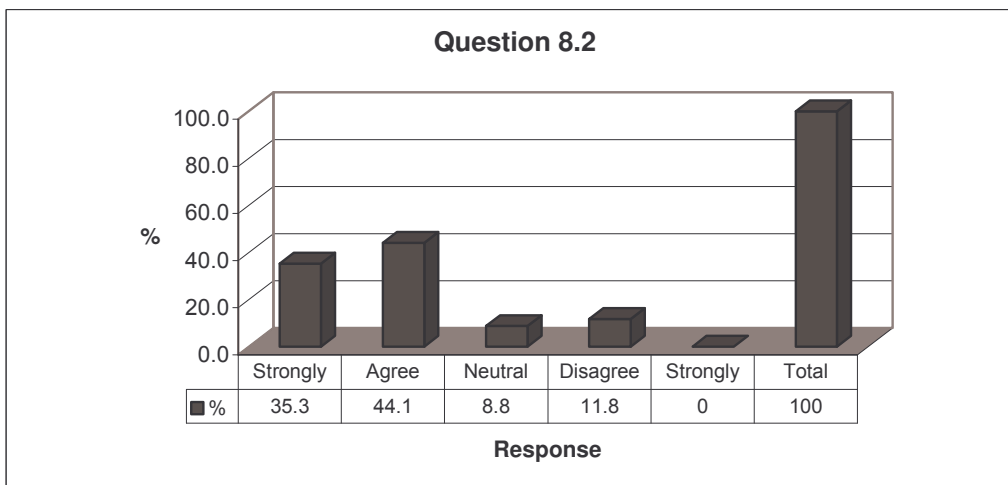
Question 8.3

A total of 86.1% middle and junior managers indicated that they do allow employee participation in problem-related issues in the workplace, and a total of 11.1% of the respondents disagreed.

Question 8.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	58.3	27.8	2.8	0	11.1	100
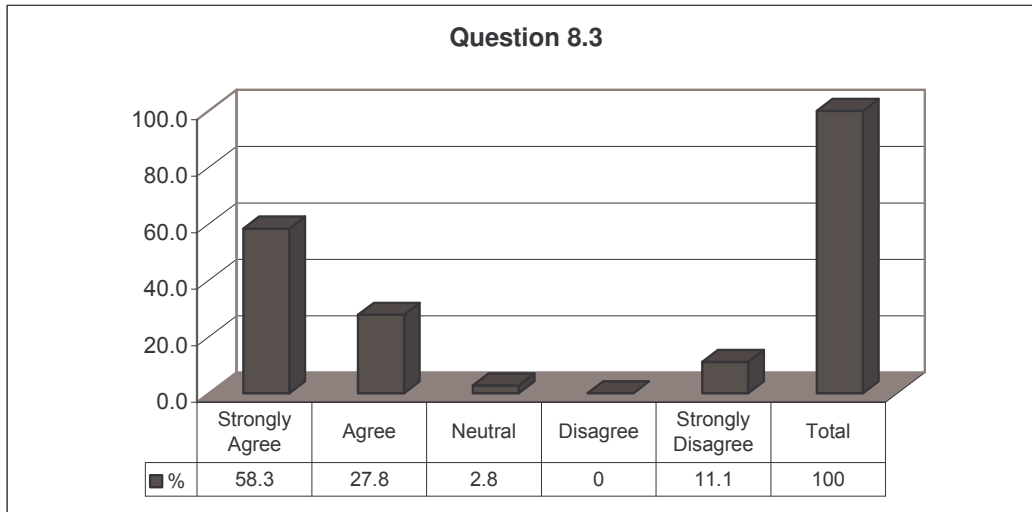
Question 8.4

A total of 88.2% middle and junior managers indicated that they do allow employee interaction during problem-solving sessions in the workplace, and a total of 5.9% of the respondents disagreed.

Question 8.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	50.0	38.2	5.9	5.9	0	100
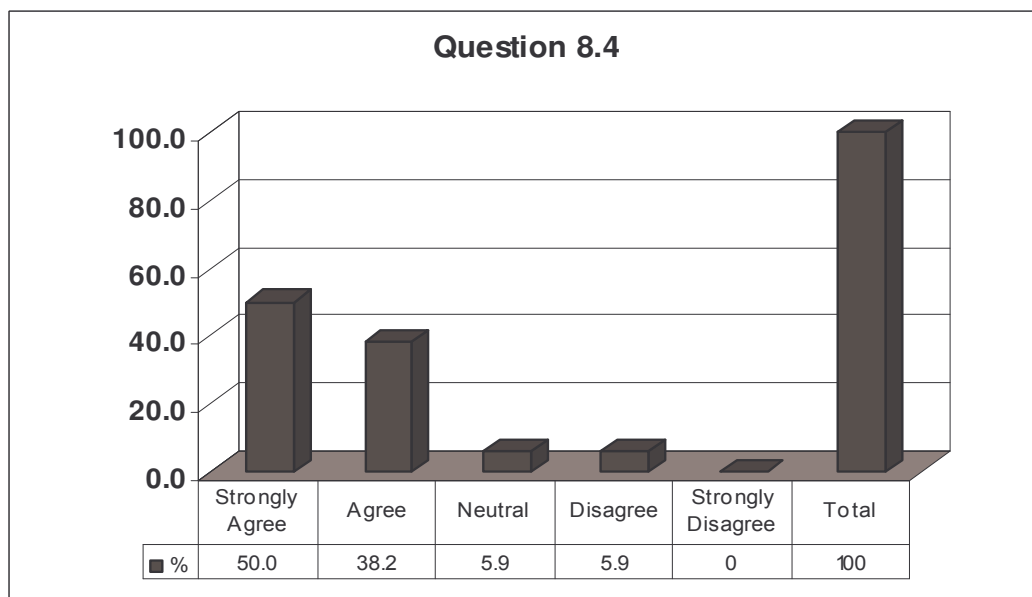
Question 8.5

A total of 80.0% middle and junior managers indicated that they do allow employees to openly discuss work-related problems in the workplace and a total of 14.3% of the respondents disagreed.

Question 8.5

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	54.3	25.7	5.7	11.4	2.9	100
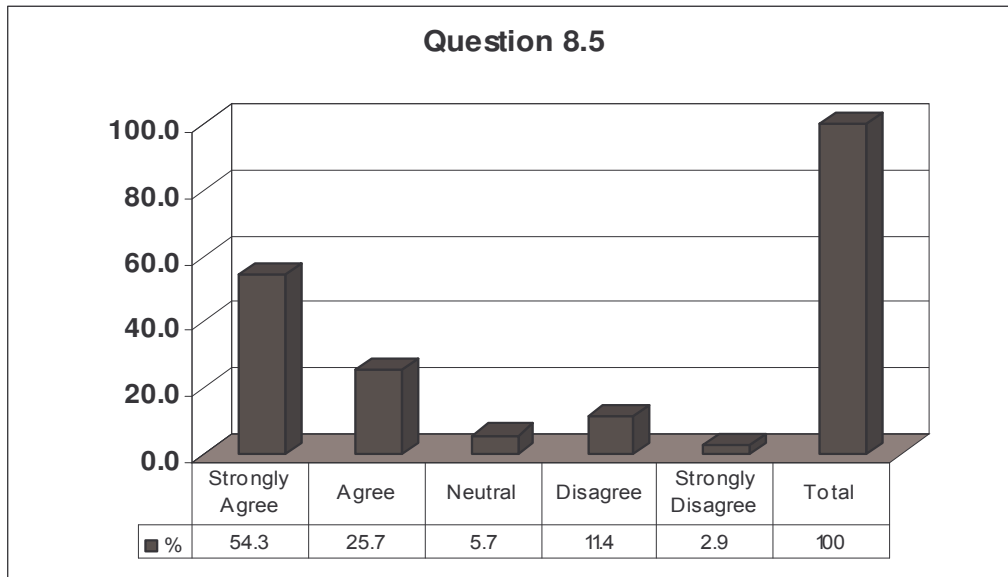
Question 8.6

A total of 85.7% of the middle and junior managers indicated that they do mobilise the talents/creativity of team members through participation in work-related problems, and a total of 5.7% of the respondents disagreed.

Question 8.6

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	48.6	37.1	8.6	5.7	0	100
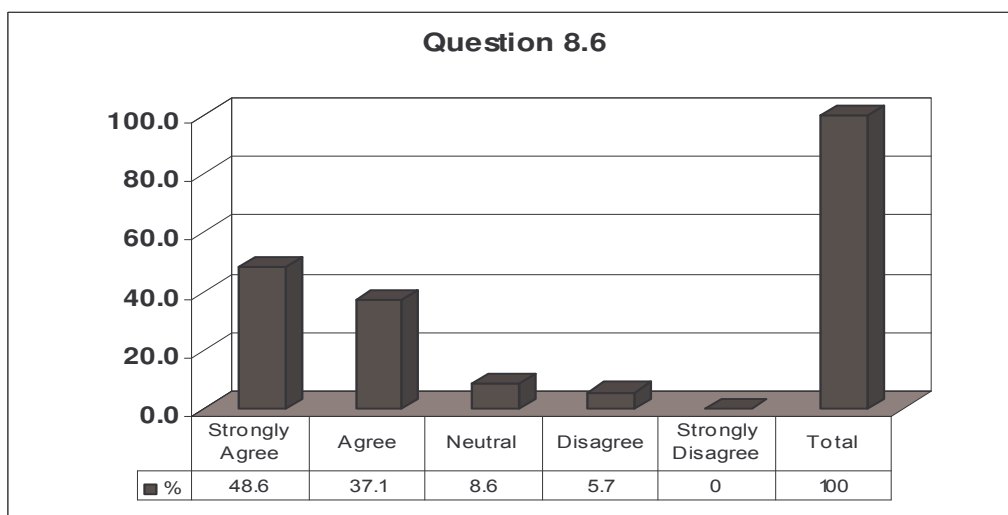
Question 9

9.1 Do you know the concept of diversity in the workplace?

9.2 Do you understand the impact of cultural differences in the workplace?

9.3 Do you allow team members to openly discuss the issues of cultural diversity in the workplace?

9.4 Do you use the power of cultural diversity to enhance work performance?

9.5 Do you value the impact of diversity to enhance performance?

Question 9.1

A total of 80.6% middle and junior managers indicated that they do know the concept of diversity in the workplace, and a total of 6.4% of the respondents disagreed.

Question 9.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	41.9	38.7	12.9	3.2	3.2	100
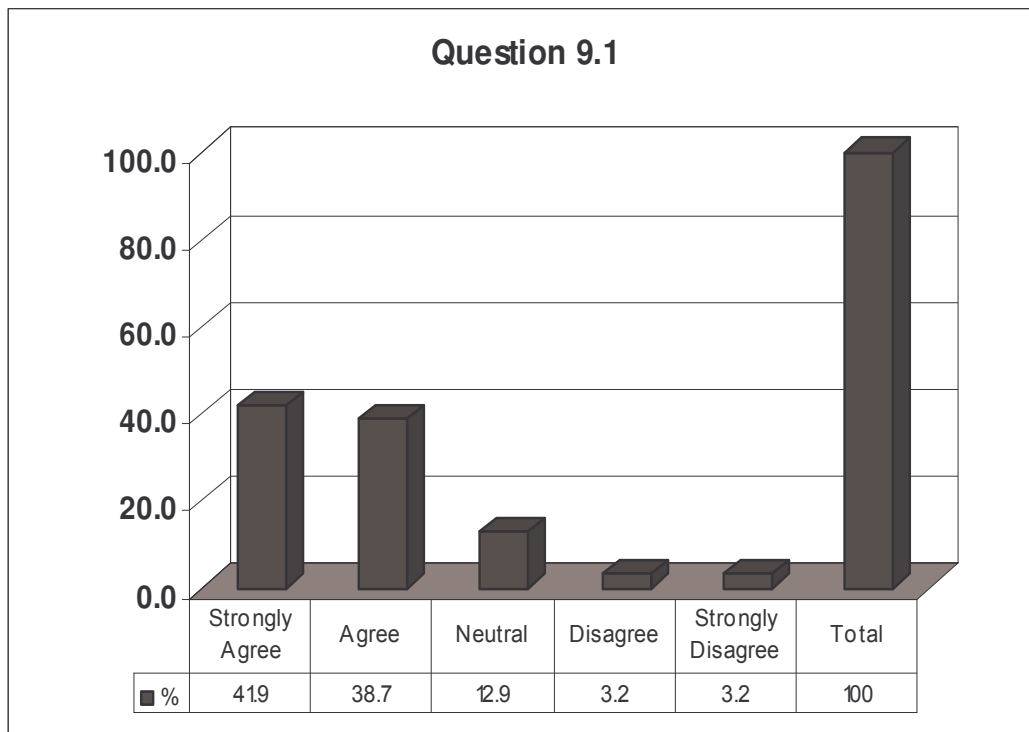
Question 9.2

A total of 88.9% middle and junior managers indicated that they do understand the impact of cultural differences in the workplace, and a total of 2.8% of the respondents disagreed.

Question 9.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	47.2	41.7	8.3	2.8	0	100
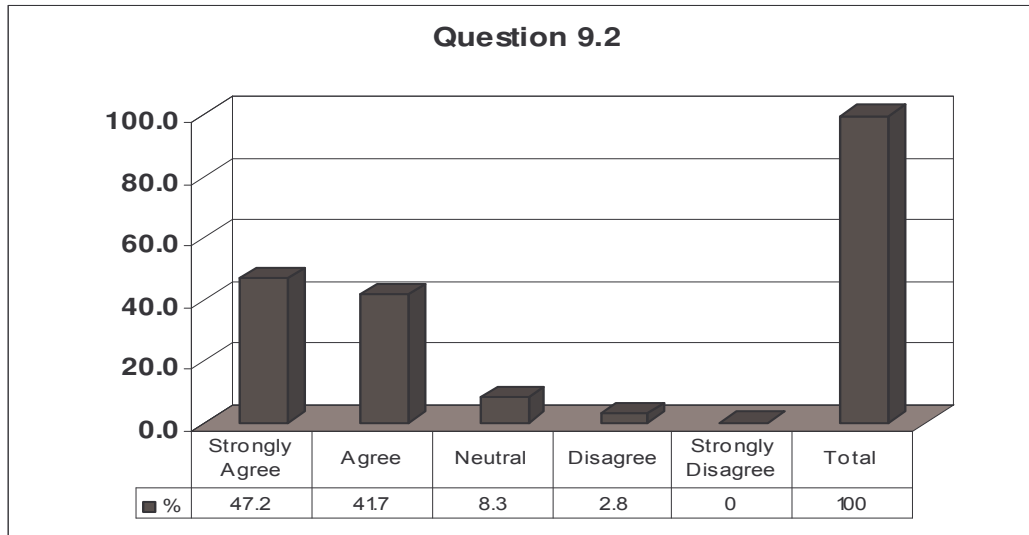
Question 9.3

A total of 47.2% middle and junior managers indicated that they do allow team members to openly discuss the issue of cultural differences in the workplace, and a total of 25% of the respondents disagreed.

Question 9.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	19.4	27.8	27.8	19.4	5.6	100
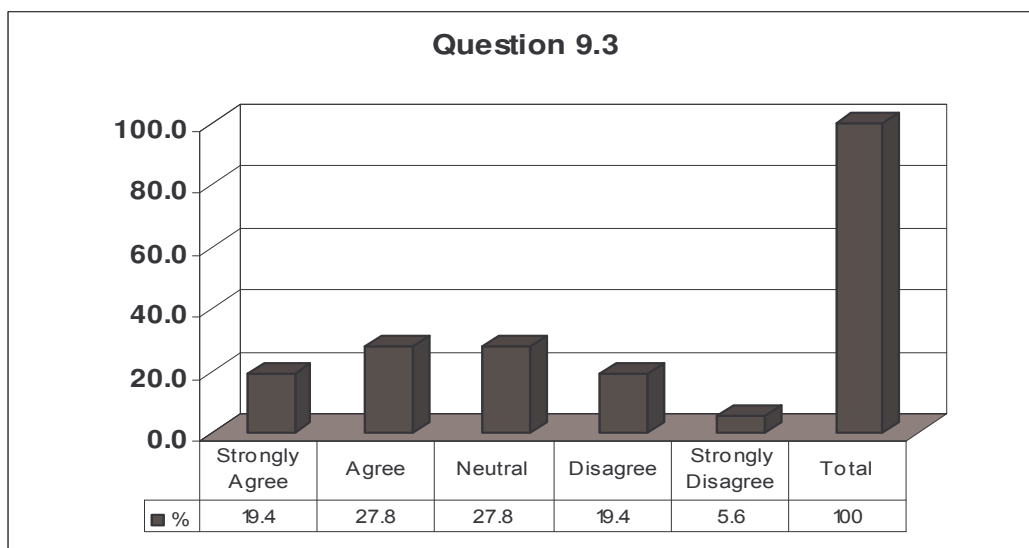
Question 9.4

A total of 42.9% middle and junior managers indicated that they do use the power of cultural issues to enhance work performance in the workplace, and a total of 28.6% of the respondents disagreed.

Question 9.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	20.0	22.9	28.6	20	8.6	100
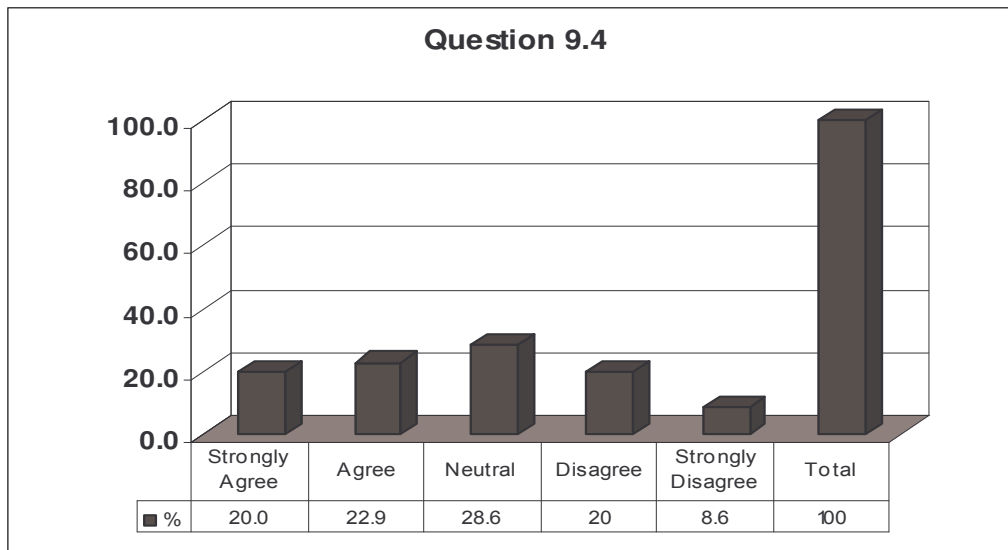
Question 9.5

A total of 73.4% middle and junior managers indicated that they do value the impact of diversity to enhance performance, and a total of 3.3% of the respondents disagreed.

Question 9.5

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	36.7	36.7	23.3	3.3	0	100
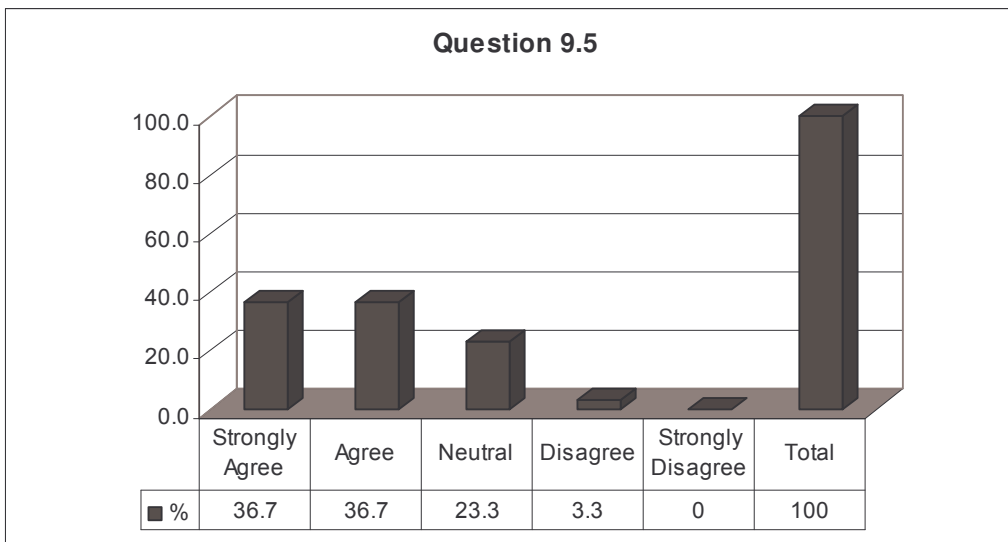
Question 10

What is the composition of your workforce? See Table 10

10.1 Black. A total of 94.4% middle and junior managers indicated that the composition of the workforce is Black, and a total of 5.6% of the respondents disagreed.

10.2 White. A total of 62.5% middle and junior managers indicated that the composition of the workforce is White, and a total of 25% of the respondents disagreed.

10.3 Coloured. A total of 60.0% middle and junior managers indicated that the composition of the workforce is Coloured, and a total of 20.0% of the respondents disagreed.

10.4 Indian. A total of 40.0% middle and junior managers indicated that the composition of the workforce is Indian, and a total of 40.0% of the respondents disagreed.

10.5 Black and White. A total of 92.8% middle and junior managers indicated that the composition of the workforce is Black and White, and a total of 7.1% respondents disagreed.

10.6 Black, White and Coloured. A total of 80.0% middle and junior managers indicated that the composition of the workforce is Black, White and Coloured, and a total of 10.0% of the respondents disagreed.

10.7 Black, White, Coloured and Indian. A total of 62.5% middle and junior managers indicated that the composition of the workforce is Black, White, Coloured and Indian, and a total of 25.0% of the respondents disagreed.

Composition	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Black	72.2	22.2	0	5.6	0
White	25	37.5	12.5	0	25
Coloureds	0	60	20	0	20
Indians	0	40	20	0	40
Black and White	57.1	35.7	0	0	7.1
Black, White and Coloured	30	50	10	0	10
Black, White, Coloured, Indian	25	37.5	12.5	0	25

Table 10 What is the composition of your workforce?

Question 11

What language do you use to communicate with your workforce?

11.1 English. A total of 96.4% middle and junior managers indicated that the language used to communicate to the workforce is English.

11.2 Afrikaans A total of 85.0% middle and junior managers indicated that the language used to communicate to the workforce is Afrikaans.

11.3 Sotho. A total of 80% middle and junior managers indicated that the language used to communicate to the workforce is Sotho.

11.4 Tswana A total of 86.6% middle and junior managers indicated that the language used to communicate to the workforce is Tswana.

11.5 Xhosa. A total of 8.3% middle and junior managers indicated that the language used to communicate to the workforce is Xhosa.

11.6 Zulu. A total of 54.6% middle and junior managers indicated that the language used to communicate to the workforce is Zulu.

Question 11

	English	Afrikaans	Sotho	Tswana	Xhosa	Zulu
■ Strongly Agree	64.3	55.0	66.7	73.3	8.3	45.5
□ Agree	32.1	30	13.3	13.3	0	9.1
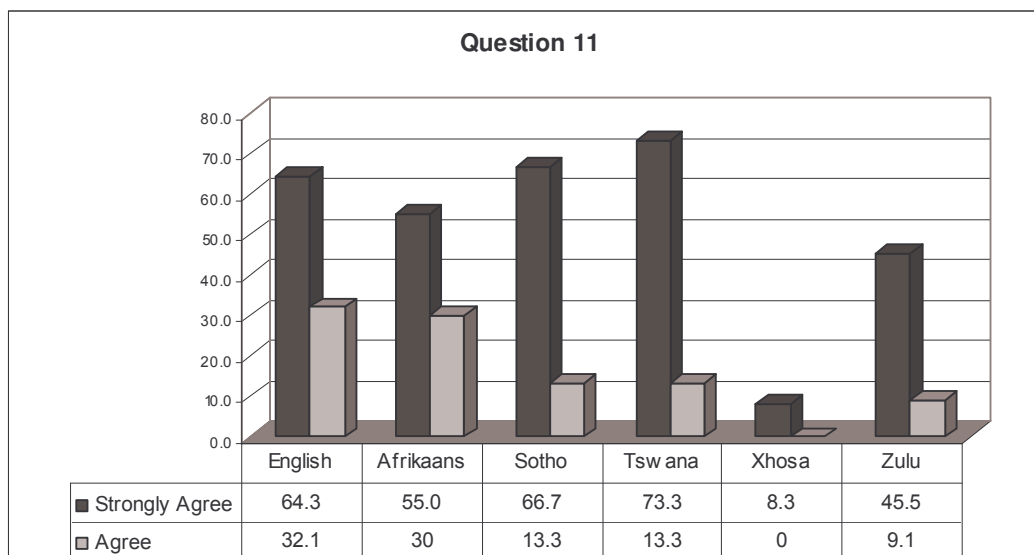
Question 12

In what language do you give instructions?

12.1 English. A total of 88.0% middle and junior managers indicated that they give instructions in English.

12.2 Afrikaans. A total of 83.3% middle and junior managers indicated that they give instructions in Afrikaans.

12.3 Sotho. A total of 78.7% middle and junior managers indicated that they give instructions in Sotho.

12.4 Tswana. A total of 78.6% middle and junior managers indicated that they give instructions in Tswana.

12.5 Xhosa. A total of 40.0% middle and junior managers indicated that they give instructions in Xhosa.

12.6 Zulu. A total of 53.9% middle and junior managers indicated that they give instructions in Zulu.

Question 12

	English	Afrikaans	Sotho	Tswana	Xhosa	Zulu
■ Strongly Agree	60.0	38.9	72.2	64.3	40.0	38.5
□ Agree	28.0	44.4	6.5	14.3	0.0	15.4
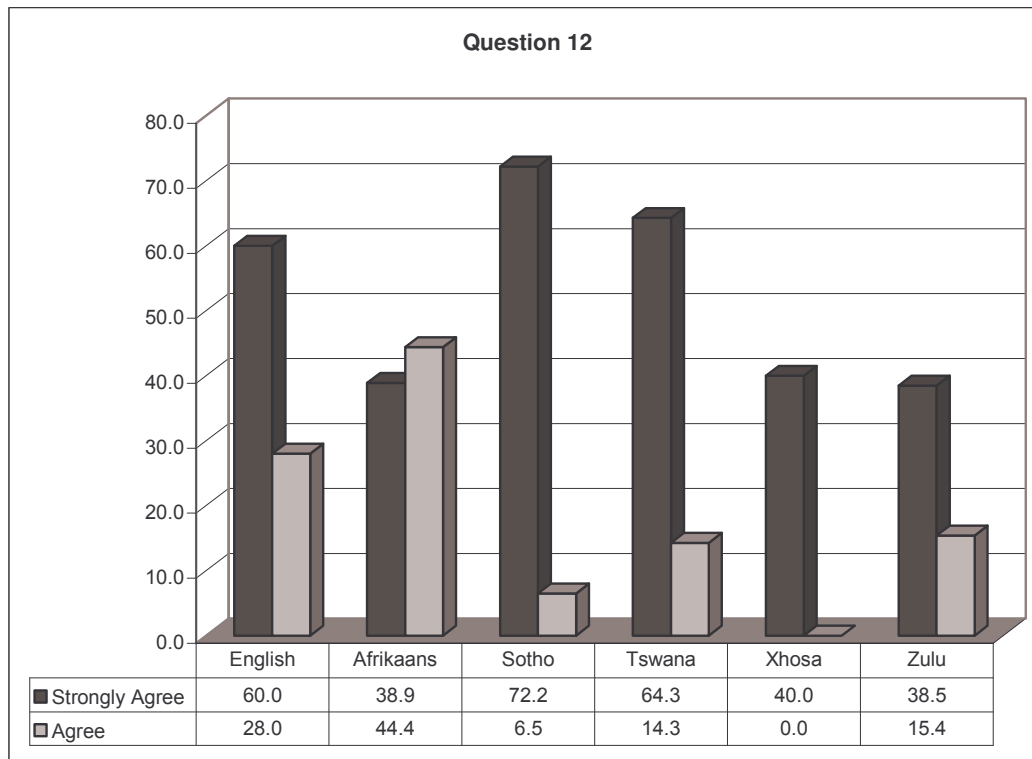
Question 13

13.1 Do your subordinates always understand your instructions?

13.2 Is there any misdirected effort in your department due to the misunderstanding of instructions?

13.3 Do you belief in the value chain that supports your company?

Question 13.1

A total of 85.3% middle and junior managers indicated that subordinates always understand their instructions, and a total of 8.8% of the respondents disagreed.

Question 13.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	55.9	29.4	5.9	8.8	0	100
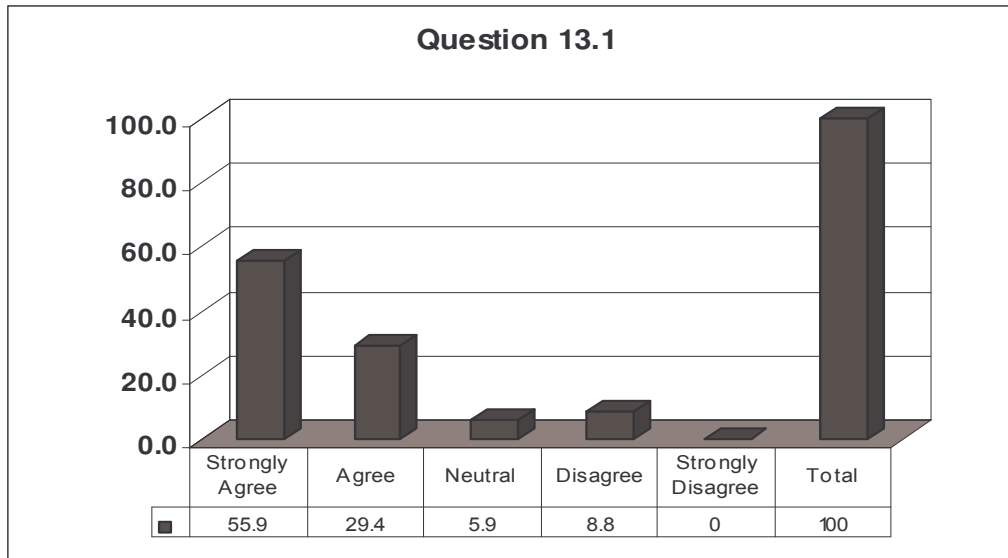
Question 13.2

A total of 32.3% middle and junior managers indicated that there is no misdirected effort in their departments due to the misunderstanding of instructions, and a total of 50.0% of the respondents disagreed.

Question 13.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	14.7	17.6	17.6	32.4	17.6	100
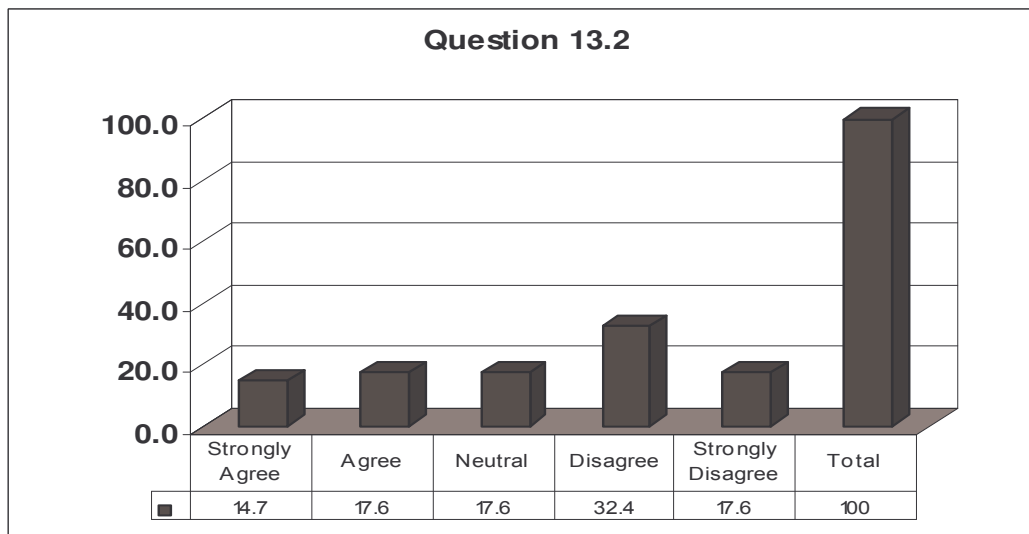
Question 13.3

A total of 94.2 middle and junior managers indicated that they do believe in the value chain that supports the company, and a total of 2.9% of the respondents disagreed.

Question 13.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	61.8	32.4	2.9	2.9	0	100
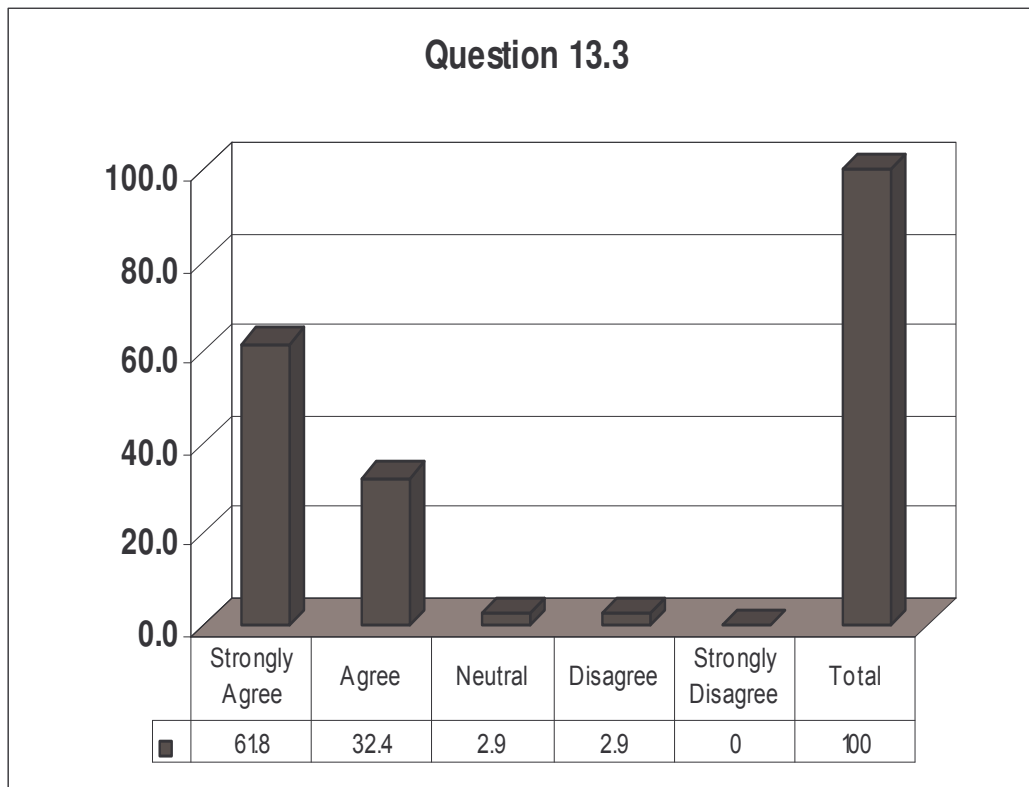
Question 14

14.1 Are your business processes adding value to the profitability of the company?

14.2 Does the Country Bird: Code of Conduct add value to the service levels within the different departments?

14.3 Do you believe in service excellence?

14.4 Do you enforce the principles of service excellence in your area of responsibility?

14.5 Does service excellence contribute to customer service internally?

14.6 Does service excellence contribute to customer service externally?

Question 14.1

A total of 86.1% middle and junior managers indicated that their business processes add value to the profitability of the company, and a total of 2.8% of the respondents disagreed.

Question 14.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	58.3	27.8	11.1	2.8	0	100
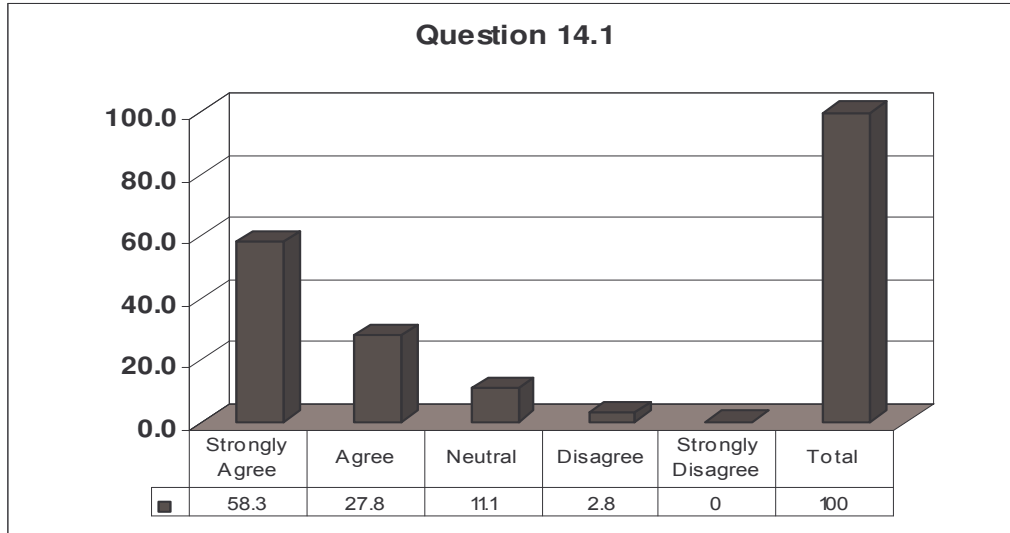
Question 14.2

A total of 58.4% middle and junior managers indicated that the Country Bird Code of Conduct adds value to the service levels within the different departments, and a total of 11.1% of the respondents disagreed.

Question 14.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	2.8	55.6	27.8	11.1	0	100
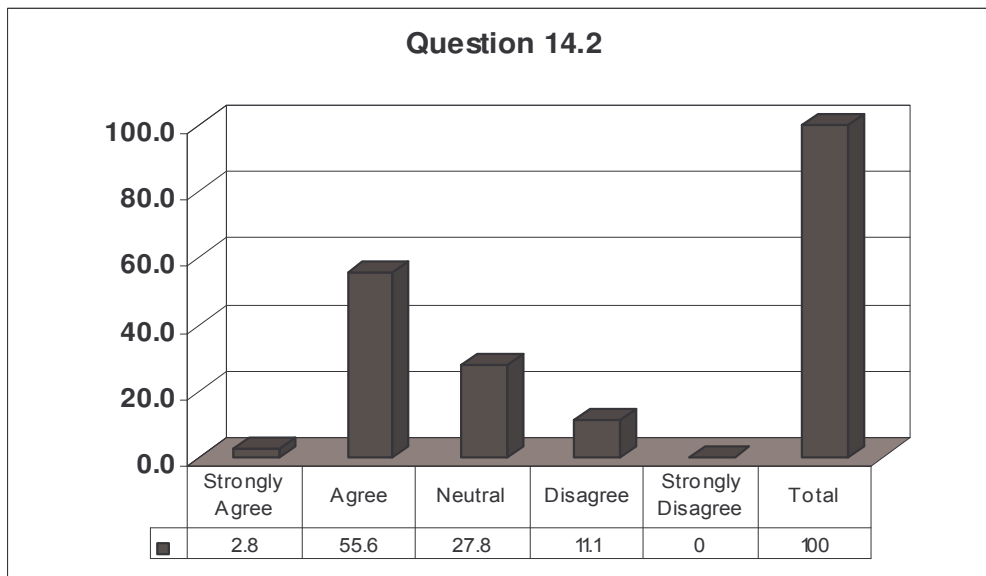
Question 14.3

A total of 97.3% middle and junior managers indicated that they do believe in service excellence, and a total of 2.8% of the respondents responded neutrally.

Question 14.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	66.7	30.6	2.8	0	0	100
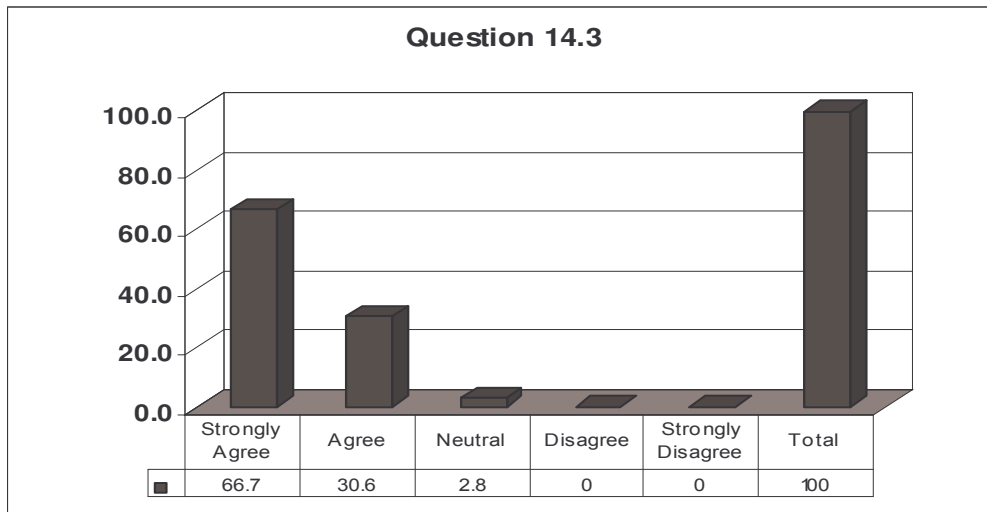
Question 14.4

A total of 91.7% middle and junior managers indicated that they do enforce the principles of service excellence in their area of responsibility, and a total of 8.3% of the respondents responded neutrally.

Question 14.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	63.9	27.8	8.3	0	0	100
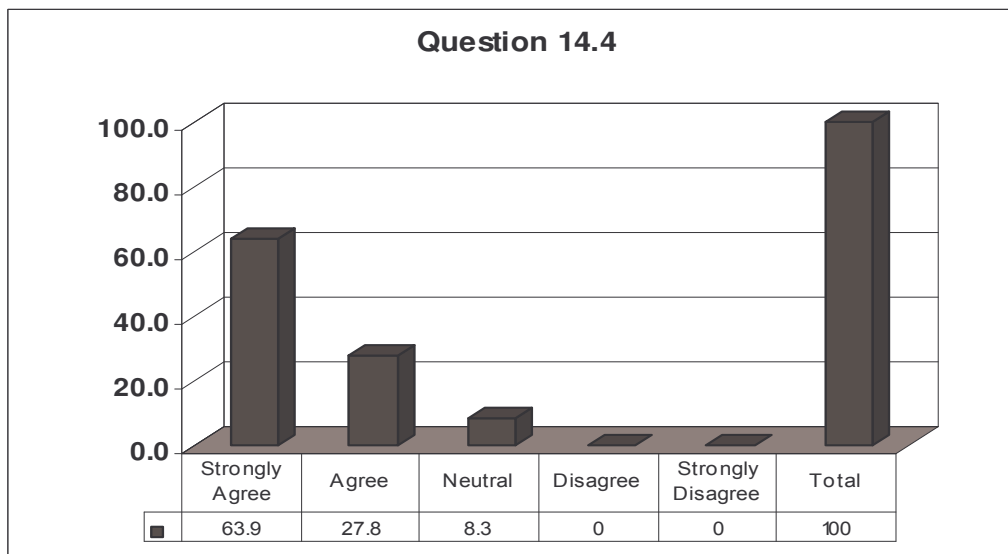
Question 14.5

A total of 91.7% middle and junior managers indicated that service excellence does contribute to internal customer satisfaction, and a total of 8.3% of the respondents responded neutrally.

Question 14.5

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	52.8	38.9	8.3	0	0	100
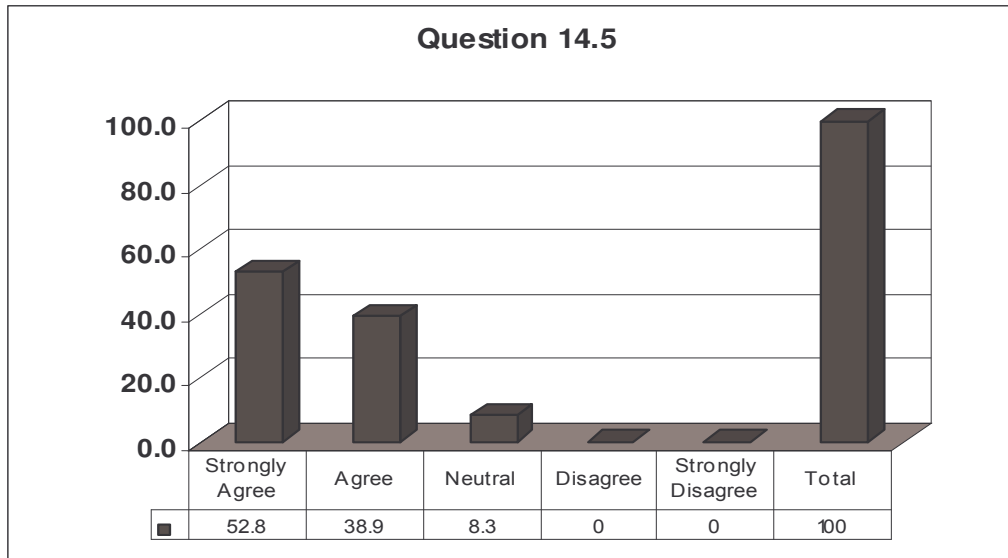
Question 14.6

A total of 91.4% middle and junior managers indicated that service excellence does contribute to external customer satisfaction, and a total of 8.6% of the respondents responded neutrally.

Question 14.6

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	51.4	40	8.6	0	0	100
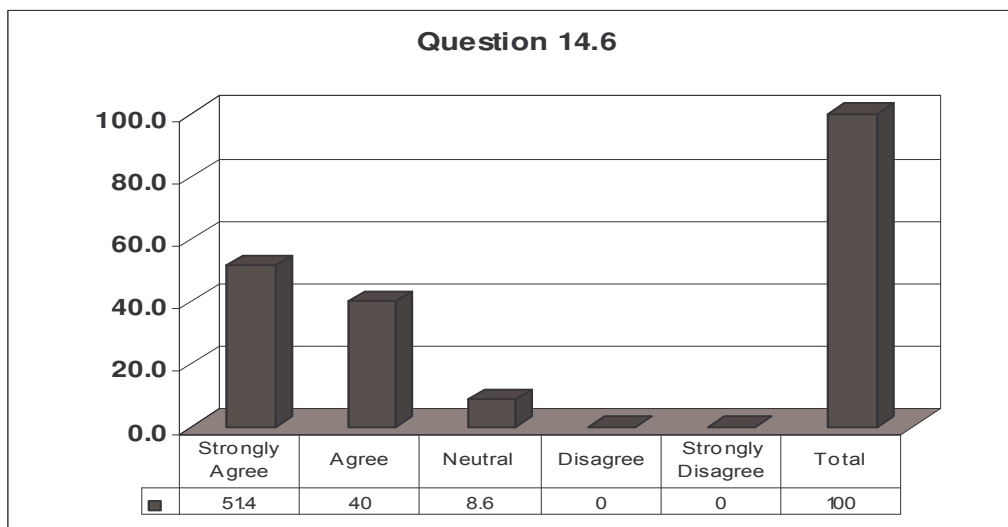
Question 15

15.1 Do you consistently apply the principles of Hazard Analysis Critical Control Point (HACCP) in your business unit? It is a working procedure to ensure product quality at all times.

15.2 Do you consistently apply the principles of Hazard Analysis Critical Control Point (HACCP) in your department?

15.3 Do you consistently apply the principles of Hazard Analysis Critical Control Point (HACCP) in your place of work?

15.4 Does quality management underpin the business philosophy of the company?

15.5 Do you value quality management as a major contributor to the profit margin of the company?

Question 15.1

A total of 94% middle and junior managers indicated that they are applying the principles of HACCP consistently in their business units, and a total of 3% of the respondents responded neutrally, while the next 3% disagreed.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	51.5	42.5	3	3	0	100
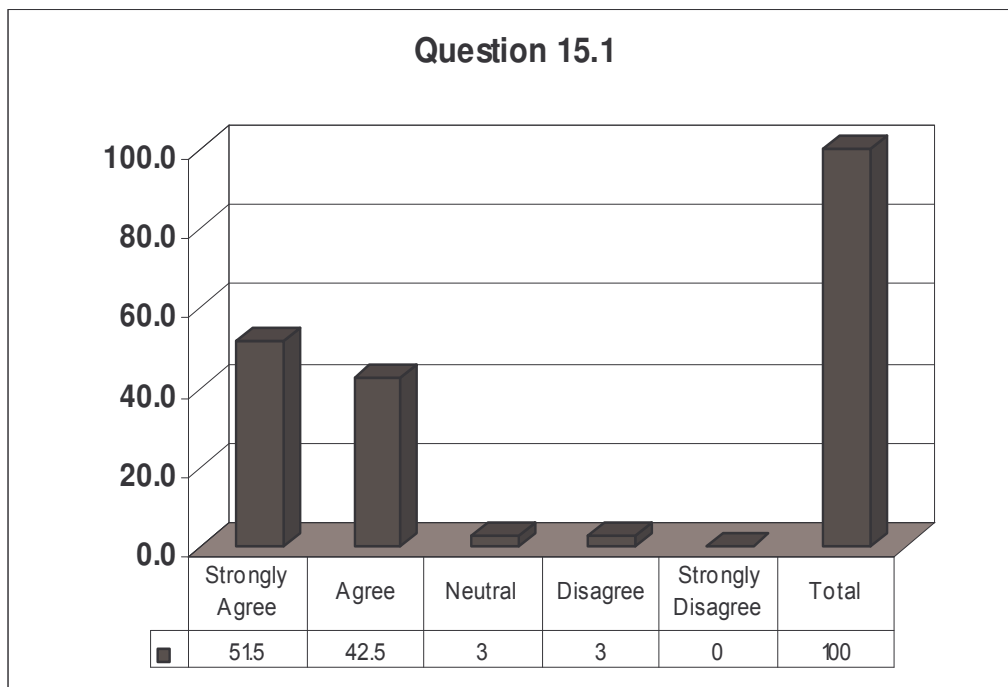
Question 15.2

A total of 96.9% middle and junior managers indicated that they are applying the principles of HACCP consistently in their departments, and a total of 3% of the respondents disagree.

Question 15.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	54.5	42.4	0	3	0	100
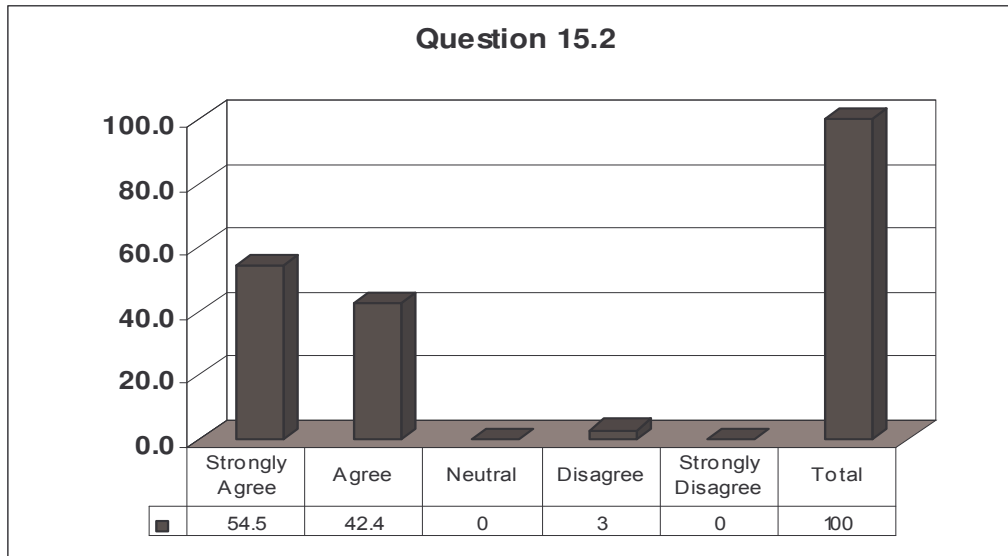
Question 15.3

A total of 80.9% middle and junior managers indicated that they are applying the principles of HACCP consistently in their place of work, and a total of 3% respondents disagreed.

Question 15.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	51.5	29.4	6.1	3	0	100
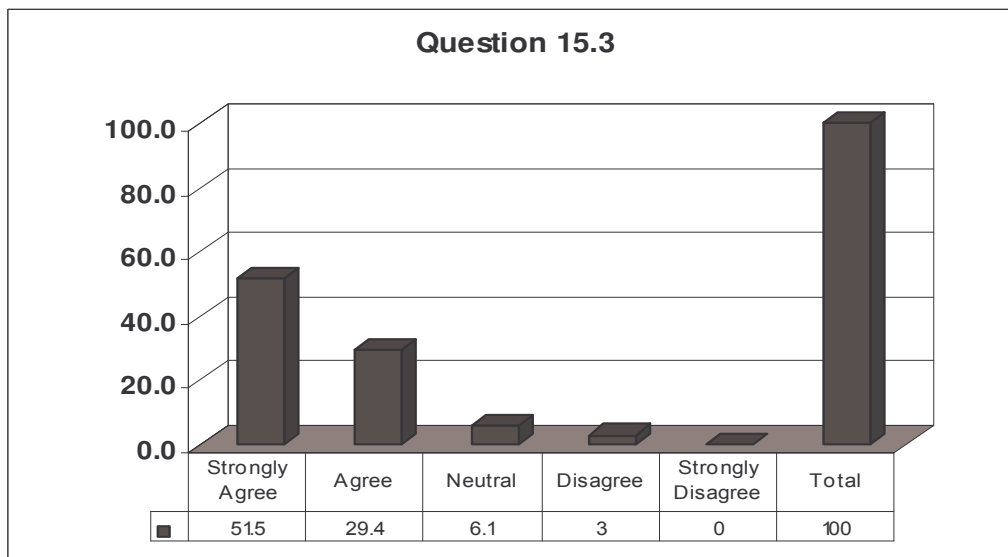
Question 15.4

A total of 74.9% middle and junior managers indicated that quality management does underpin the business philosophy of the company, and a total of 9.4% of the respondents disagreed.

Question 15.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	31.1	43.8	15.6	6.3	3.1	100
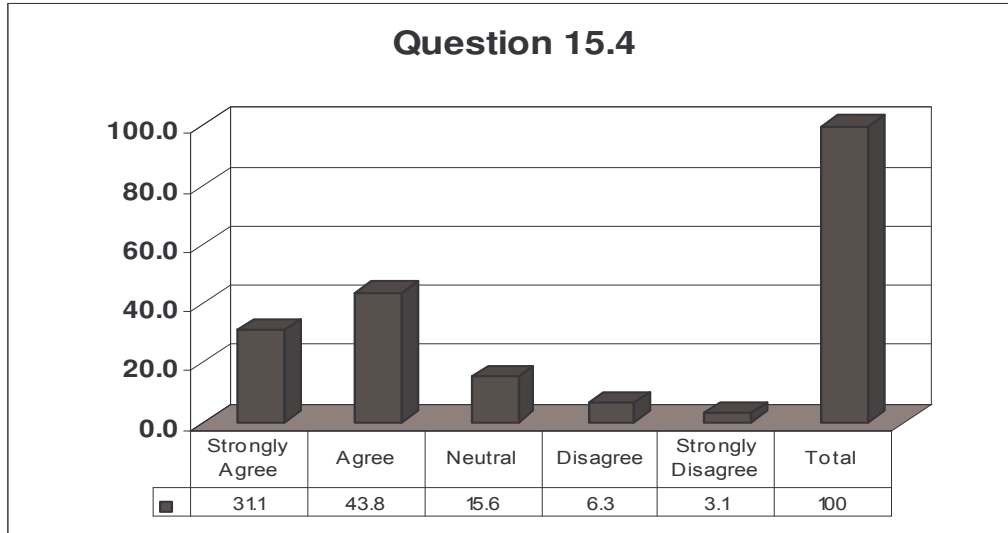
Question 15.5

A total of 100.0% middle and junior managers indicated that they do value quality management as a major contributor to the profit margin of the company.

Question 15.5

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■	58.8	41.2	0	0	0	100
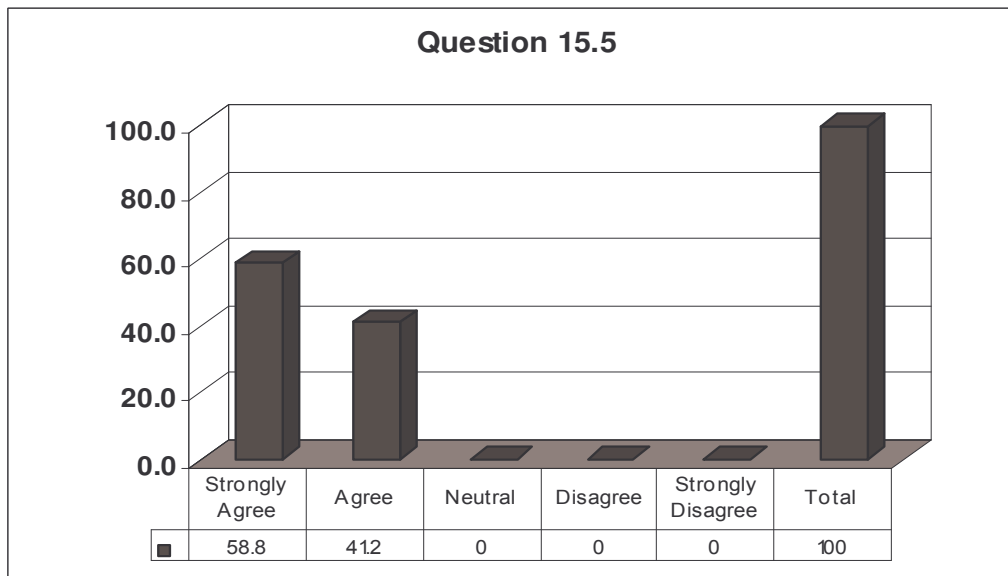
7.3.3 Questionnaire 3 (Staff Level 3: Charge hands, supervisors and general labourers)

A total of 9 questions, some with subdivisions, were put forward to Charge hands, Supervisors and General workers, and the outcome per question was as follows, where tables and graphs reflect percentages of respondents:

Question 1
1.1 Did you undergo any induction session during engagement?

1.2 Did you receive induction on the company's code of conduct?

1.3 Did you receive induction on the company's disciplinary code and procedure?

1.4 Did the company spend enough time on induction?

1.5 Are you aware of your rights as an employee as regulated by the applicable labour legislation?

Question 1.1
A total of 77.5% charge hands, supervisors and general labourers indicated that they did undergo induction during engagement and a total of 17.6% of the respondents disagreed.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	49.6	27.9	5	9	8.6	100
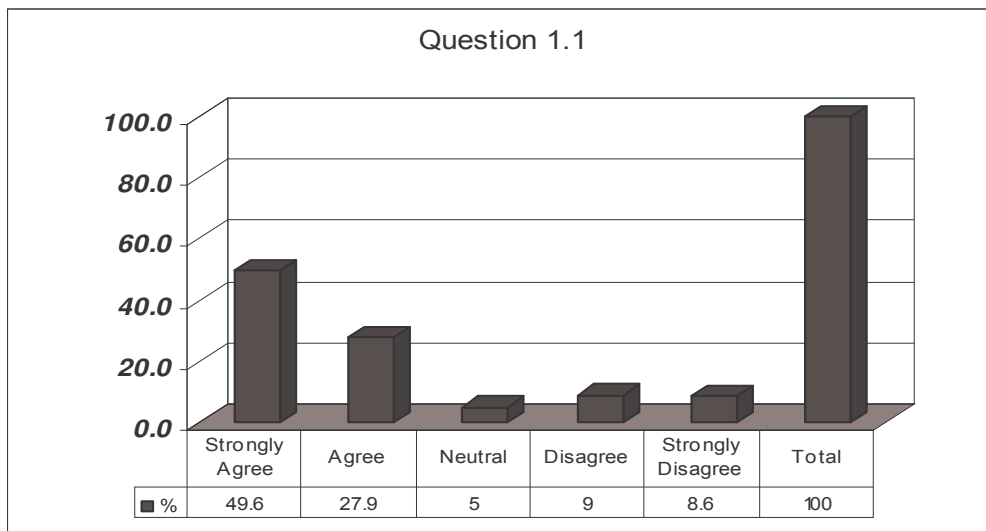
Question 1.2

A total of 90.4% charge hands, supervisors and general labourers indicated that they did receive induction on the company's "Code of Conduct", and a total of 7.4% of the respondents disagreed.

Question 1.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	65.7	24.7	2.2	4.2	3.2	100
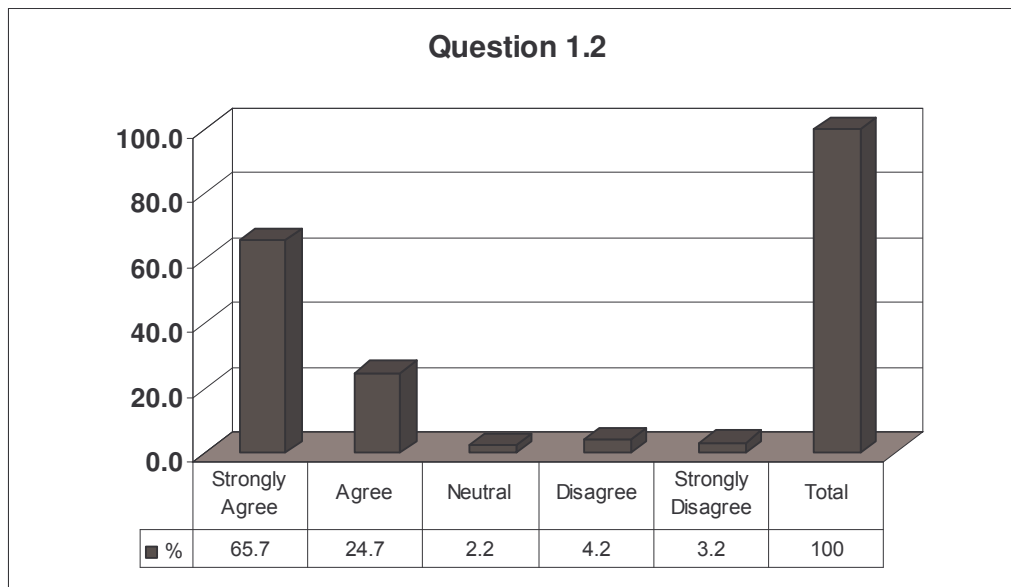
Question 1.3

A total of 64% charge hands, supervisors and general labourers indicated that they did receive induction on the company's disciplinary code and procedure, and 27.1% of the respondents disagreed.

Question 1.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	42.4	21.6	8.8	11.1	16	100
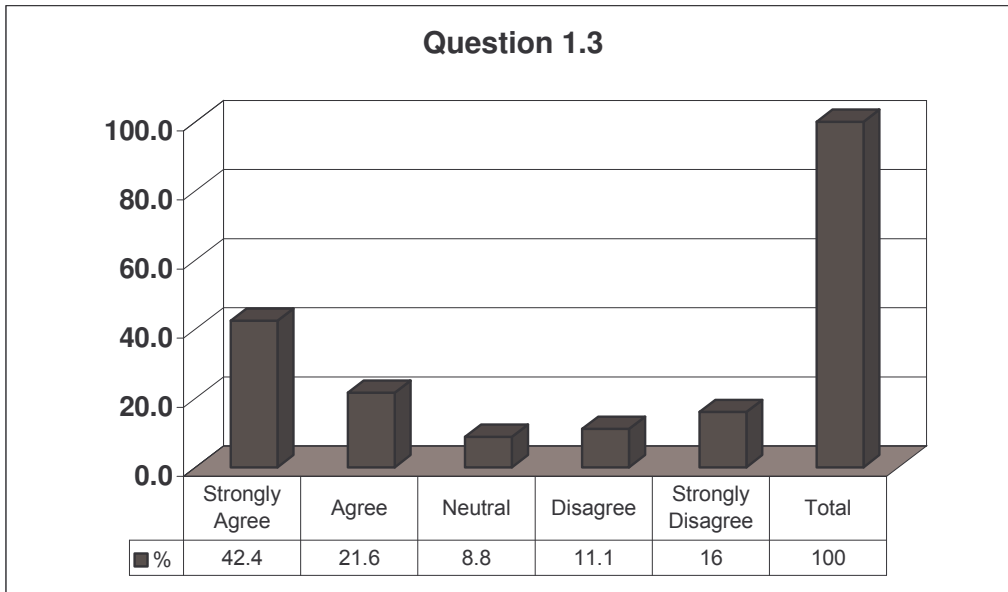
Question 1.4

A total of 66.3% charge hands, supervisors and general labourers indicated that the company spends enough time on induction, and 22.8% of the respondents disagreed.

Question 1.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	39.4	26.9	10.9	11.4	11.4	100
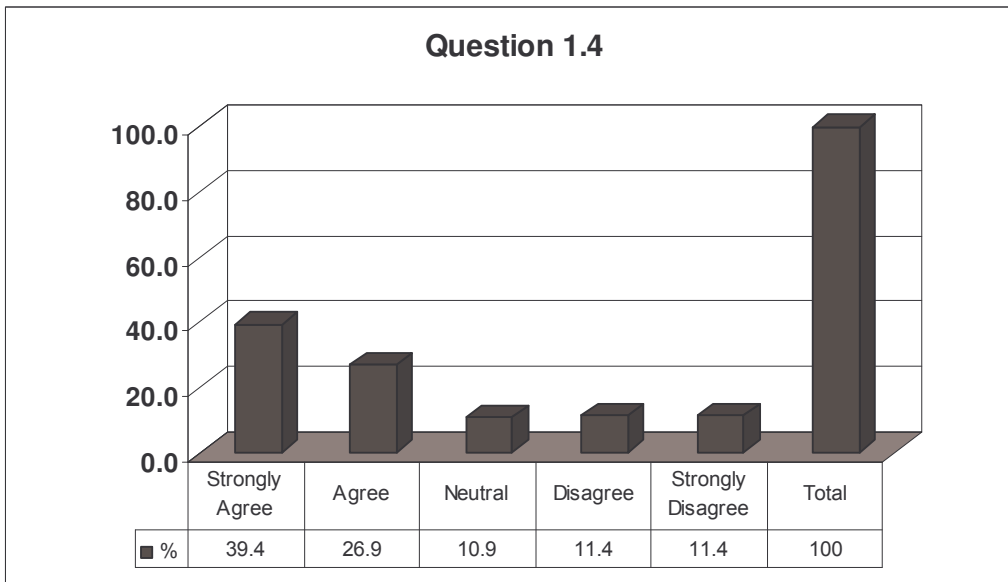
Question 1.5

A total of 67.3% charge hands, supervisors and general labourers agreed that they are aware of their rights as regulated by the applicable labour law, and 19.4% of the respondents disagreed.

Question 1.5

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	46.6	20.7	13.4	7.5	11.9	100
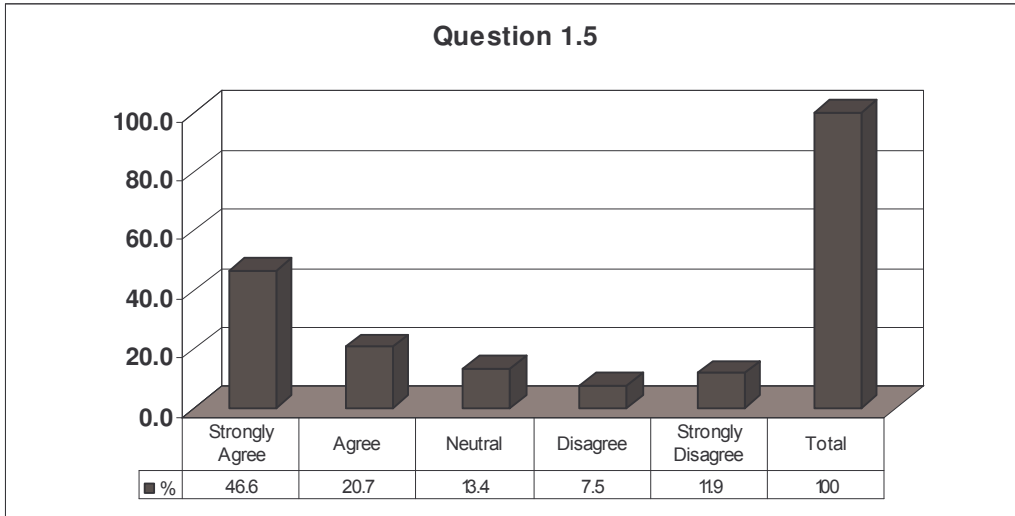
Question 2

Do you attend official communication sessions, such as Invocoms, with your supervisor?

A total of 74.5% charge hands, supervisors and general labourers indicated that they do attend official InvoCom communication sessions with their supervisors, and a total of 15% of the participants disagreed.
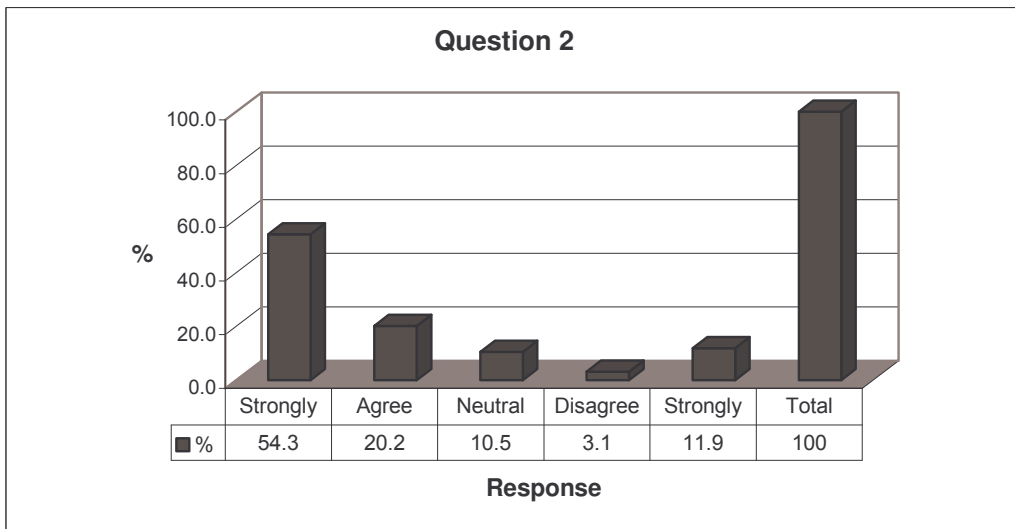
Question 2

	Strongly	Agree	Neutral	Disagree	Strongly	Total
%	54.3	20.2	10.5	3.1	11.9	100

Response

2.1 On a daily basis. A total of 58.1% charge hands, supervisors and general labourers indicated that they attend an InvoCom-session on a daily basis, and 30.1% of the respondents disagreed.

2.2 On a weekly basis. A total of 87.5% charge hands, supervisors and general labourers indicated that they do attend an InvoCom-session on a weekly basis, and 7.8% of the respondents disagreed.

2.3 On a fortnightly basis. A total of 58.1% charge hands, supervisors and general labourers indicated that they attend an InvoCom-session on a bi-weekly basis, and 30.1% of the respondents disagreed.

2.4 On a monthly basis. A total of 47.2% charge hands, supervisors and general labourers indicated that they do attend an InvoCom-session on a monthly basis, and 34.5% of the respondents disagreed.

2.5 Never. A total of 32.4% charge hands, supervisors and general labourers indicated that they never attend communication sessions, and 59.2% of the respondents disagreed.

Frequency	Strongly Agree	Agree	Neutral	Disagree Disagree	Strongly Disagree	Total Total
daily basis	42.7	15.4	11.9	11.9	18.2	100
weekly	66.8	20.7	4.6	2.1	5.7	100
fortnightly	42.7	15.4	11.9	11.9	18.2	100
monthly	23.6	23.6	18.2	12.7	21.8	100
never	28.7	3.7	8.3	15.7	43.5	100

Question 2.1 to 2.5

	daily basis	weekly	fortnightly	monthly	never
■ Strongly	42.7	66.8	42.7	23.6	28.7
□ Agree	15.4	20.7	15.4	23.6	3.7
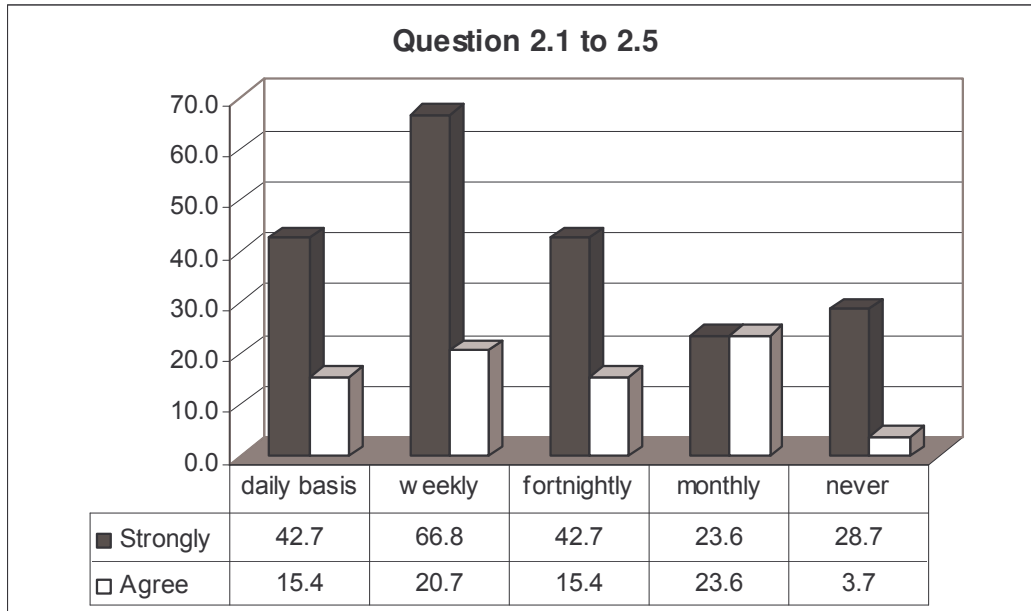
Question 3

3.1 During an InvoCom session, does your supervisor:

3.1.1 Discuss with you the previous day's production results?

3.1.2 Discuss with you problems that occurred in the workplace?

3.1.3 Discuss with you daily, weekly or monthly production targets?

3.1.4 Discuss with you weekly production targets?

3.1.5 Discuss with you monthly production targets?

3.1.6 Discuss with you the plan of action to achieve production targets?

3.1.7 Allow your participation during the InvoCom?

Question 3.1.1

A total of 69.3% charge hands, supervisors and general labourers indicated that their supervisors discuss the previous day's results with them during an InvoCom-session, and 20.8% of the respondents disagreed.

Question 3.1.1

■ %	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
	50.1	19.2	9.8	6.9	13.9	100
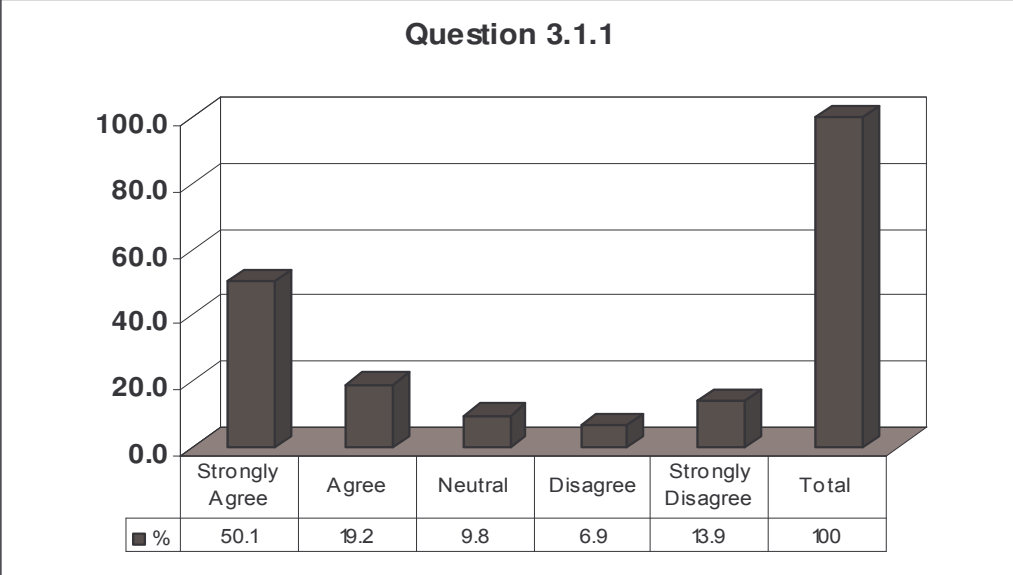
Question 3.1.2

A total of 71.7% charge hands, supervisors and general labourers indicated that their supervisors discuss problems that occurred in the workplace with them, and a total of 18.8% of the respondents disagreed.

■ %	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
	45.8	25.9	9.6	6.2	12.6	100
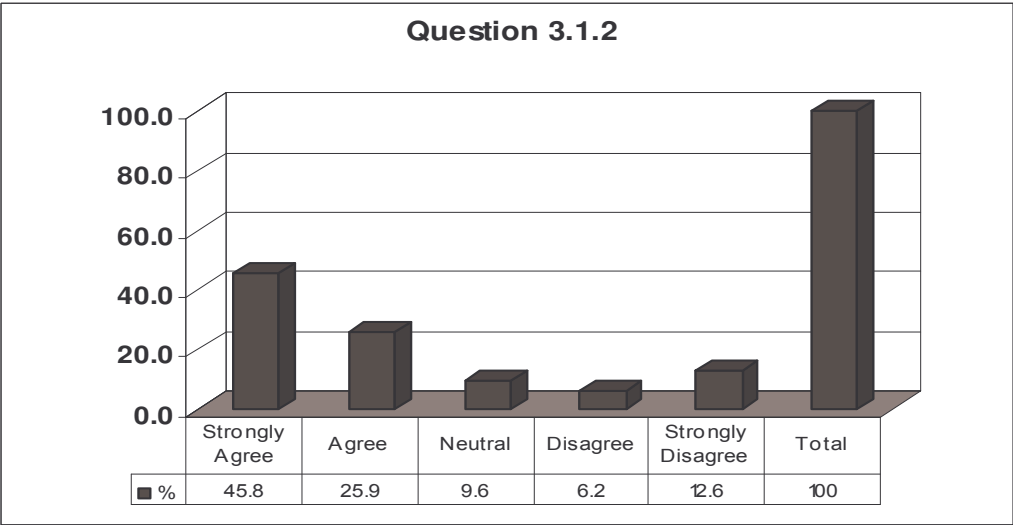
Question 3.1.3

A total of 62.6% charge hands, supervisors and general labourers indicated that their supervisors discuss daily, or weekly or monthly targets with them during such communication sessions, and 24.3% of the respondents disagreed.

Question 3.1.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	39.0	23.6	13.1	8.2	16.1	100
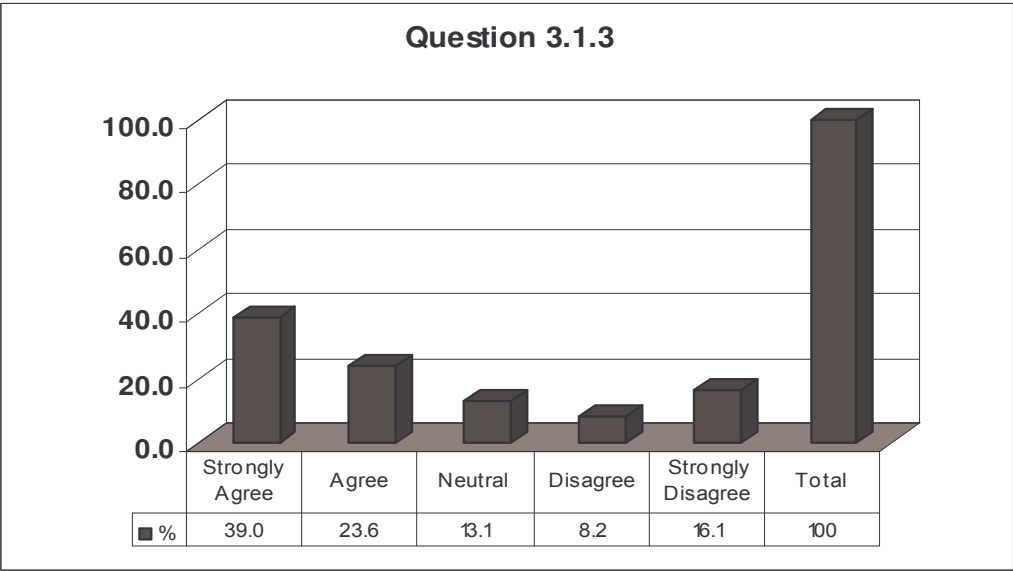
Question 3.1.4

A total of 67.1% charge hands, supervisors and general labourers indicated that their supervisors discuss weekly targets with them during InvoCom-sessions, and 19.9% of the respondents disagreed.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	44.6	22.5	12.9	9.2	10.7	100
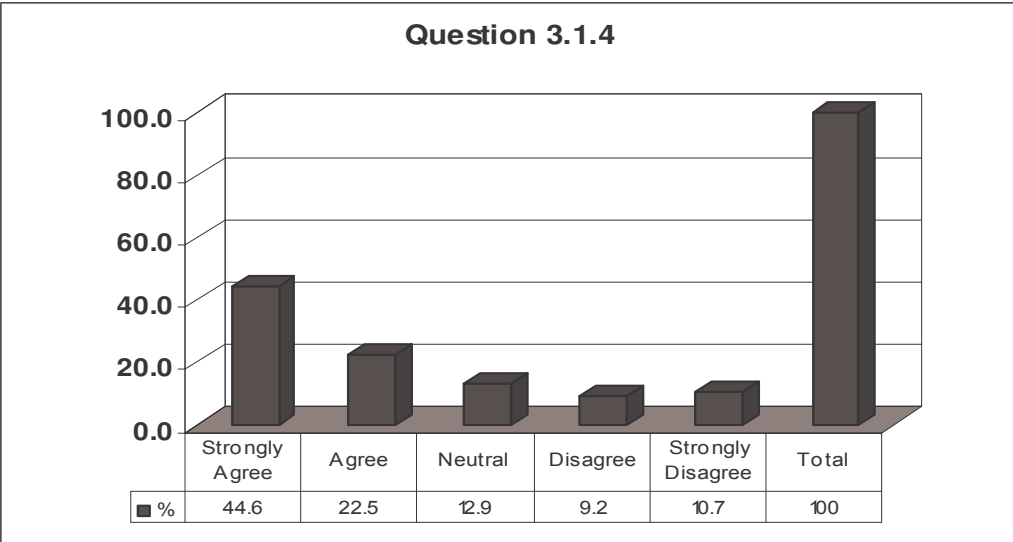
Question 3.1.5

A total of 59.6% charge hands, supervisors and general labourers indicated that their supervisors discuss monthly targets with them during an InvoCom-session, and 24.7% of the respondents disagreed.

Question 3.1.5

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	34.9	24.7	15.7	8.5	16.2	100
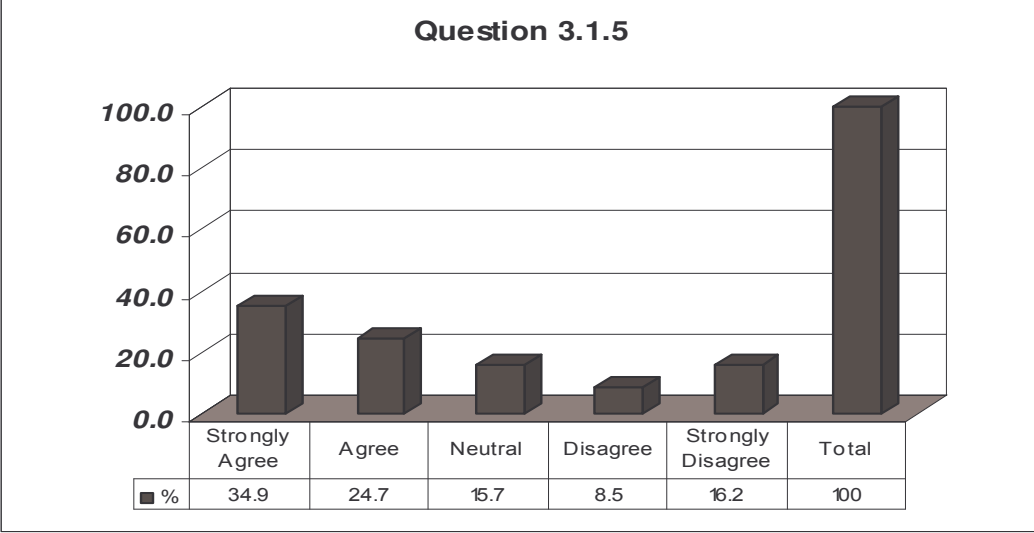
Question 3.1.6

A total of 67.2% of the charge hands, supervisors and general labourers indicated that their supervisors have a plan of action and share with them how to achieve their targets during such communication sessions, and 21.9% of the respondents disagreed.

Question 3.1.6

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	43.3	23.9	10.8	7.5	14.4	100
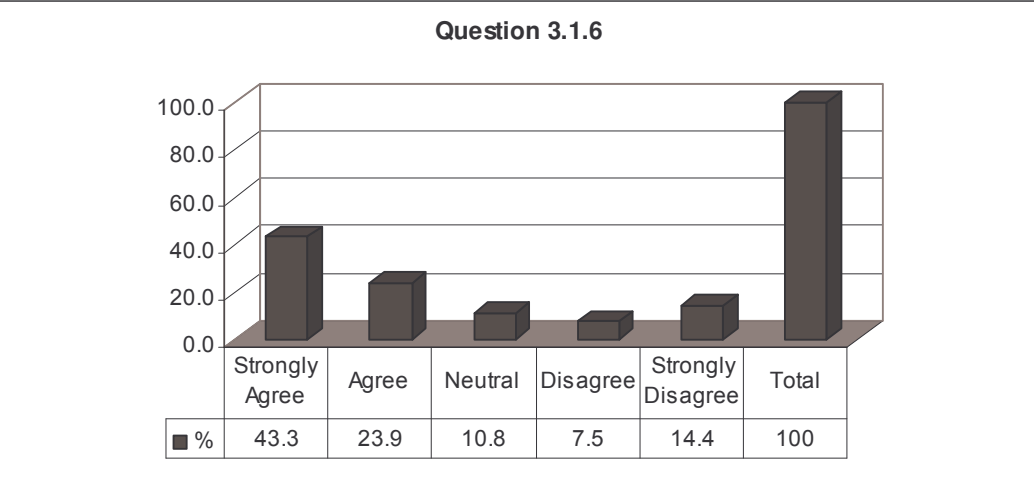
Question 3.1.7

A total of 66.9% charge hands, supervisors and general labourers indicated that their supervisors allow them to participate during InvoCom-sessions, and 25.0% of the respondents disagreed.

Question 3.1.7

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	43.3	23.6	8.1	9.4	15.6	100
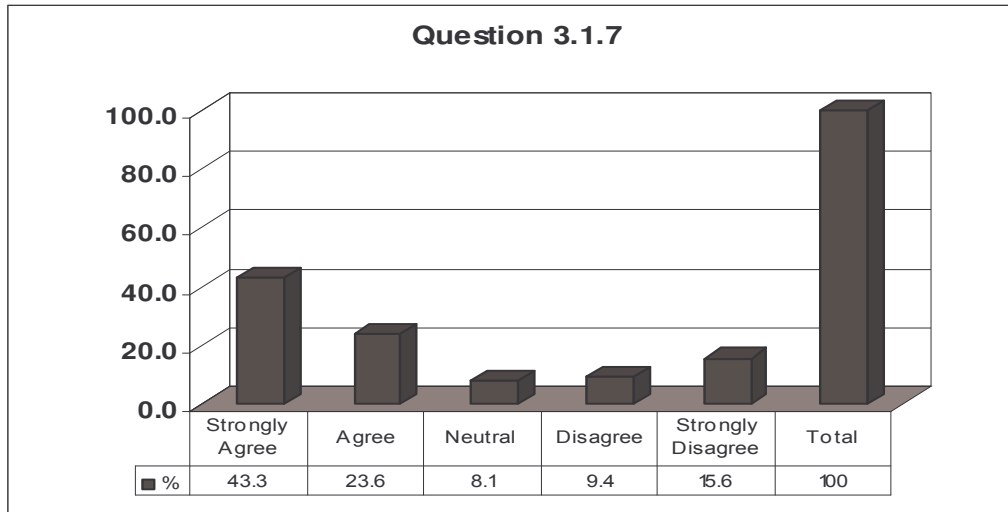
Question 4

4.1 What is your mother tongue?

4.1.1 English. A total of 77.8% charge hands, supervisors and general labourers indicated that their mother tongue is English.

4.1.2 Sotho. A total of 92.4% charge hands, supervisors and general labourers indicated that their mother tongue is Sotho.

4.1.3 Tswana. A total of 95.5% charge hands, supervisors and general labourers indicated that their mother tongue is Tswana.

4.1.4 Zulu. A total of 67.5% charge hands, supervisors and general labourers indicated that their mother tongue is Zulu.

4.1.5 Xhosa. A total of 83.5% charge hands, supervisors and general labourers indicated that their mother tongue is Xhosa.

4.1.6 Afrikaans. A total of 57.1% charge hands, supervisors and general labourers indicated that their mother tongue is Arikaans.

4.1.7 Other. A total of 54.3% charge hands, supervisors and general labourers indicated that their mother tongue is another language (i.e. not English, Afrikaans, Sotho, Tswana, Zulu or Xhosa).

Question 4.1.1 to 4.1.7

	English	Sotho	Tswana	Zulu	Xhosa	Afrikaans	Other
■ Strongly Agree	47.6	85.2	89.6	55.0	77.3	35.7	45.7
□ Agree	30.2	7.2	5.9	12.5	6.2	21.4	8.6
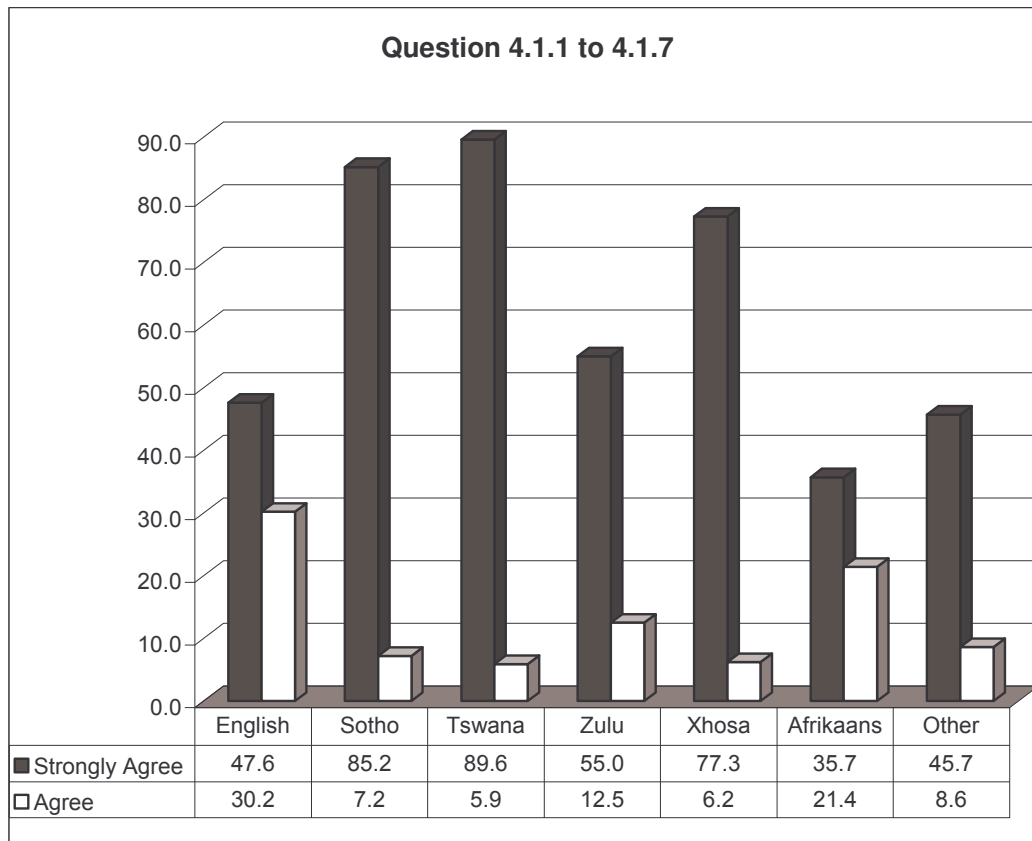
Question 5

5.1 What language do you speak at work?

5.1.1 English. A total of 86.8% charge hands, supervisors and general labourers indicated that they speak English at work.

5.1.2 Sotho. A total of 95.5% charge hands, supervisors and general labourers indicated that they speak Sotho at work.

5.1.3 Tswana. A total of 82.2% charge hands, supervisors and general labourers indicated that they speak Tswana at work.

5.1.4 Afrikaans. A total of 11.7% charge hands, supervisors and general labourers indicated that they speak Afrikaans at work.

5.1.5 Any combination of the above. A total of 79.1% charge hands, supervisors and general labourers indicated that they speak a combination of languages at work.

Question 5.1.1 to 5.1.5

	English	Sotho	Tswana	Afrikaans	Any combination of above
■ Strongly Agree	64.2	87.8	80.8	8.9	63.5
□ Agree	22.6	7.7	14	2.8	15.6
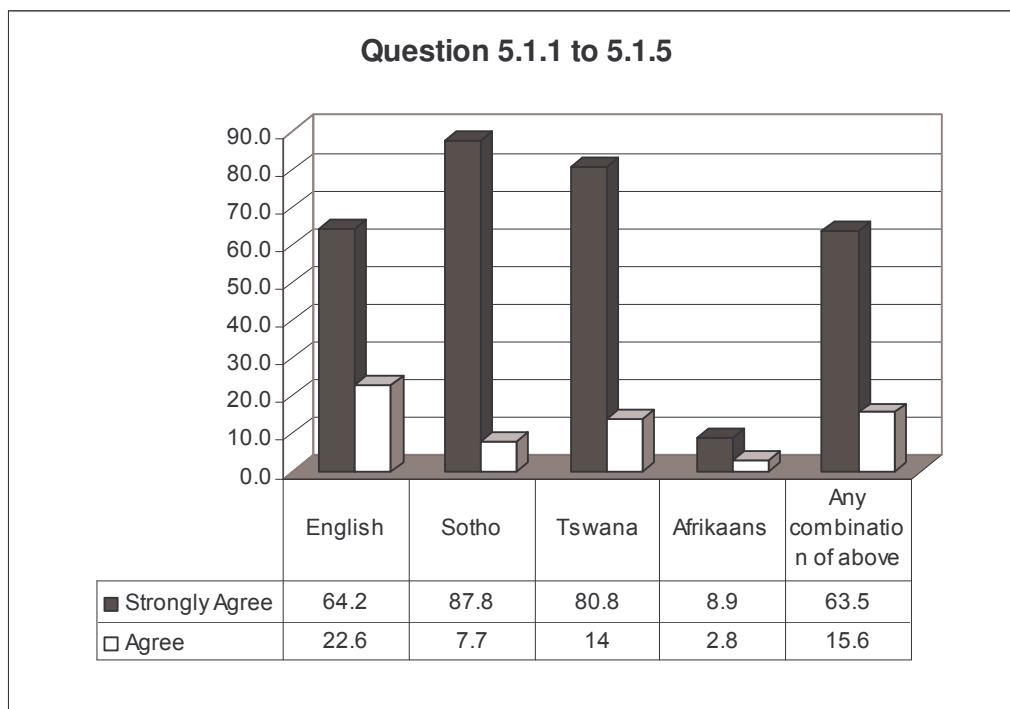
5.2 What language does your supervisor speak when giving an instruction?

5.2.1 English. A total of 93.0% charge hands, supervisors and general labourers indicated that their supervisor speaks English when giving an instruction.

5.2.2 Sotho. A total of 95.6% charge hands, supervisors and general labourers indicated that their supervisor speaks Sotho when giving an instruction.

5.2.3 Tswana. A total of 88.7% charge hands, supervisors and general labourers indicated that their supervisor speaks Tswana when giving an instruction.

5.2. 4 Afrikaans. A total of 69.9% charge hands, supervisors and general labourers indicated that their supervisor speaks Afrikaans when giving an instruction.

5.2.5 Any combination of the above. A total of 64.7% charge hands, supervisors and general labourers indicated that their supervisor speaks any combination of the above languages when giving an instruction.

Question 5.2.1 to 5.2.5

	English	Sotho	Tswana	Afrikaans	Any combination of above
Strongly Agree	81.9	81.6	71.0	52.4	42.7
Agree	11.1	14	17.7	17.5	22
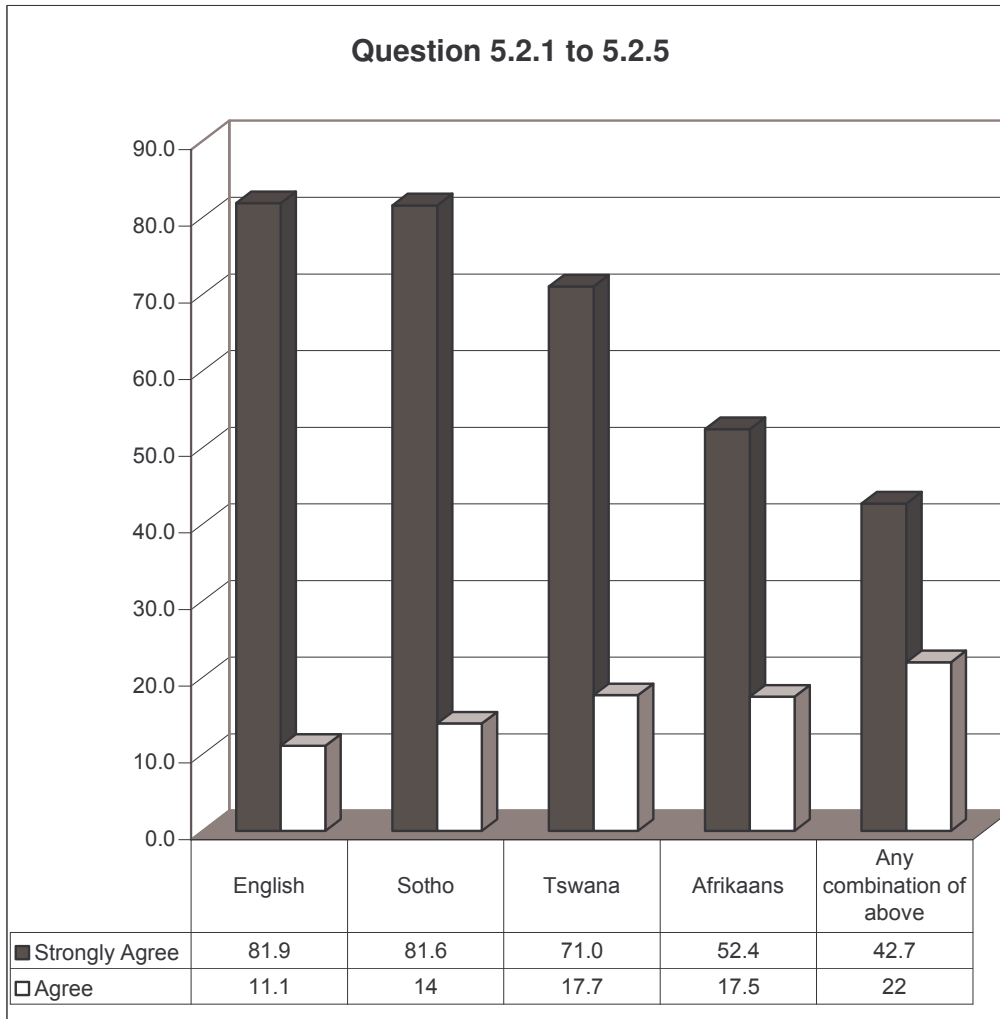
5.3 Do you clearly understand instructions given to you by your supervisor that are not in your mother tongue?

5.4 Do you have to ask a fellow employee to repeat to you, in your mother tongue, the given instruction that is not in your mother tongue?

5.5 Does the misunderstanding of instructions have a negative impact on your work performance?

Question 5.3

A total of 68.1% charge hands, supervisors and general labourers indicated that they clearly understand instructions given to them by their supervisor that are not in their mother tongue, and 19% of the respondents disagreed.

Question 5.3

Series 1	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
	39.0	29.1	13	7.9	11	100
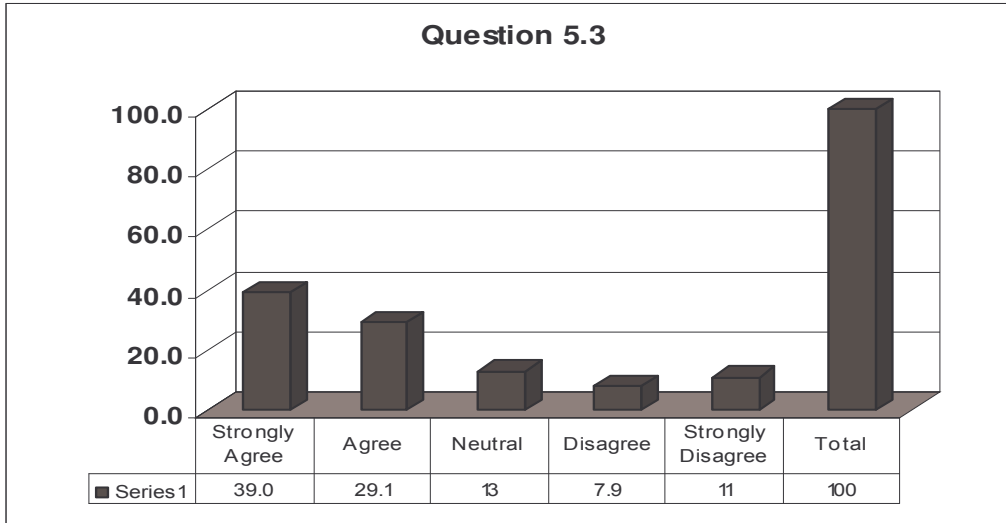
Question 5.4

A total of 68.8% charge hands, supervisors and general labourers indicated that they ask the supervisor to repeat the instruction in their mother tongue, and 22.0% of the respondents disagreed.

Question 5.4

%	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
	42.5	26.3	9.2	12.8	9.2	100
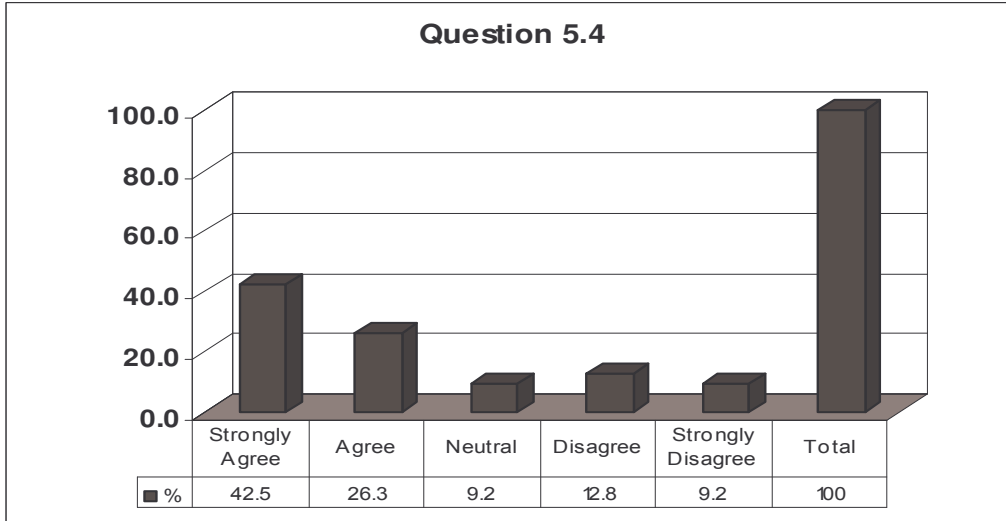
Question 5.5

A total of 57.5% charge hands, supervisors and general labourers indicated that they clearly understand instructions given to them that are not in their mother tongue, and 35% of the respondents indicated that they do not understand instructions that are not given in their mother tongue.

Question 5.5

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	37.6	19.9	7.5	18.6	16.4	100
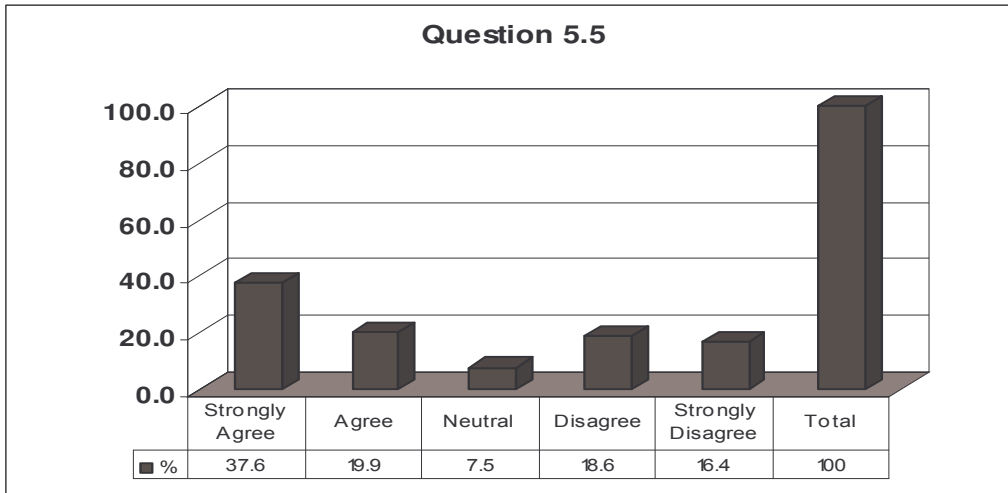
Question 6

6.1 Did you receive any informal training on cultural diversity in the company?

6.2 Did you receive any formal training on cultural diversity in the company?

6.3 Are you involved in lifelong learning?

6.4 Do you receive on-the-job training?

Question 6.1

A total of 45.4% charge hands, supervisors and general labourers indicated that they did receive informal training on cultural diversity in the company, and 47.4% of the respondents disagreed.

Question 6.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	30.6	14.8	7.3	16	31.4	100
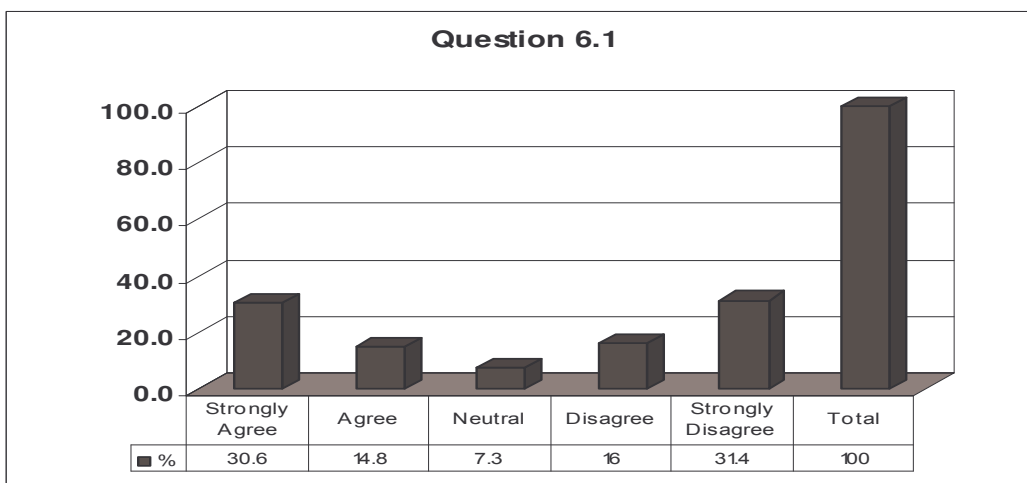
Question 6.2

A total of 42.5% charge hands, supervisors and general labourers indicated that they did receive formal training on cultural diversity in the company, and 50.9% of the respondents disagreed.

Question 6.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	26.8	15.7	6.6	20.4	30.5	100
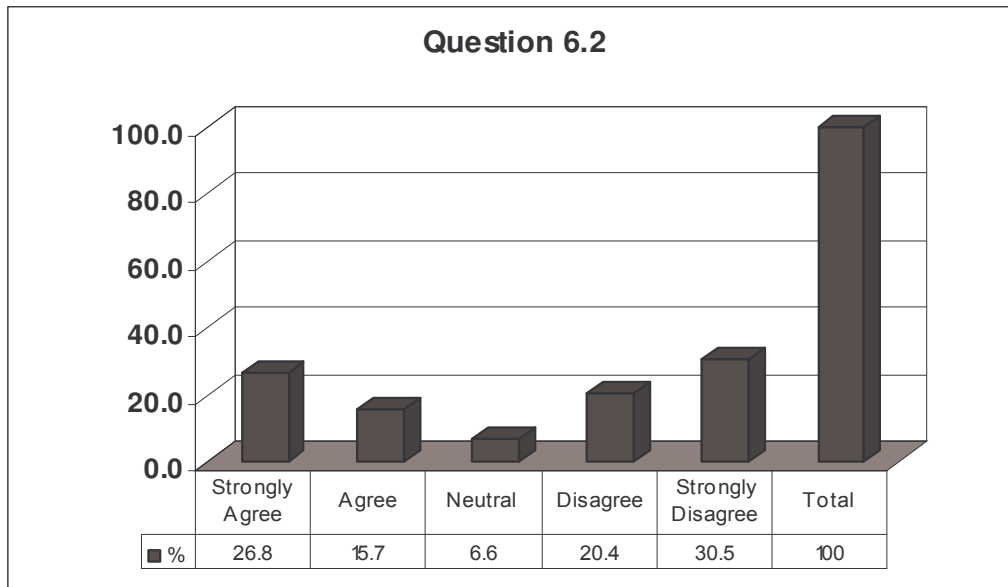
Question 6.3

A total of 31.0% charge hands, supervisors and general labourers indicated that they are involved in lifelong learning, and 62.1% of the respondents disagreed.

Question 6.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	17.9	13.1	7	20.3	41.8	100
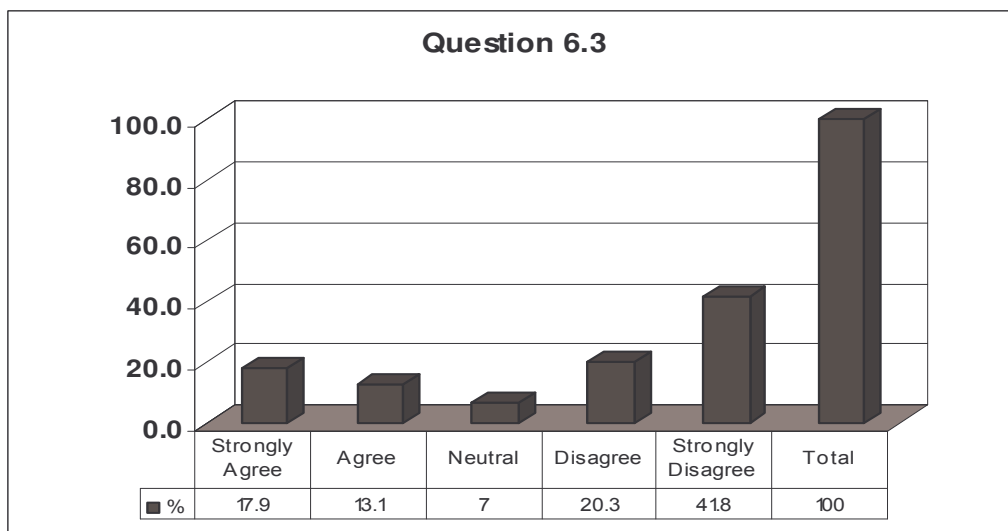
Question 6.4

A total of 59.4% charge hands, supervisors and general labourers indicated that they did receive on-the-job training in the company, and 31.2% of the respondents disagreed.

Question 6.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	38.2	21.2	9	12	19.2	100
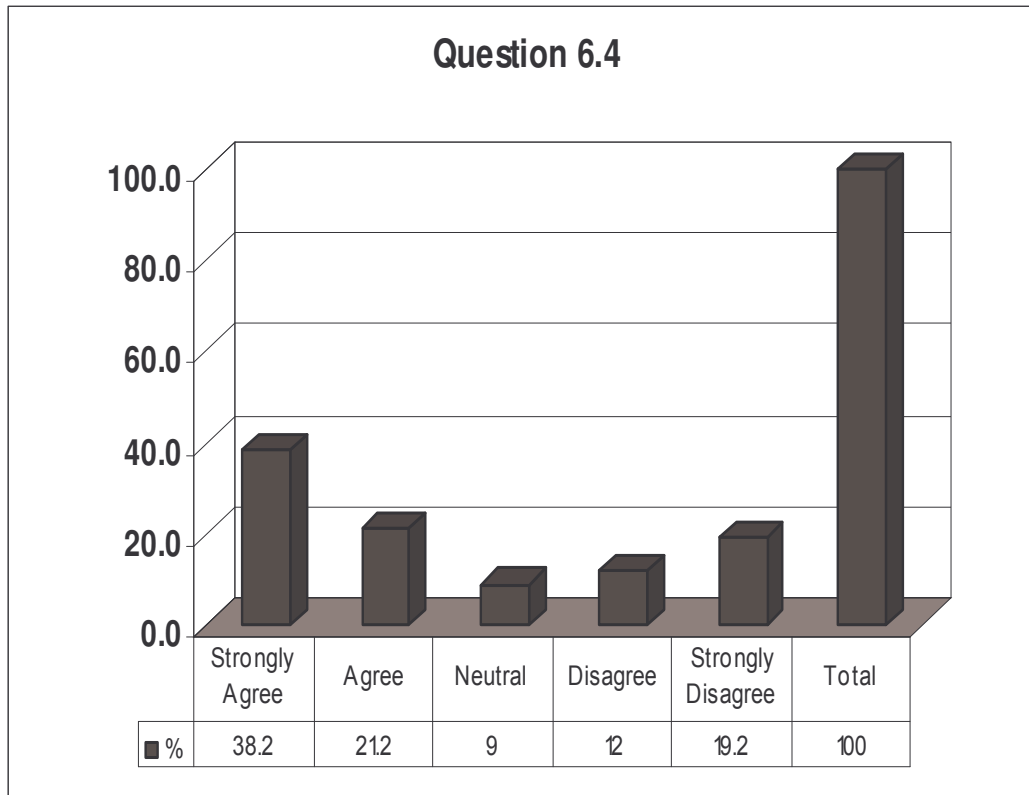
Question 7

7.1 Due to your cultural heritage, do you experience inherent problems to accept instructions from the opposite sex?

7.2 Are you supportive of your fellow team members?

7.3 Could you approach your supervisor with work-related problems?

7.4 Could you approach your supervisor with personal problems?

7.5 Does your supervisor listen to your work related suggestions?

Question 7.1

A total of 54.2% charge hands, supervisors and general labourers indicated that, due to their cultural heritage they do experience inherent problems to

accept instructions from the opposite sex, and 31.3% of the respondents disagreed. It is clear that the wording of the question is ambiguous and did not answer to the researcher's expectation.

Question 7.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	35.4	18.8	14.5	16	15.3	100
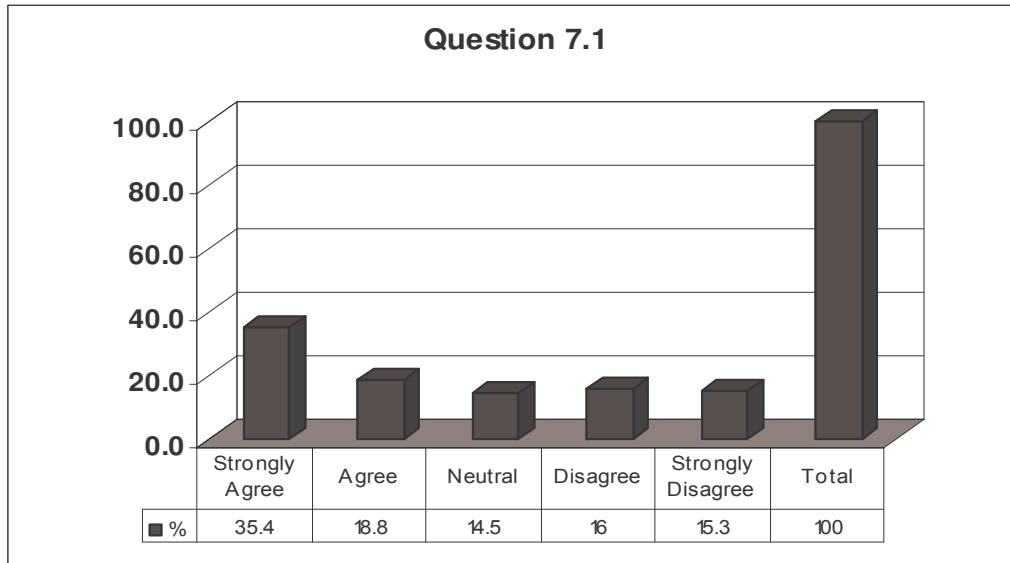
Question 7.2

A total of 82.7% charge hands, supervisors and general labourers indicated that they are supportive of their fellow team members, and 12.4% of the respondents disagreed.

Question 7.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	55.7	27	4.8	3.5	8.9	100
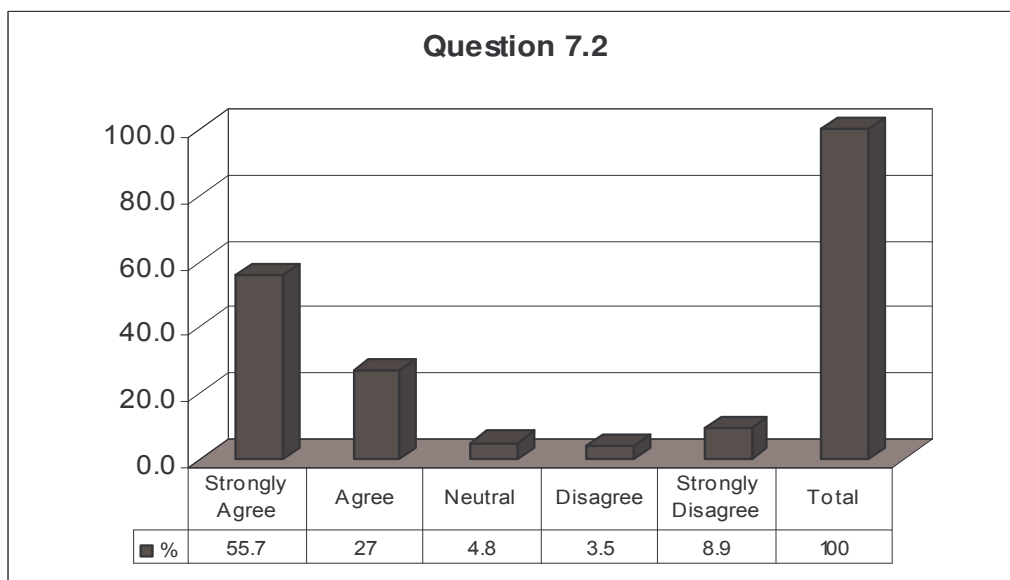
Question 7.3

A total of 88.6% charge hands, supervisors and general labourers indicated that they could approach their supervisor with work-related problems, and 6.3% of the respondents disagreed.

Question 7.3

%	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	61.7	26.9	5.1	2	4.3	100
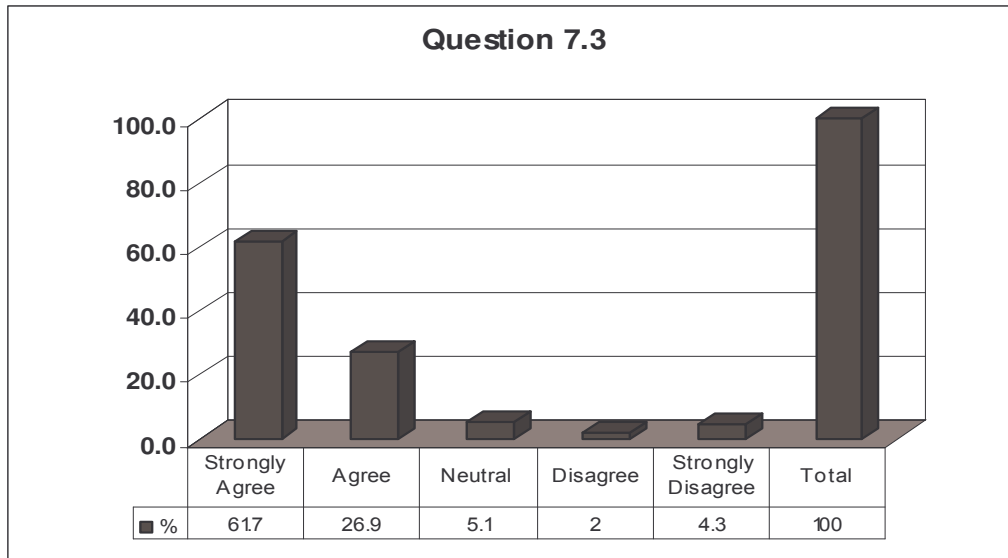
Question 7.4

A total of 74.5% charge hands, supervisors and general labourers indicated that they could approach their supervisor with personal problems, and 18.6% of the respondents disagreed.

Question 7.4

%	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	47.1	27.4	6.9	8.3	10.3	100
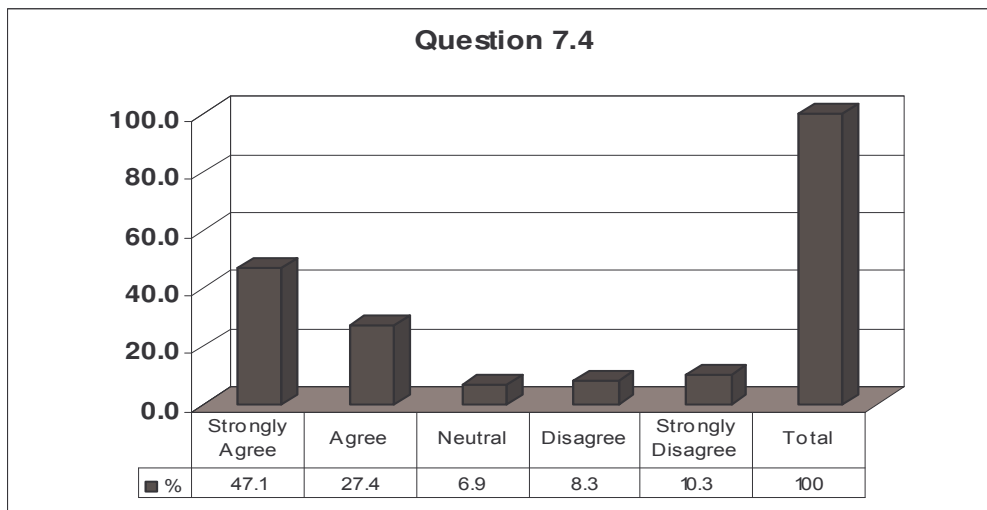
Question 7.5

A total of 66.3% charge hands, supervisors and general labourers indicated that their supervisors listen to their work-related suggestions, and 22.4% of the respondents disagreed.

Question 7.5

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	42.9	23.4	10.4	7.3	16.1	100
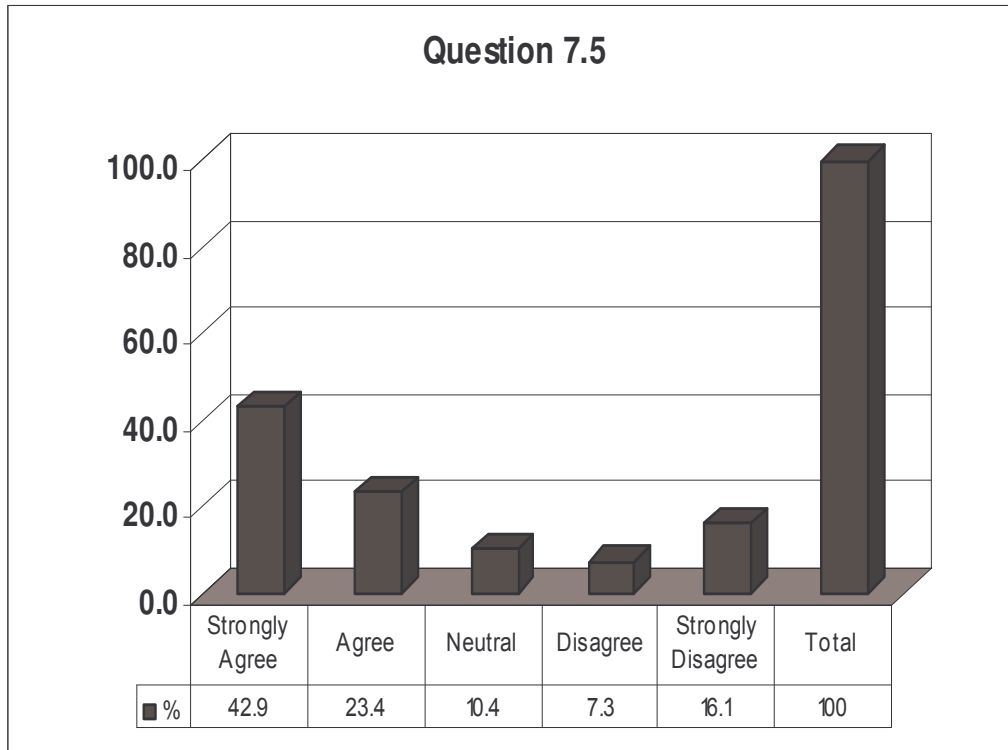
Question 8

8.1 Does the company have a monthly bulletin?

8.2 Does management share enough information with the workforce regarding:

8.2.1 Strategic issues?

8.2.2 Financial position of the company?

8.2.3 Social involvement in the community?

Question 8.1

A total of 22.4% charge hands, supervisors and general labourers indicated that the company does not have a monthly news bulletin, and 69% of the

respondents disagreed. It is clear that the respondents did not understand the question therefore did not answer to the researcher's expectation.

Question 8.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	11.2	11.2	8.6	17.2	51.8	100
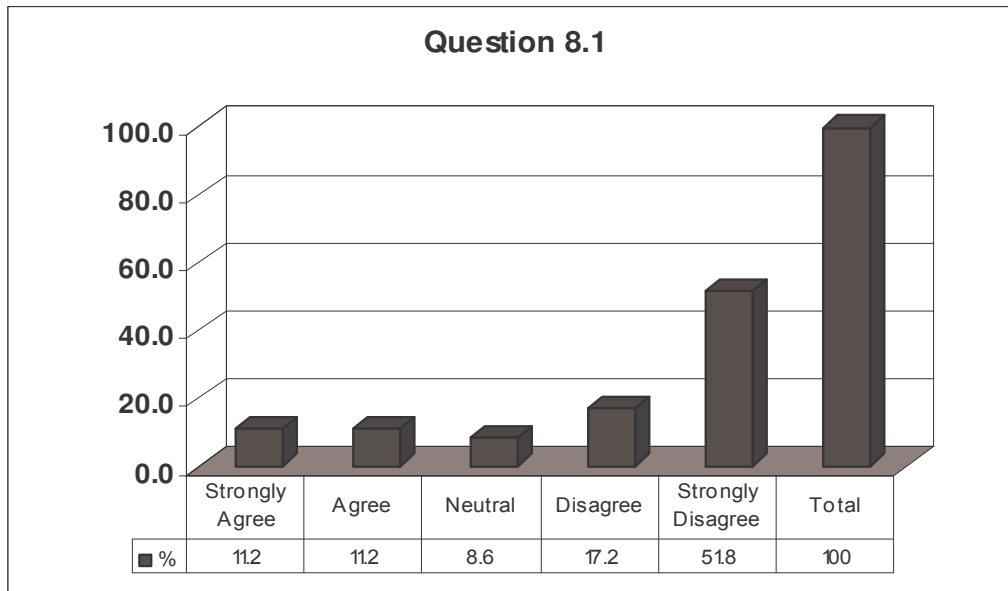
Question 8.2.1

A total of 29.6% charge hands, supervisors and general labourers indicated that management does share information on strategic issues, and 63.5% of the respondents disagreed.

Question 8.2.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	14.6	15	6.9	17.7	45.8	100
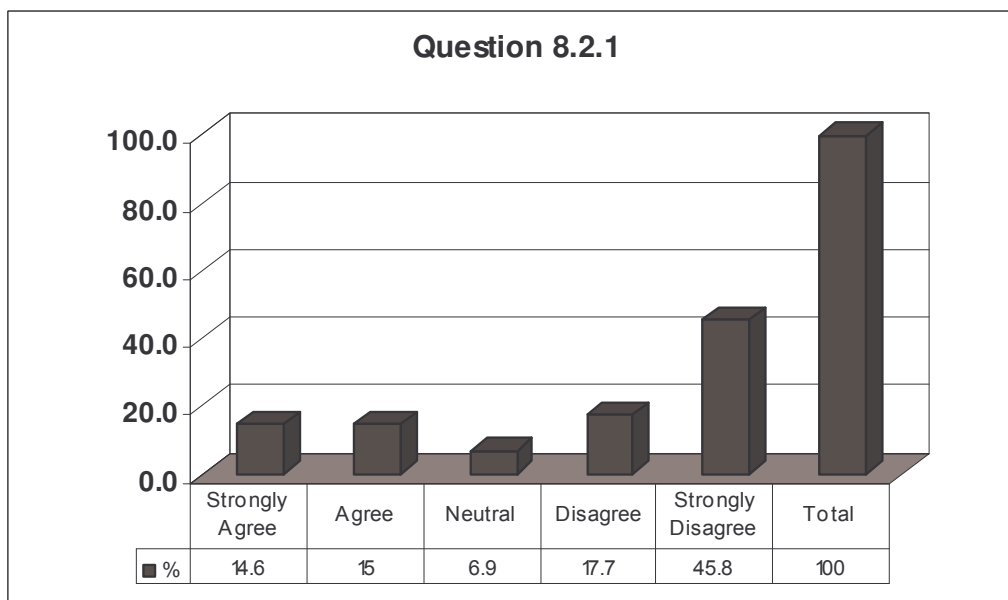
Question 8.2.2

A total of 21.0% charge hands, supervisors and general labourers indicated that the company does share information on the financial position of the company, and 71.6% of the respondents disagreed.

Question 8.2.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	9.7	11.3	7.4	21.5	50.1	
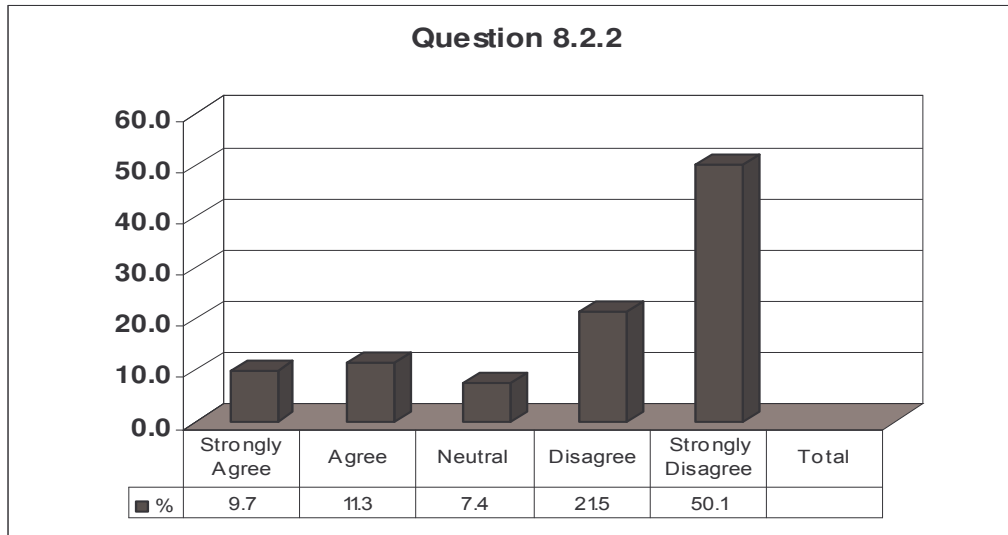
Question 8.2.3

A total of 17.8% charge hands, supervisors and general labourers indicated that the company does share information regarding social involvement, and 74.5% of the respondents disagreed.

Question 8.2.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	8.9	8.9	8	20.7	53.8	100
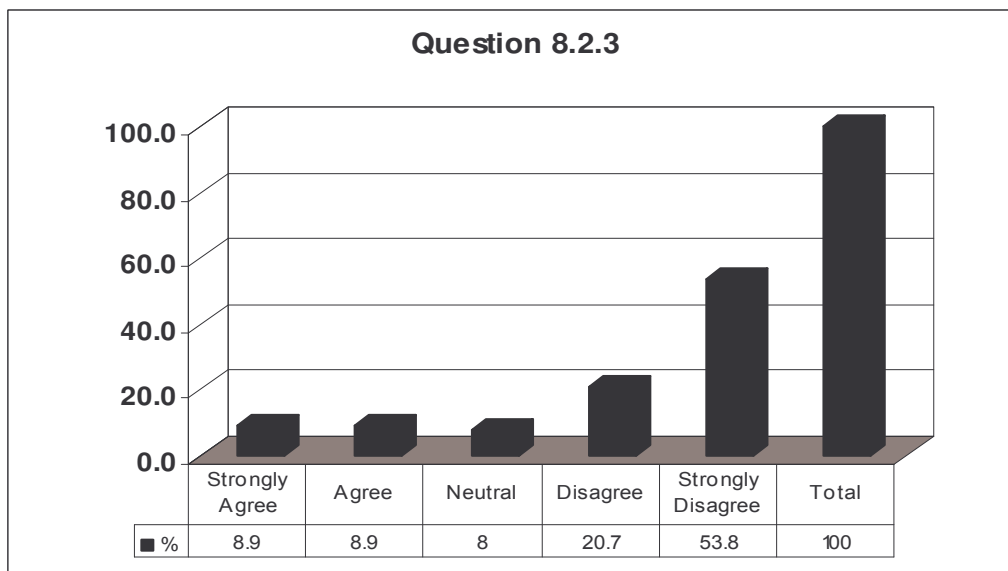
Question 9

9.1 Do you strongly believe in your cultural heritage?

9.2 Do your cultural beliefs have a positive impact on your work performance?

9.3 Does your supervisor understand your cultural heritage?

9.4 Does your supervisor understand the impact of your cultural heritage on your work performance?

9.5 Is the culture of the company conducive for you in the workplace?

Question 9.1

A total of 85.2% charge hands, supervisors and general labourers indicated that they strongly believe in their cultural heritage, and 9.4% of the respondents disagreed.

Question 9.1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	65.6	19.6	5.3	2	7.4	100
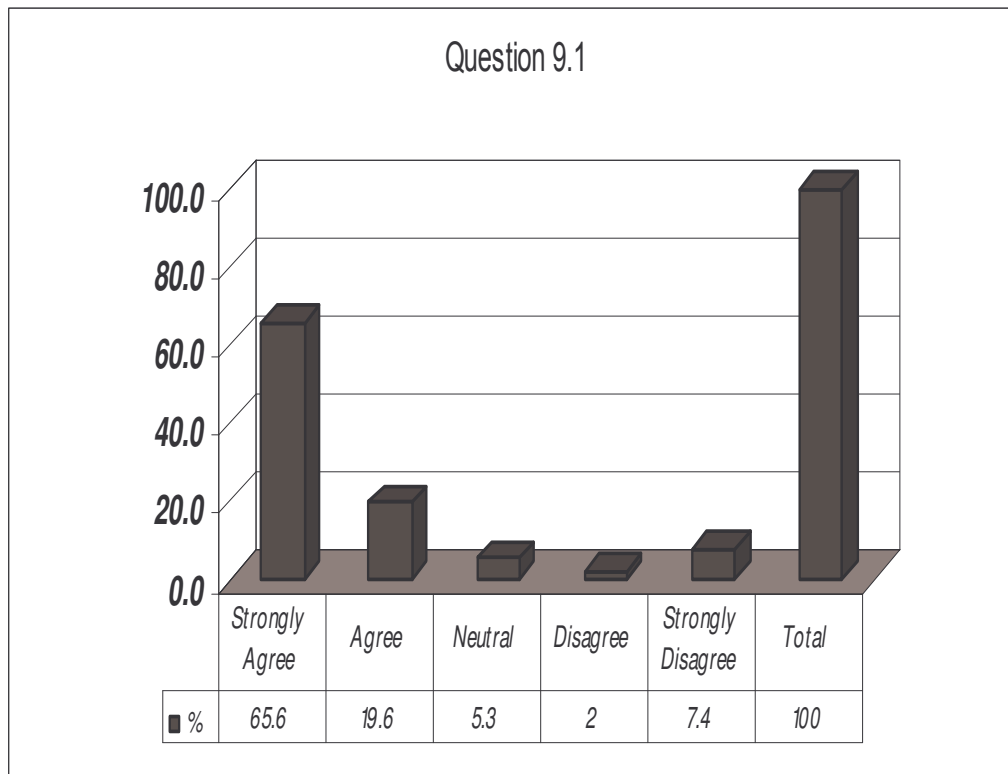
Question 9.2

A total of 62.0% charge hands, supervisors and general labourers indicated that their cultural beliefs have a positive impact on their job performance, and 28.1% of the respondents disagreed.

Question 9.2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	41.3	20.7	9.9	12.1	16	100
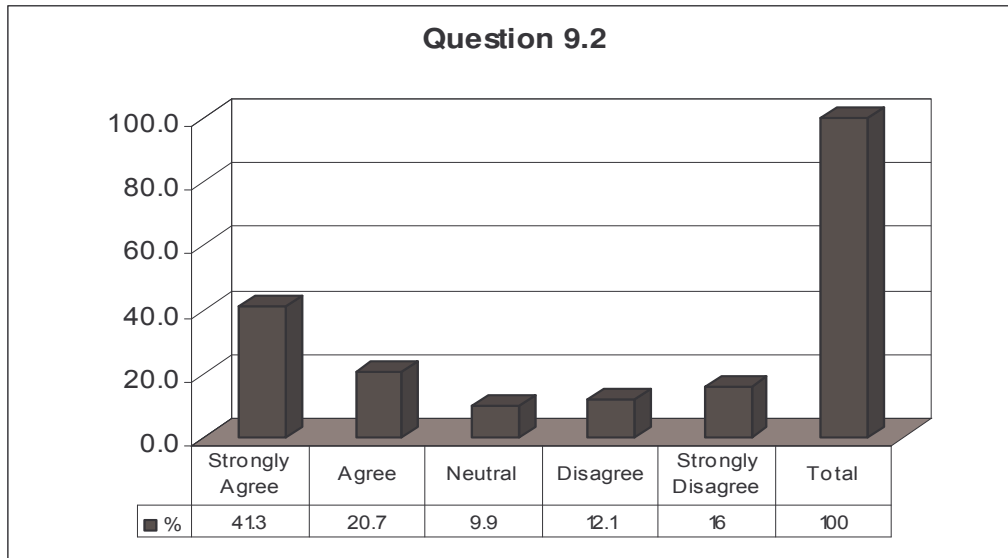
Question 9.3

A total of 42.6% charge hands, supervisors and general labourers indicated that their supervisors understand their culture, and 41.8% of the respondents disagreed.

Question 9.3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
■ %	26.8	15.8	15.6	13.8	28	100
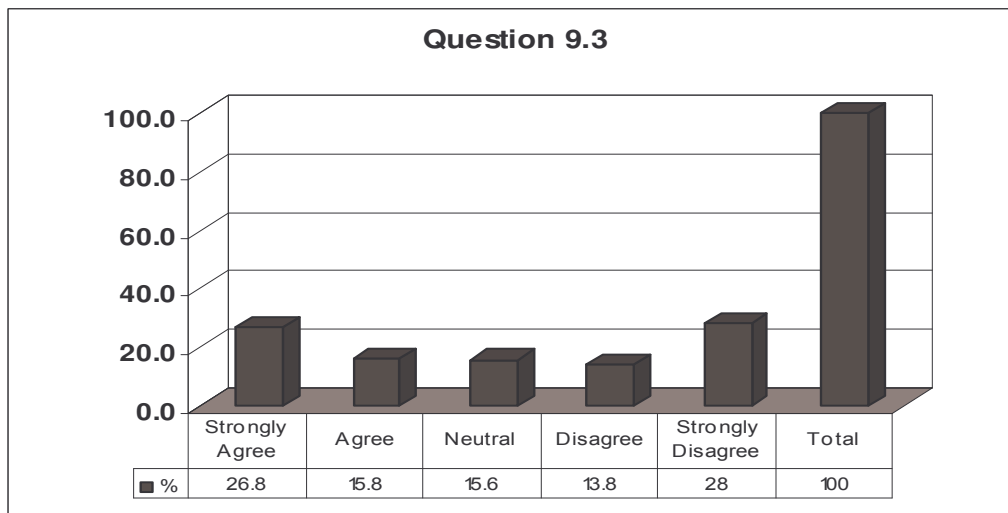
Question 9.4

A total of 43.7% charge hands, supervisors and general labourers indicated that their supervisors understand the impact of cultural heritage on their work performance, and 41.1% of the respondents disagreed.

Question 9.4

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	27.6	16.1	15.3	13.1	28	100
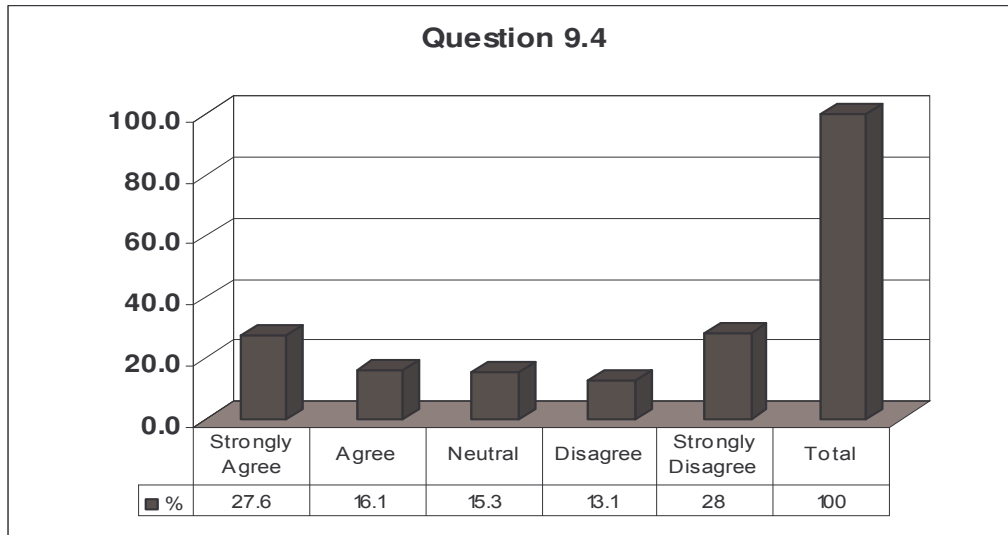
Question 9.5

A total of 63.5% charge hands, supervisors and general labourers indicated that culture of the company in the workplace is conducive to their work performance, and a total of 24.7% of the respondents disagreed.

Question 9.5

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
%	43.5	20	1.7	6.5	18.2	100
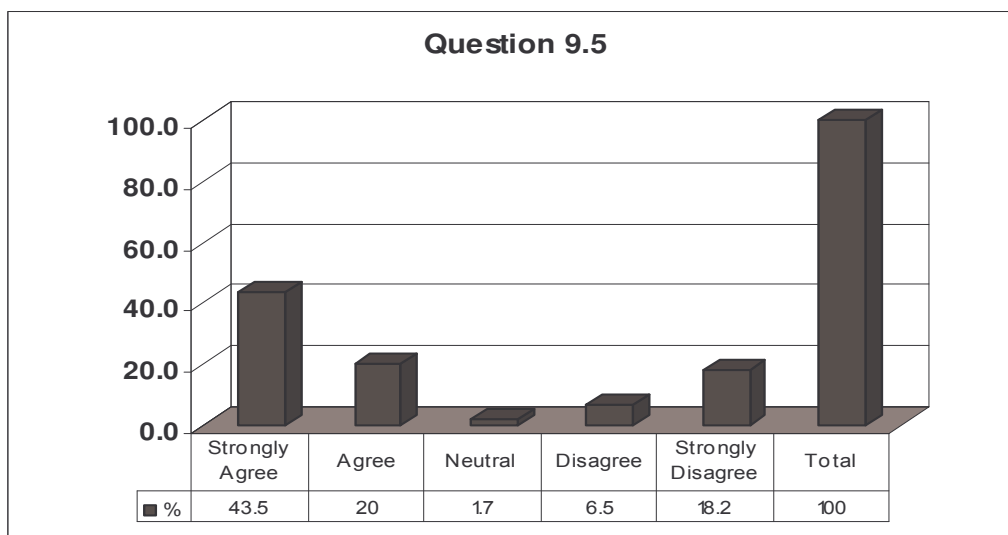
7.4 Summary

The data was collected by means of three questionnaires as indicated, and the results of the research were combined by means of comparing the quantitative data / information received.

In order to ensure service excellence and to achieve world-class business outcomes, it is important for both the employer and employee to clearly understand the impact of strategic planning, strategic communication, employee involvement and participation in problem-solving, the power of a diverse workforce on the business performance and service levels. The acknowledgement of positive diversity management and the harnessing thereof will result in positive, understandable and participative communication in the transfer of meaning, understanding and mutual involvement governed by a cultural imperative.

In this context it is important to perform statistical tests in Chapter 8 in order to draw conclusions about the population in Country Bird (Pty) Ltd. at a pre-determined level of significance, and to summarise the most important conclusions.

Chapter 8

Empirical Component: Inference and Findings

The focus of this chapter is to describe the empirical component: inference and conclusions.

Chapter 8

Empirical Component: Inference and Findings

8.1 Introduction

In this chapter we shall:

i. Perform statistical tests, based on the sample (questionnaires data), in order to draw conclusions about the population in Country Bird (Pty) Ltd at a pre-determined level of significance (0.05) ;

ii. Summarise the most important conclusions; and

iii. Indicate possible research fields in this context.

It was necessary to compare certain data to enable the researcher to make certain conclusions and recommendations regarding the influence of diversity, the lack of communication, the lack of participation in problem solving matters, the level of instructions with respect to understanding and service levels, as well as the influence of organisational performance.

8.2 Findings

The completed questionnaires obtained from the respondents with regard to their background information, biographical characteristics, experience and expectations witnessed in the organisation led to the following comparisons and outcomes. Throughout this chapter a significance level of 5% (0.05) prevails. If a conclusion was denoted as significant it would mean that its p-value is less than 0.05.

8.2.1 Informative managerial workforce in respect of strategic direction and core values.

To be successful in today's increasingly complex and competitive business environment, leadership has to be based on a sound, realistic and holistic understanding of all factors relating to the strategic direction of the company, as well as the rationale behind the strategic direction of the organisation.

The graph below (Fig. 8.2.1) describes the mean ratings of the two managerial levels for the following three variables:

i.   Do you know the company's vision, core values and core competencies (CorVal)?

ii. Do you understand the rationale behind the strategic direction of the company (StratD)?, and

iii. Were you informed about the strategy direction (InfSta)?
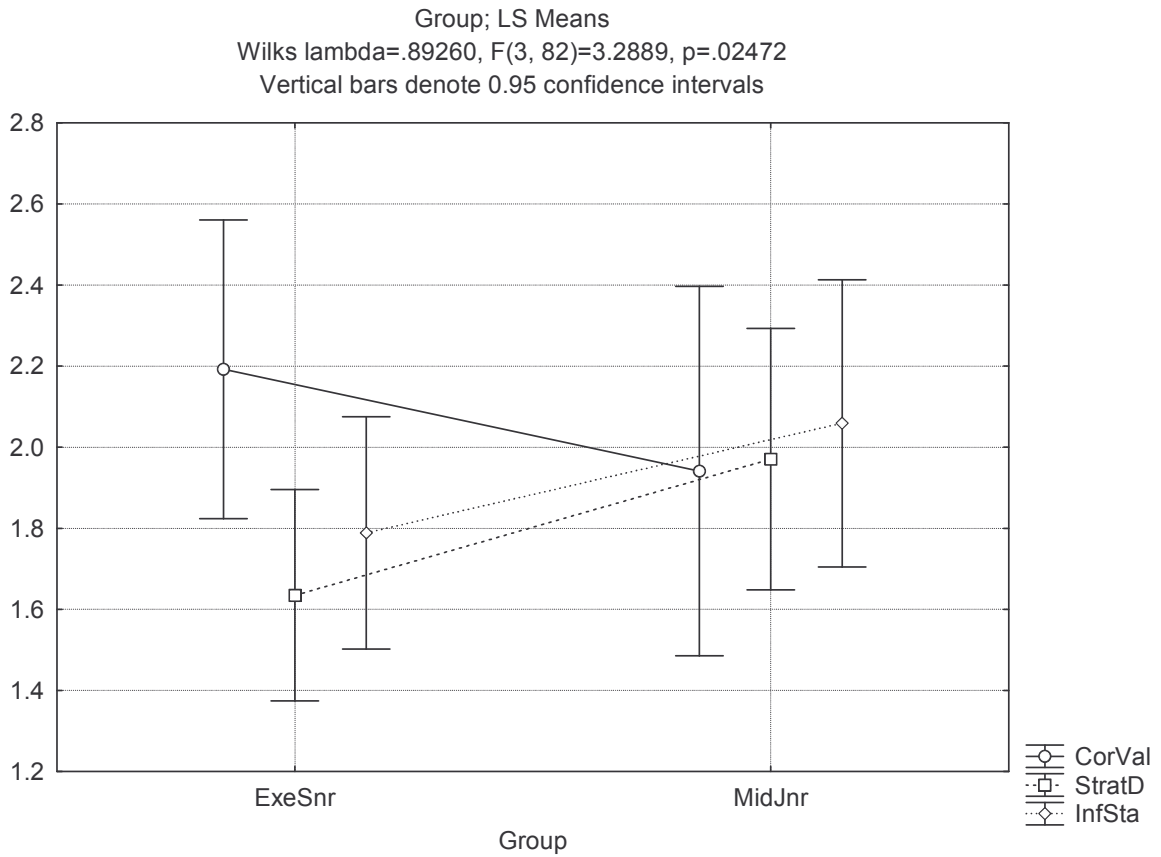
Fig. 8.2.1

Although the graph indicates a visual difference in means and the overall test across all three variables together showed a significant difference, tests for the equality of means between the two managerial levels showed no significant differences for the three variables (p-values for CorVal, StratD and InfSta are 0.40; 0.11 and 0.24 respectively).

8.2.2 Mobilizing talents of employees through participation

There is an obligation to constantly strive for organisational improvement and in many ways it is a commitment from the employer to mobilize and involved available talent to get the best solution to any work related problem by involving the relevant people, in resolving work related issues.

Group; LS Means
Current effect: $F_{(1, 86)}=27.879$, p=.00000
Effective hypothesis decomposition
Vertical bars denote 0.95 confidence intervals
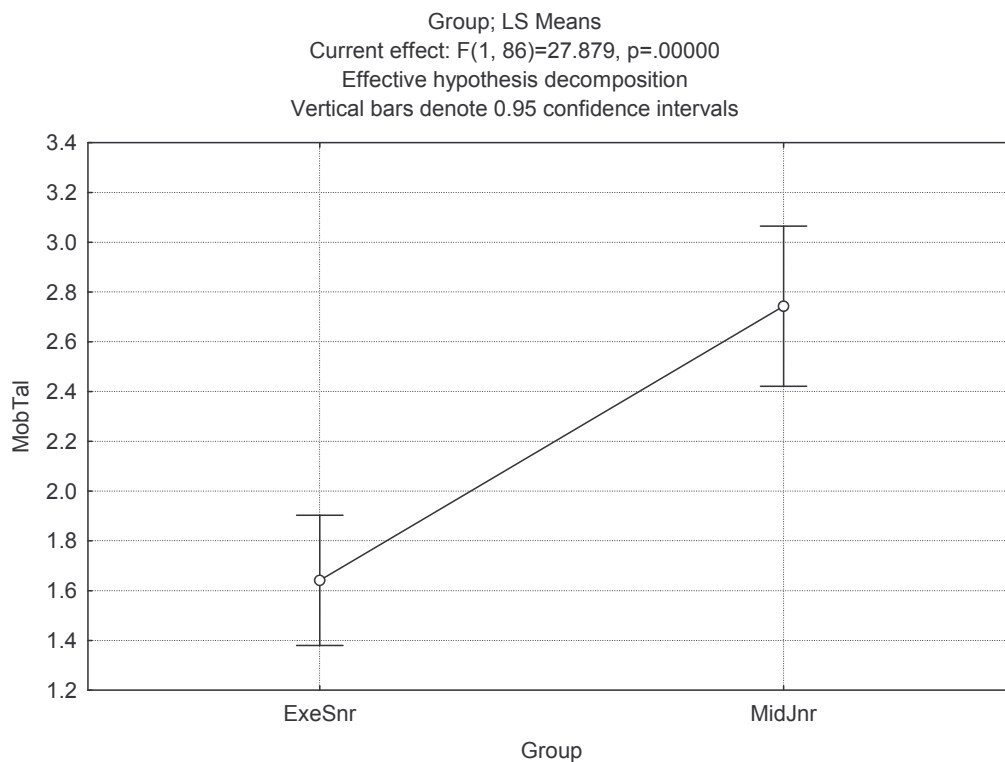
Fig. 8.2.2

A simple t-test showed that there is a significant difference between the mean ratings of Executive Managers (ExeSnr), and Middle Managers (MidJnr) in respect of mobilizing the talent of a diverse workforce (p=0.0000). Figure 8.2.2

illustrates that the mean rating of Middle Managers, towards disagreement with mobilizing talent, is much greater that that of Executive Managers.

8.2.3 Power of a diverse workforce

Group; LS Means
Current effect: $F_{(1, 87)}=17.331$, p=.00007
Effective hypothesis decomposition
Vertical bars denote 0.95 confidence intervals
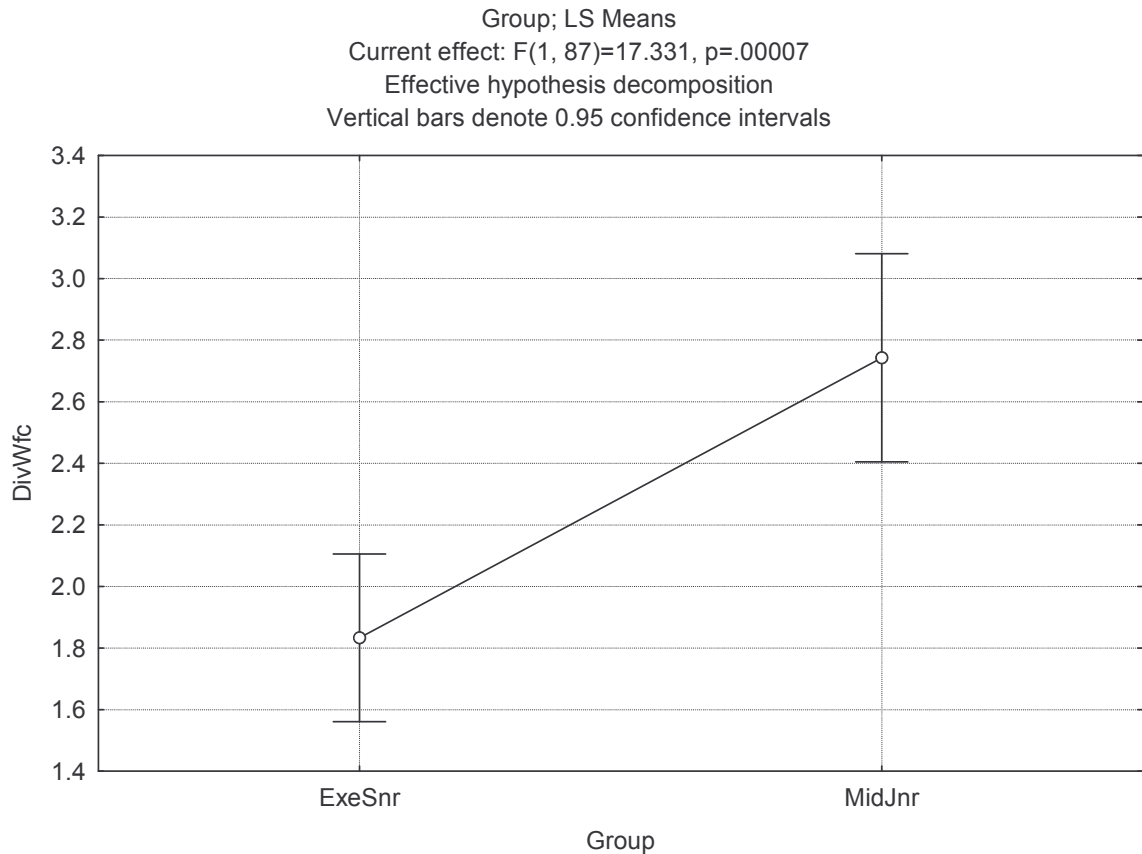
Figure 8.2.3

Performing a t-test again (Fig. 8.2.3) for the equality of means in independent samples showed that there is a significant difference between Executive Managers and Middle Managers in terms of their mean ratings for the power of a diverse workforce (p=0.0007). The graph illustrates that the mean rating of MidJnr, towards disagreement in terms of the power of a diverse workforce, is far greater than that of ExeSnr.

8.3 Three Levels of Staff

When comparing the means of the three staff levels, we perform an ANOVA (Analysis of Variance), of which the null hypothesis states that the three group means in the organisation are equal with respect to the variable under scrutiny.

8.3.1 Allowing participation and interaction in problem related issues in the workplace.

It is important that employees are giving the opportunity to participate and to interact significantly in problem solving and decision making in the workplace, and to assist directing the business.

Group; LS Means
Current effect: $F(2, 432)=7.3607$, $p=.00072$
Effective hypothesis decomposition
Vertical bars denote 0.95 confidence intervals

Fig 8.3.1

The graph above (Fig. 8.3.1) seems to indicate equivalence between ExeSnr (Executive- and Senior Managers) and MidJnr (Middle- and Junior Managers) with reference to participation and a different mean rating for ChSuGe. The ANOVA indicated a significant difference in the means (p = 0.00072). We therefore follow up with comparisons by pairs of groups using Table 8.3.1, as extracted from the software package STATISTICA.

Table 8.3.1

Tukey HSD test; variable Partic (KULUCombo23-26Jan07Imp30Jan.sta) Approximate Probabilities for Post Hoc Tests Error: Between MS = 1.9945, df = 432.00			
	Group	**{1}**	**{2}**	**{3}**
1	ExeSnr		0.997761	0.006945
2	MidJnr	0.997761		0.020555
3	ChSuGe	0.006945	0.020555	

We see that our supposition was correct: there is no significant difference between the means of the ExecSnr and MidJnr (p = 0.998), but the ChSuGe (Chargehands, Supervisors and General Workers) disagreement with participation differs significantly with that of ExeSnr (p = 0.0069) and that of MidJnr (p = 0.0206).

8.3.2 Table possible problem solving proposals.

Many organisations have long acknowledged the value of employees' knowledge and ideas, and only recently recognized that broad, systematic participation is the most effective way to tap workforce knowledge, especially as it contributes to continuous workforce improvement.

Figure 8.3.4 below seems to indicate equivalence between means scored, ExecSnr (Execitive- and Senior Managers) and MidJnr (Middle- and Junior

Managers) being allowed to table proposals during problem solving discussions and a different mean for ChSupGe (Chargehands, Supervisors and General Workers). The ANOVA indicated a significant (p = 0.00408) difference in the means. We therefore follow up with comparisons by pairs of groups.

Group; LS Means
Current effect: F(2, 563)=5.5567, p=.00408
Effective hypothesis decomposition
Vertical bars denote 0.95 confidence intervals

Fig. 8.3.2

We see from Table 8.3.2 below that our supposition was correct: there is no significant difference between the means of the ExecSnr and MidJnr (p = 0.983508), but the ChSuGe disagreement with permission to table proposals differs significantly from that of ExeSnr (p = 0.01448).

.

No	Level	ExeSnr	MidJnr	ChSuGe
1	ExeSnr		0.983508	0.014498

| 2 | MidJnr | 0.983508 | | 0.101820 |
| 3 | ChSuGe | 0.014498 | 0.101820 | |

Table 8.3.2

8.3.3 Impact of heterogeneous workforce on productivity.

Effective management is a fundamental value for a successful and productive organisation. Therefore it is important to note that without co-operation between manager and subordinates, the process and efforts to bring productivity will prove failure.

A similar profile to Figure 8.3.2 was detected in the graph below (See Figure 8.3.3) which displays an apparent equivalence between ExecSnr (Executive- and Senior Managers) and MidJnr (Middle- and Junior Managers) with reference to the mean ratings for the impact of a heterogeneous workforce on productivity, and a different mean for ChSupGe (Chargehands, Supervisors and General Workers). The ANOVA indicated a significant ($p = 0.0004$) difference in the means. We therefore follow up with comparisons by pairs of groups. See Table 8.3.3. Using Tukey's pairwise comparisons we see that our supposition was correct: there is no significant difference between the means of the ExecSnr and MidJnr ($p = 0.649706$), but the ChSuGe mean rating disagreement with the impact of a heterogeneous workforce on productivity differs significantly from that of MidJnr ($p = 0.000616$).

Group; LS Means
Current effect: F(2, 545)=10.434, p=.00004
Effective hypothesis decomposition
Vertical bars denote 0.95 confidence intervals
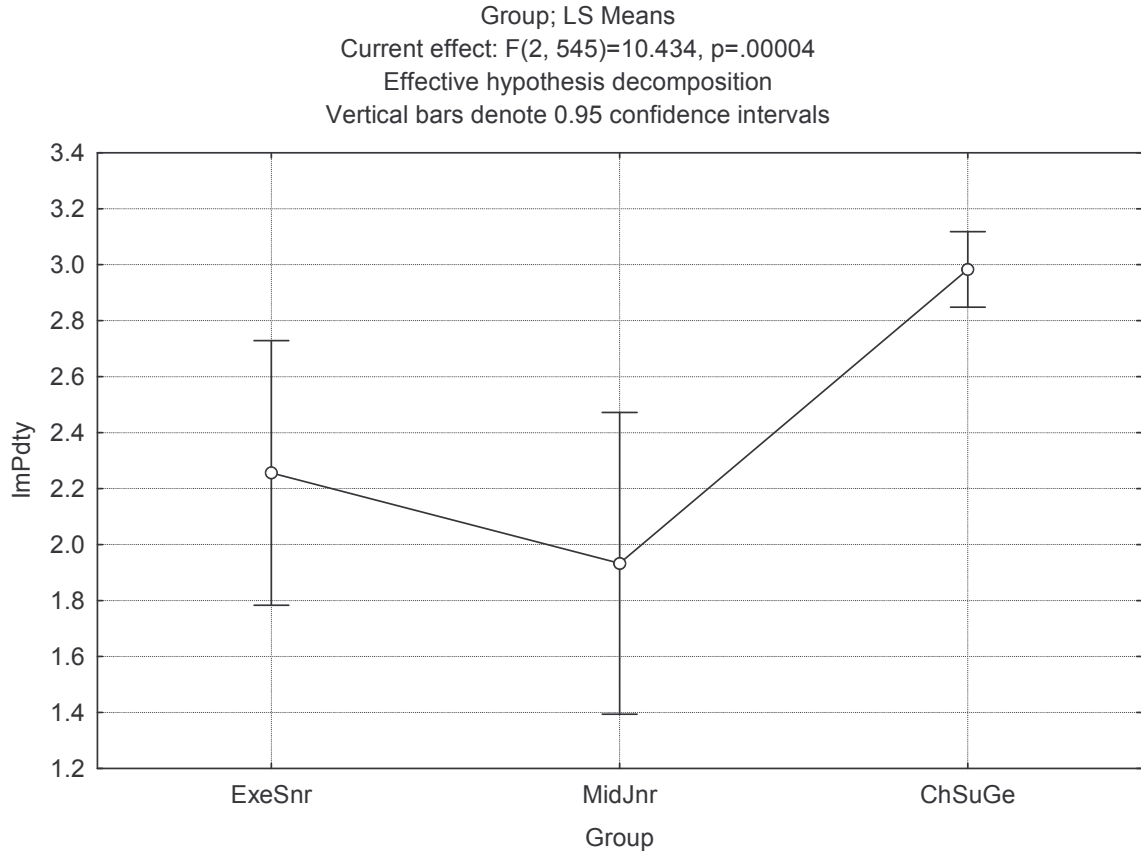
Fig. 8.3.3

	Group	{1}	{2}
	Tukey HSD test; variable ImPdty (KULUCombo23-26Jan07Imp30Jan.sta) Approximate Probabi		
1	ExeSnr		0.649706
2	MidJnr	0.649706	
3	ChSuGe	0.010295	0.000616

Table 8.3.3

8.3.4 Subordinates understand instructions to minimize the misdirected effort in the workplace.

The graph in Figure 8.3.4 features an apparent similarity indicating means' equivalence between ExecSnr (Executive and Senior Managers) and MidJnr (Middle- and Junior Managers) with reference to minimize misdirected effort in the workplace due to the misunderstanding of instructions and a different mean for ChSupGe (Chargehands, Supervisors and General Workers). See Graph 8.3.4. The ANOVA indicated a significant (p = 0.002288) difference in the means. We therefore follow up with comparisons by pairs of groups. See Table 8.3.4.

Group; LS Means
Current effect: F(2, 513)=5.9156, p=.00288
Vertical bars denote 0.95 confidence intervals
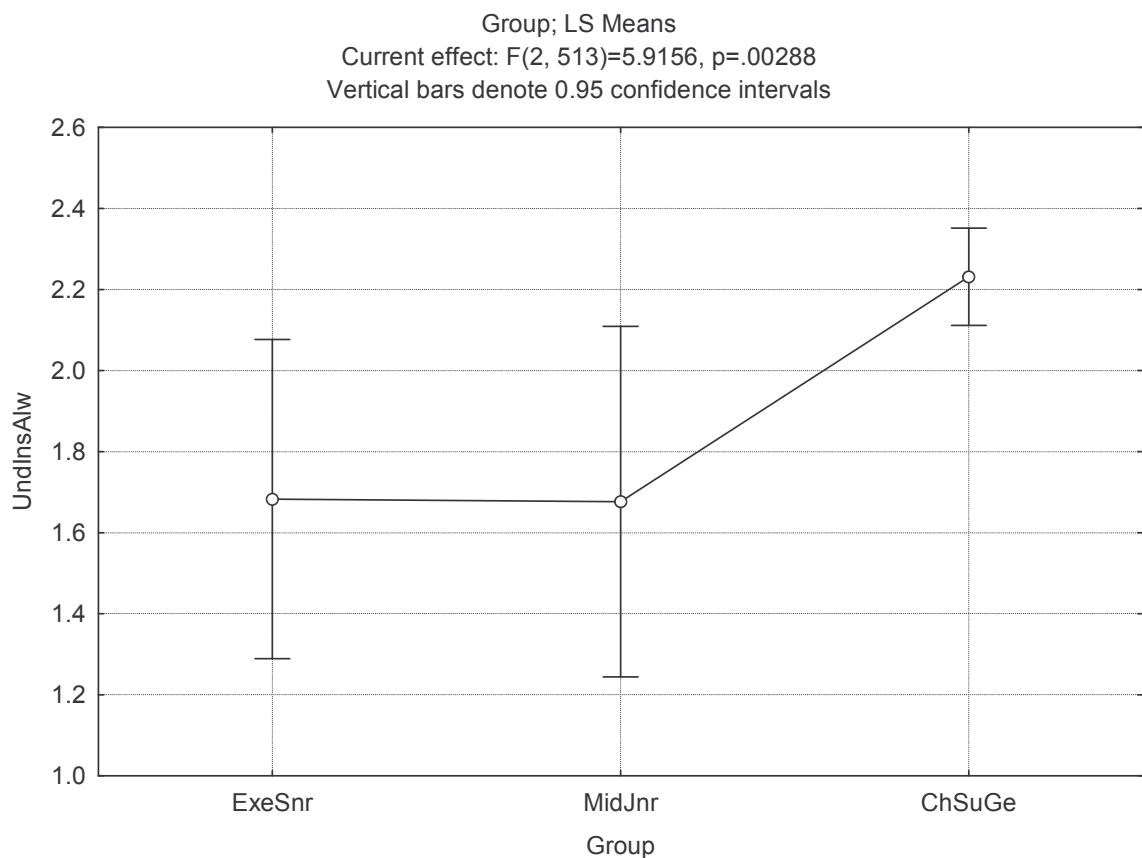
Fig. 8.3.4

We see that our supposition was correct again: there is no significant difference between the means of the ExecSnr and MidJnr (p = 0.999741), but

the ChSuGe disagree with participation differs significantly with that of ExecSnr (p = 0.024077) and MidJnr (p = 0.040125).

Tukey HSD test; variable UndInsAlw (KULUCombo23-26Jan07Imp30Jan.sta) Approximate Prol

	Level	{1}	{2}
1	ExeSnr		0.999741
2	MidJnr	0.999741	
3	ChSuGe	0.024077	0.040125

Table 8.3.4

8.3.5 Any misdirected effort due to the misunderstanding of instructions.

The question seems to appear ambiguous, but if we keep in mind that our focus was on communication ("misunderstanding of instructions"), rather than "misdirected effort" as one symptom of inefficiency; then the results below maybe construed against this background.
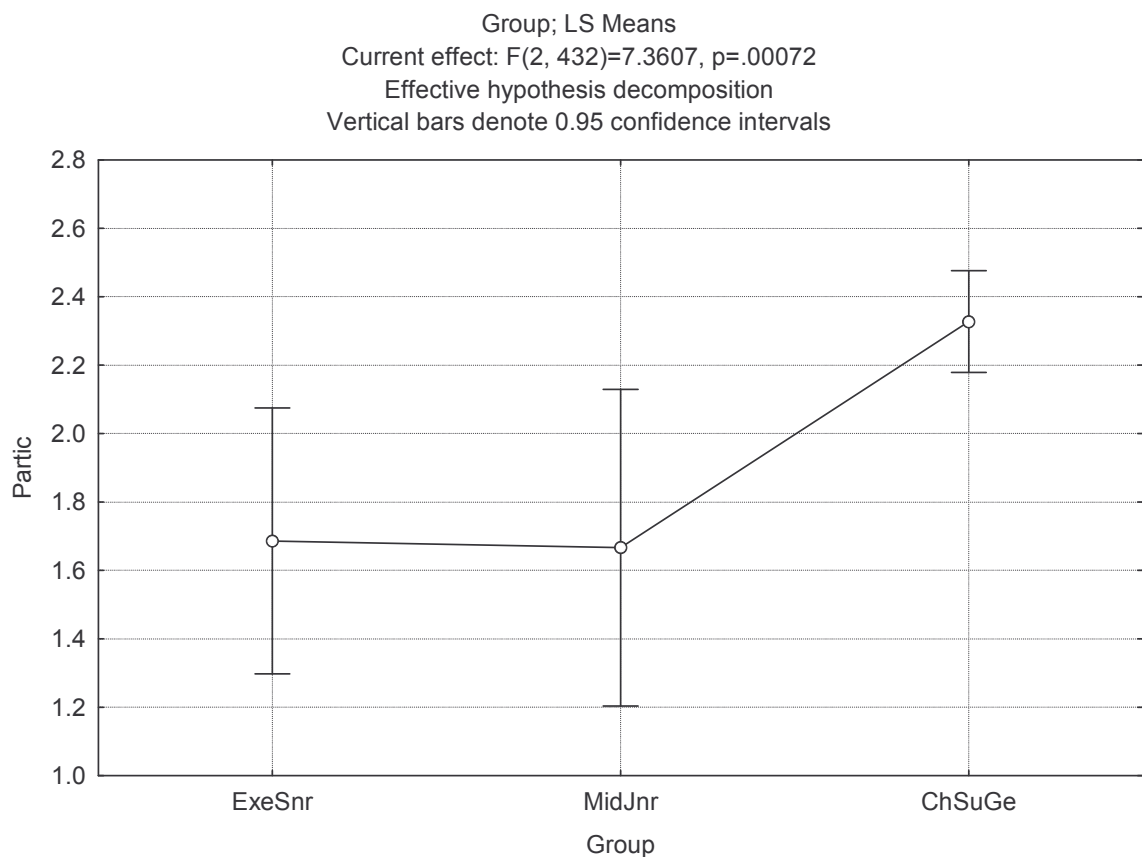
The graph below (Figure 8.3.5) seems to indicate equivalence between ExecSnr (Executive- and Senior Managers) and MidJnr (Middle- and Junior Managers) with reference to the impact of misdirected effort due to misunderstanding of instructions and a different mean for ChSupGe (Chargehands, Supervisors and General Workers). The ANOVA indicated a significant (p = 0.00450) difference in the means. We therefore follow up with different comparisons by pairs of groups. A formal test supported our suspicion: there is no significant difference between the means of the ExecSnr and MidJnr (p = 0.999771), but the ChSuGe disagree significantly with that of ExeSnr (p = 0.043508).

Group; LS Means
Current effect: F(2, 528)=5.4590, p=.00450
Effective hypothesis decomposition
Vertical bars denote 0.95 confidence intervals
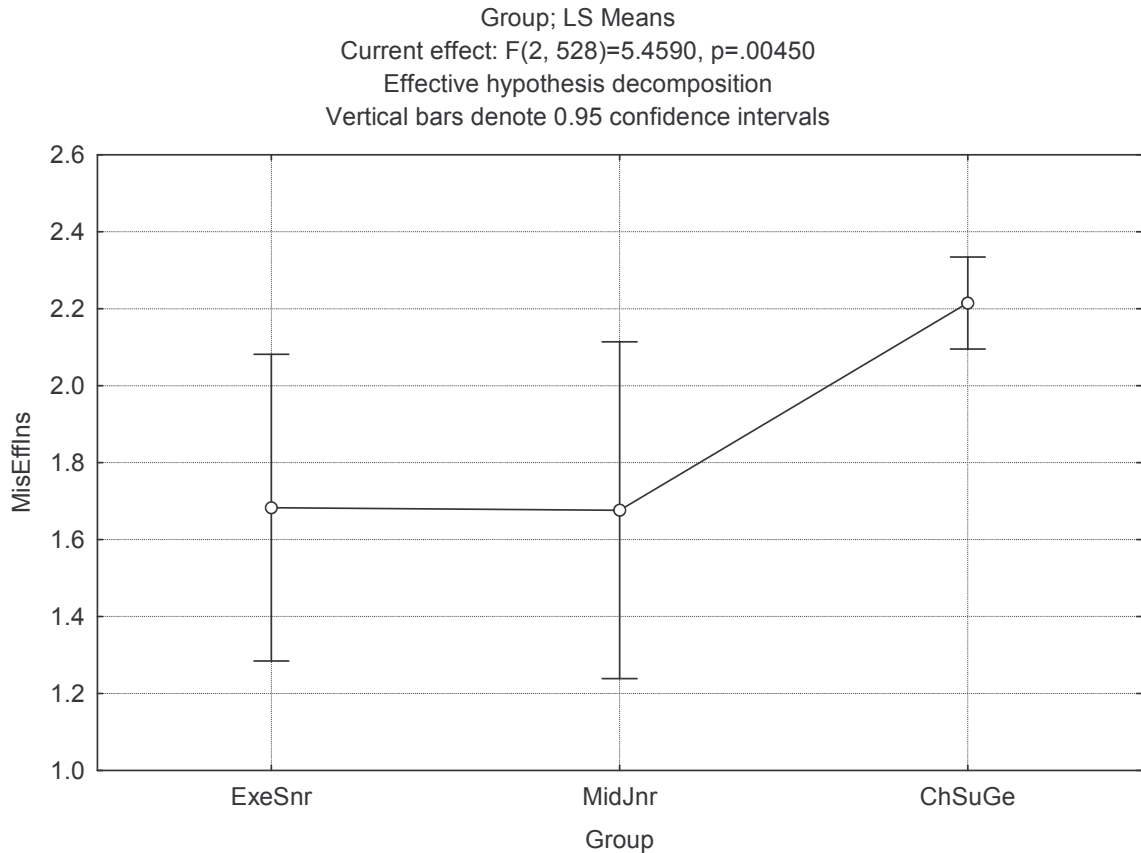
Figure 8.3.5

8.3.6 Do you value the impact of diversity to enhance organisational performance?

Figure 8.3.6 below respects the profiles of previous variables' means with reference to the impact of a heterogeneous workforce on the value of diversity to enhance organisational performance, and a different mean for ChSuGe (Chargehands, Supervisors and General Workers). The ANOVA indicated a significant (p = 0.0000) difference in the means. We follow up with comparisons by pairs of groups.
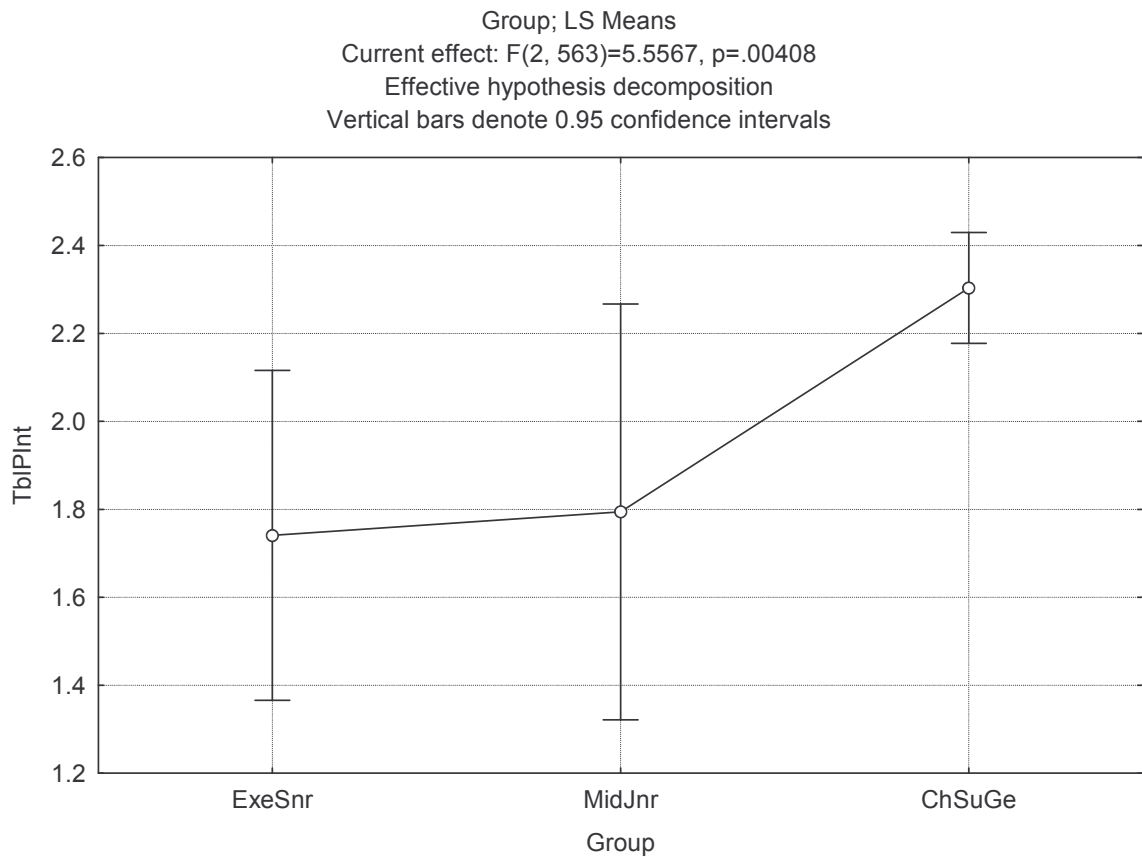
Group; LS Means
Current effect: F(2, 557)=25.557, p=.00000
Vertical bars denote 0.95 confidence intervals
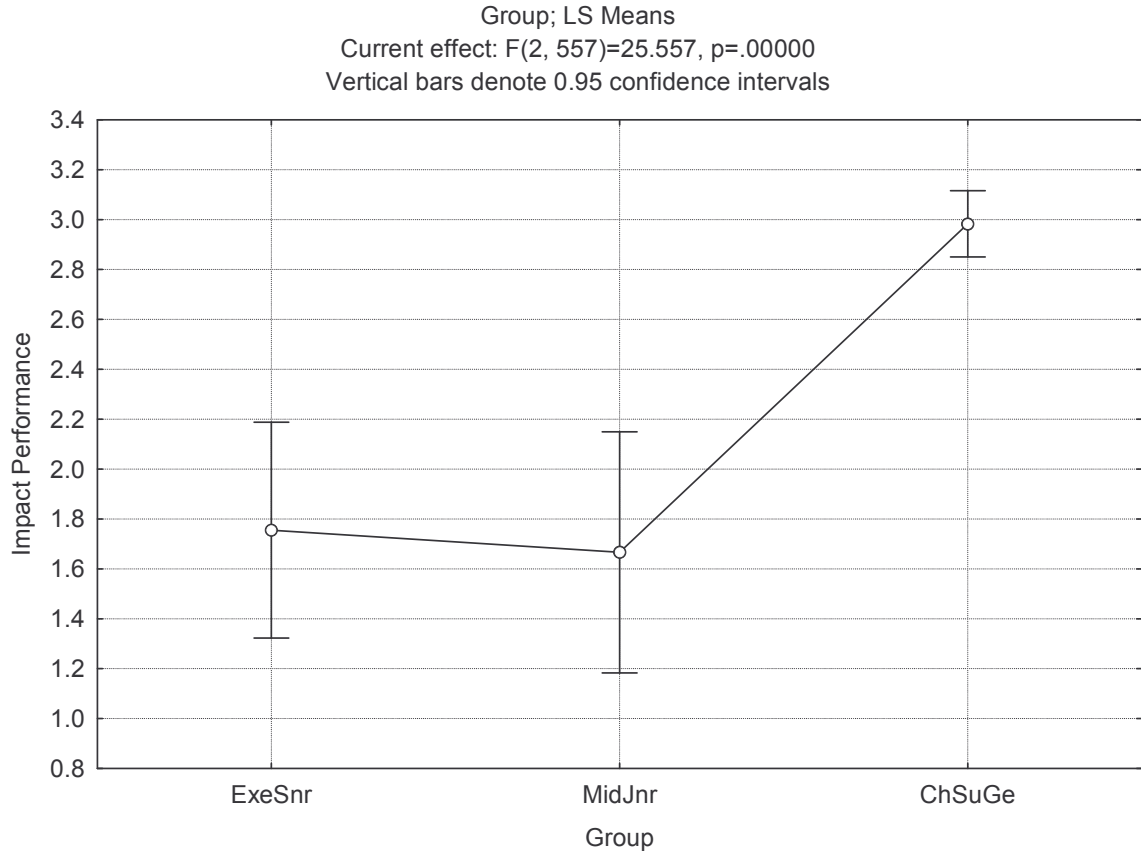
Figure 8.3.6

Using the more conservative Scheffe test for paired comparisons we see that our supposition was correct: there is no significant difference between the means of the ExecSnr (Executive- and Senior Managers) and MidJnr (Middle- and Junior Manangers (p = 0.964405), but the ChSuGe (Chargehands, Supervisors and General Workers) disagreement with participation differs significantly with that of ExeSnr (p = 0.00001) and MidJnr (p = 0.000002).

8.3.7 Service excellence in the organisation.

We measured the opinions of the participants by the following questions in the survey:

i. Do you believe in service excellence (SerEcLL)?

ii. Do you enforce the principles of service excellence in areas of responsibility (EnfSExtll)?

iii. Does service excellence contribute to internal customer satisfaction internally (SExIntLL)?

iv. Does service excellence contribute to external customer satisfaction (SExExtll)?

Performing an overall MANOVA (Multivariate Analysis of Variance) on the above four variables over only two lower groups of staff levels, we found that the three vector means differed significantly (Wilks' test x yielded p-value of 0.0000).

Group; LS Means
Wilks lambda=.78884, F(4, 490)=32.792, p=0.0000
Vertical bars denote 0.95 confidence intervals
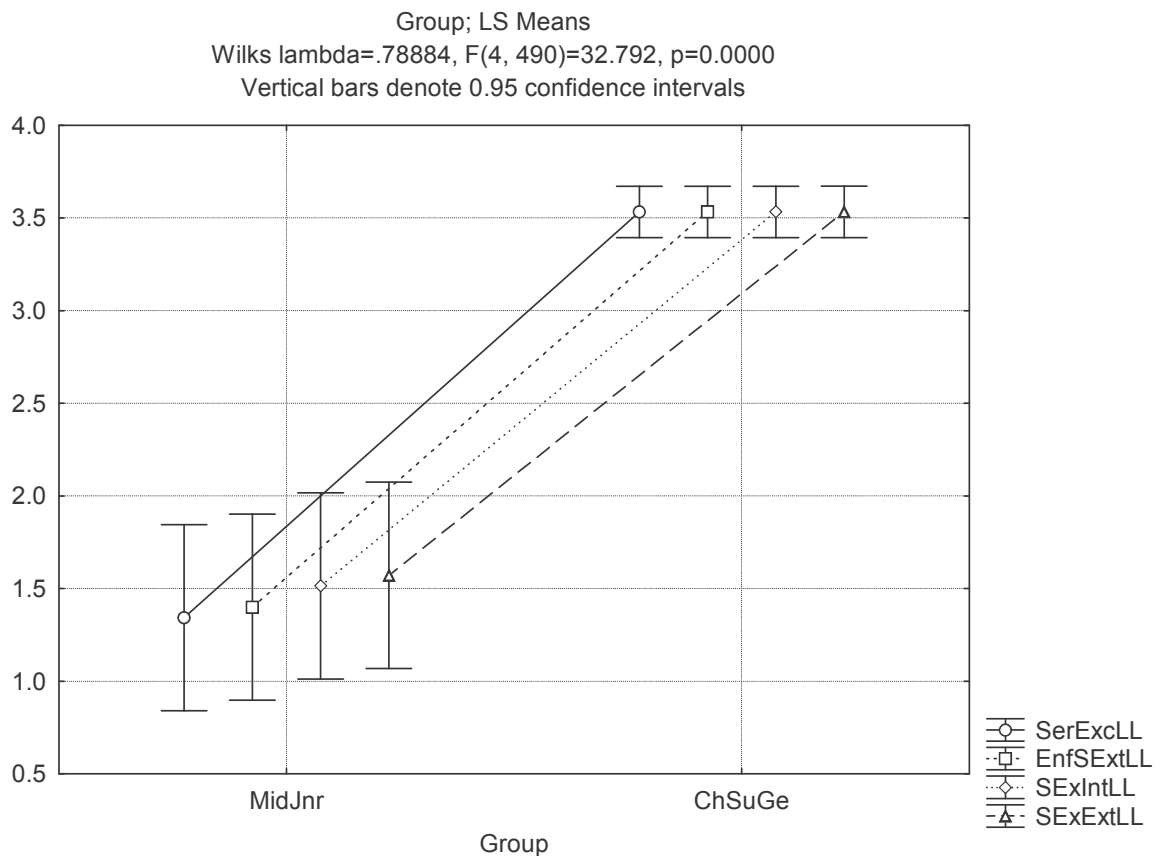
Fig. 8.3.7

8.3.8 Enforcing the principles of internal and external service excellence through on the job training.

The graph (Figure 8.3.8) indicates that both multivariate and further univariate tests gave results confirming significant mean differences between the two

staff levels (p = 0.0000) compared here, also with respect to each of the four variables:

i. Did you receive any life long training with regard to service excellence (SerWxcJT)?
ii. Are you enforcing the principles of service excellence due to on the job training (EnfSextJt)?
iii. Are you enforcing the principles of internal service excellence due to on the job training (SExIntJT)?
iv. Are you enforcing the principles of external service externally due to on the job training (SexExtJT)?

Following another t-test for the tolerance in means in the graph (Figure 8.3.8) below indicates that there is a significant difference between MidJnr (Middle and Junior Managers) and ChSuGe (Chargehands, Supervisors and General Workers) in respect of their belief in the enforcement of service excellence through on the job training. Individual comparisons yielded significant mean differences for each variable (p=values < 0.00001).

Group; LS Means
Wilks lambda=.85009, F(4, 484)=21.337, p=.00000
Vertical bars denote 0.95 confidence intervals
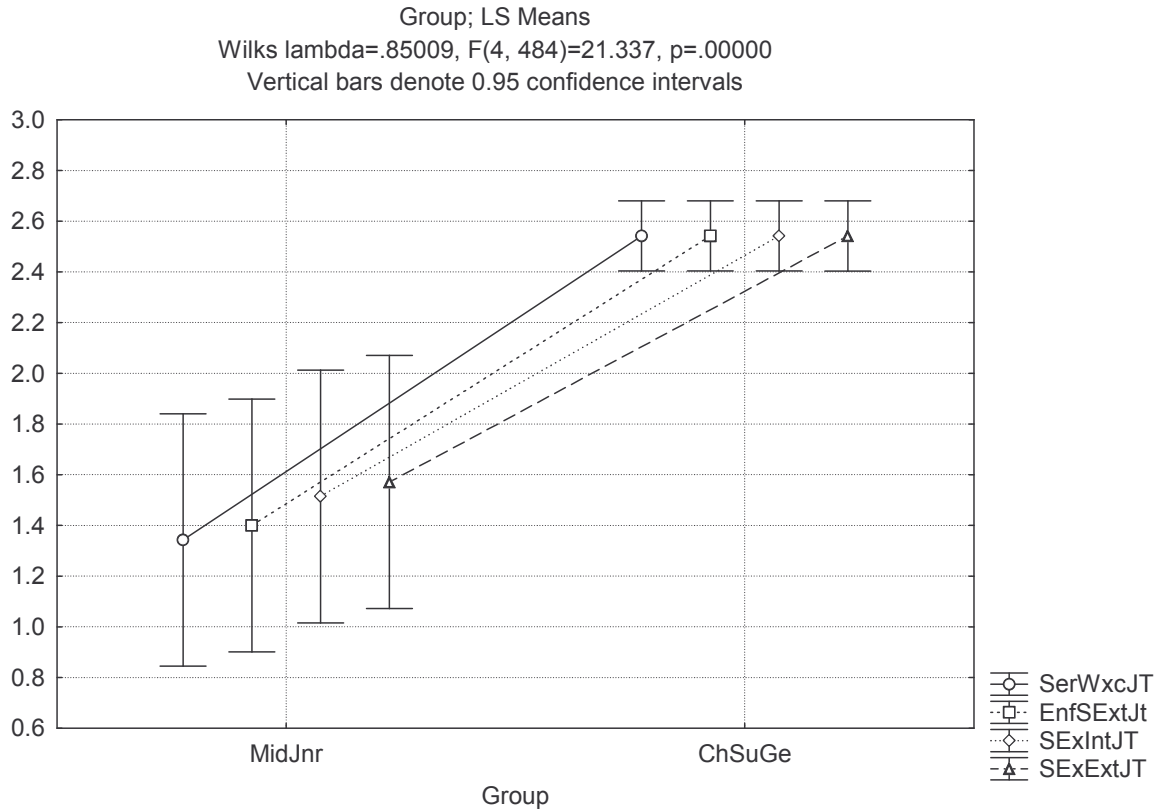
Fig. 8.3.8

8.3.9 Knowing the concept of diversity in the workplace.

A t-test yielded a significant difference between MidJnr (Middle- and Junior Management) and ChSuGe (Chargehands, Supervisors and General Workers) in respect of knowing the concept of diversity in the workplace (p=0.04639). See Figure 8.3.9.

Group; LS Means
Current effect: F(1, 502)=3.9870, p=.04639
Vertical bars denote 0.95 confidence intervals
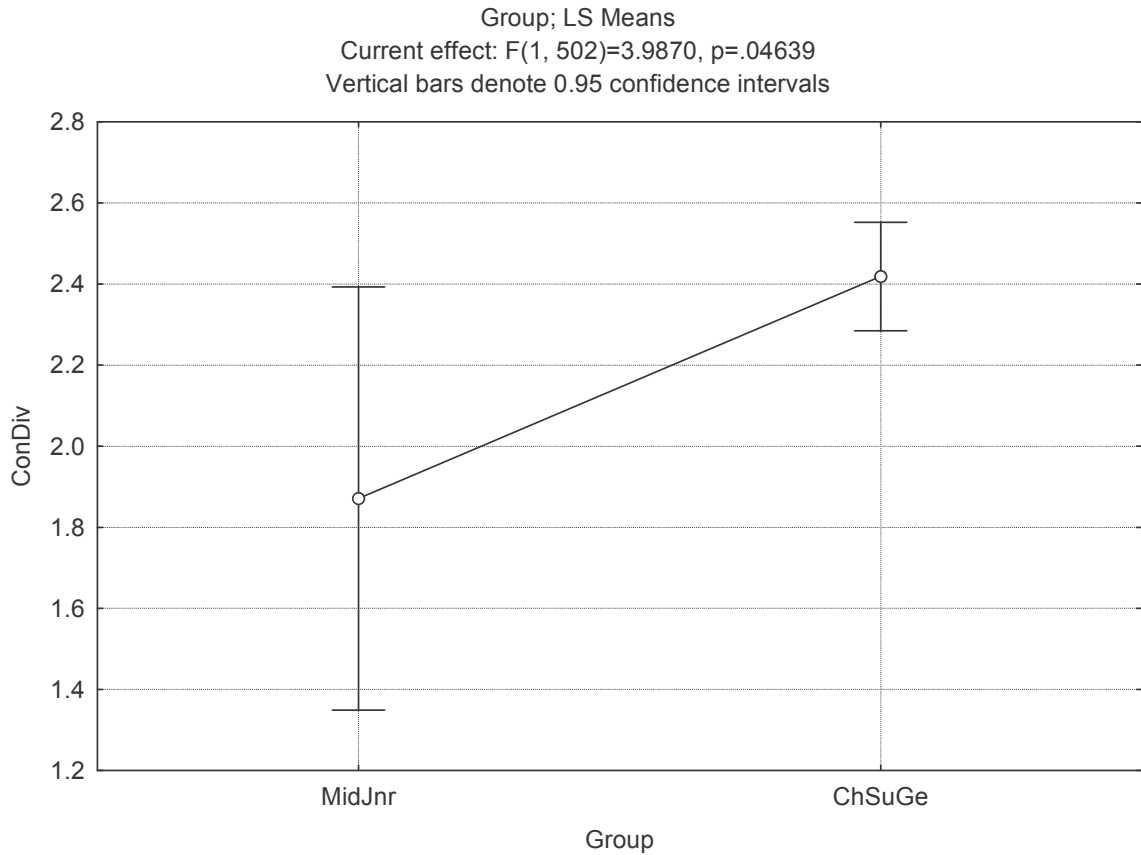
Figure 8.3.9

8.3.10 Understanding the impact of diversity in the workplace.

Student's t-test at 502 degrees of freedom showed that there is a significant difference between MidJnr (Middle and Junior Management) and ChSuGe (Chargehands, Supervisors and General Workers) in respect of understanding the impact of diversity in the workplace (p=0.00000).

Group; LS Means
Current effect: F(1, 513)=24.941, p=.00000
Vertical bars denote 0.95 confidence intervals
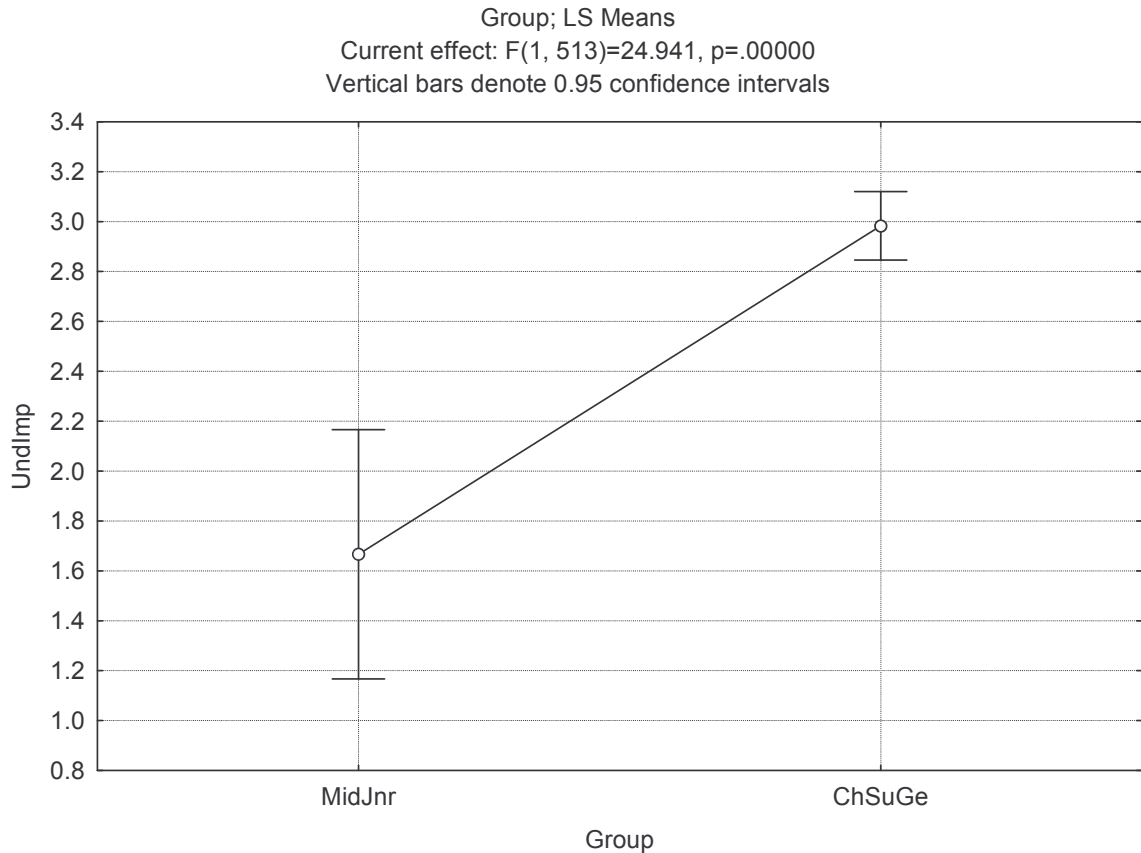
Fig. 8.3.10

8.3.11 Are you allowed to discuss cultural difference in the workplace?

Performing a t-test, one finds that there is not a significant difference between MidJnr (Middle and Junior Managers) and ChSuGe (Chargehands, Supervisors and general Workers) in respect of the permission to discuss cultural issues in the workplace (p=0.18708).

Group; LS Means
Current effect: F(1, 510)=1.7452, p=.18708
Vertical bars denote 0.95 confidence intervals
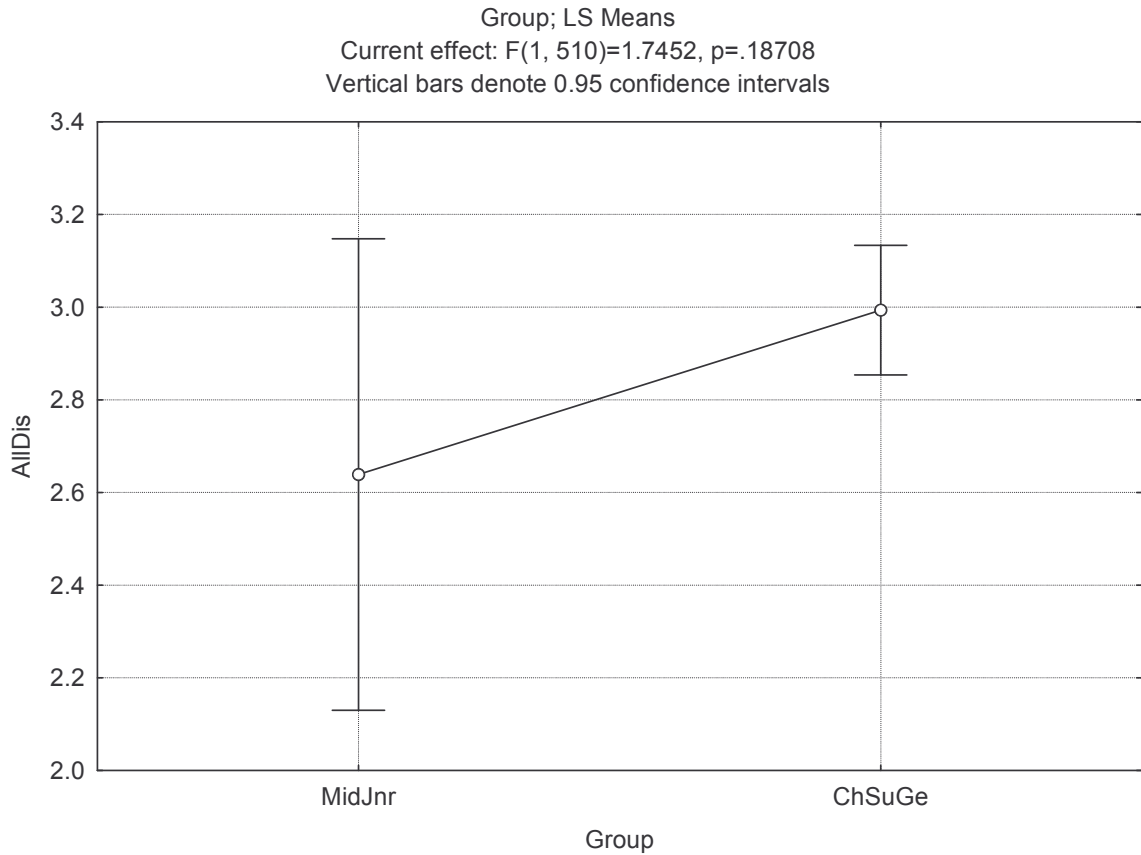
Fig, 8.3.11

8.3.12 Valuing of diversity enhance performance

Featuring another t-test, no significant difference in mean rating between MidJnr MidJnr (Middle and Junior Managers) and ChSuGe (Chargehands, Supervisors and General Workers) in respect of valuing diversity to enhance performance (p=0.14381) is found. See Figure 8.3.12.

Group; LS Means
Current effect: F(1, 508)=2.1433, p=.14381
Vertical bars denote 0.95 confidence intervals
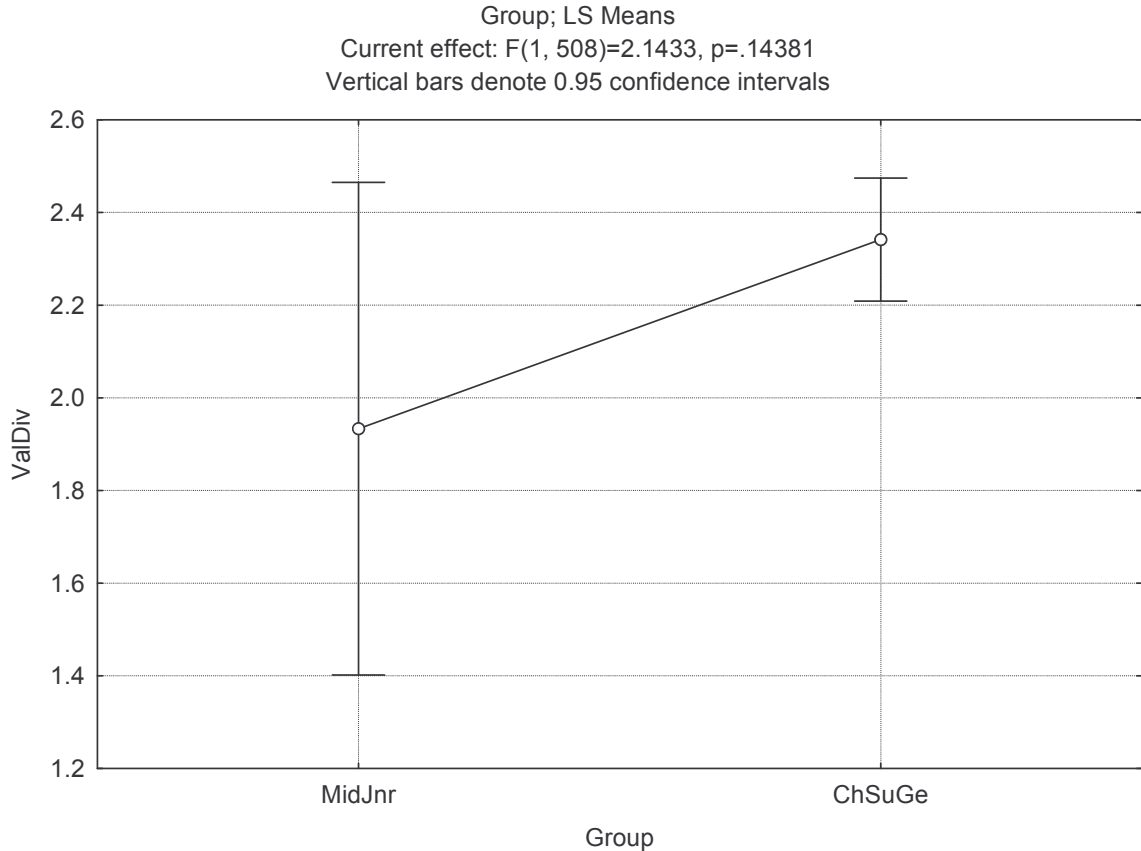
Fig. 8.3.12

8.4   Summary of Findings

In order to achieve successful business outcomes, it is important to recognize how certain primary and secondary management functions are perceived and applied by the three different staff levels within the organisation. Having used the data to identify areas of deficiency within or between the different staff levels, one may apply interventions to improve service excellence and organisational performance.

The ability for any organisation to perform lies within the different staff levels with regard to the following (the numbers in brackets refer to the respective sections on which the conclusions below are based):

i.   Strategic Direction (Refer to 8.2.1)

The analysis showed no significant difference between executive and middle management in terms of the organisation's strategic direction. It is clear that both levels of management have been informed regarding the company's direction, and understood the rationale behind the company's vision, mission and core values and core competencies. The informative part of the strategic direction is very important to all levels of management as they have to develop certain strategies to give orders on how the organisation will go about its business and to achieve target objectives.

ii.   Employee Participation (8.2.2; 8.3.1; and 8.3.2)

It is clear that there is a significant difference between all three staff levels regarding employee involvement in problem identification and problem solving practices in the organisation. Disturbing to note is employer / employee involvement is very limited, or non-existent, with regard to employee participation in problem solving issues and decision making.

iii.   Power of a diverse workforce (8.2.3; 8.3.3; 8.3.6; 8.3.9 and 8.3.11)

According to 8.3.11, it is clear that there is not a significant means difference between Middle Managers and Junior Managers (MidJnr), and Charge Hands, Supervisors and General Workers (ChSuGe) with regard to the impact of diversity in the workplace. A significant difference was yielded between the same two staff levels in respect of knowing and understanding the concept of diversity in the workplace. It is alarming to note that the Charge Hands, Supervisors and General Workers-group (ChSuGe) appears the most left out. It is clear that employer and employees do not understand the complexity of diversity, the impact of diversity on internal and external service levels and on organisational performance.

iv.   Communication (8.3.4; 8.3.5; 8.3.10 and 8.3.11)

There is an obligation to constantly strive for organisational improvement, and in many ways it is through effective communication. It is clear that

communication is taking place in a vacuum as Eexecutive and Senior Management (ExeSnr) and Middle Managers and Junior Managers (MidJnr) agree no misdirected effort is taking place due to the misunderstanding of instructions but in this instance, Charge Hands, Supervisors and General Workers (ChSuGe) disagree significantly. There is also a significant difference between Middle Managers and Junior Managers (MidJnr) and Charge Hands, Supervisors and General Workers (ChSuGe) with regard to diversity related discussions in the workplace, as well as the non-conformance in respect of any employee participation in work related issues and problem solving issues, with the Charge Hands, Supervisors and General Workers (ChSuGe) once again feeling the least involved.

v.   Service Excellence (8.3.7 and 8.3.8)

The lack of delivering service excellence, both internally and externally, is evident due to the significant differences indicated in 8.3.7 and 8.3.8. The non-conformity could be due to a lack of training and or lack of communication between employer and employee.

vi.   Lack of organisational performance (8.3.9; 8.3.10 and 8.3.12)

There is a noticeable and distinct difference between the three staff levels regarding the impact of diversity in the workplace and organisational performance. The related negativity could be a lack of service excellence training, the misunderstanding or non-understanding of the concept of diversity, and a lack of communication between the three staff service levels.

The results, as set out, will enable the researcher to highlight the conclusions and the appropriate recommendations and will be discussed in Chapter 9.

Chapter 9

Conclusions and recommendation

The focus of this chapter is on the conclusions and recommendation.

Chapter 9

Conclusions and recommendation

9.1 Introduction

The results, as set out in Chapter 8, enabled the researcher to make certain conclusions and recommendations which led and pave the way to the creation of an integrated management model.

In the first section of this chapter, conclusions regarding the study will be drawn. The second section of this chapter will contain a number of recommendations regarding the proposal of an intervention process that would direct internal service excellence and maximizing and improving organisational performance in the poultry industry in the Free State.

9.2 Purpose

The purpose of this chapter is to:

i. Indicate the information that was obtained through the empirical research as contained in Chapter 8;
ii. Summarise the most important recommendations; and
iii. Provide the final recommendation, a management model.

9.3 Conclusions

The high return ratio of questionnaires from Staff Level 3 (Charge Hands, Supervisors and General Workers) is surprising; it could be the urge to understand the total business philosophy, the strategic direction and diversity on service excellence and organisational performance. This could be linked to the presence of totally misdirected effort within the organisation due to various external and internal factors. See Fig. 9.1, the Ferreira-Model for Misdirected Effort: Stage 1.

Fig 9.1 The Ferreira Model for Misdirected Effort: Stage 1.
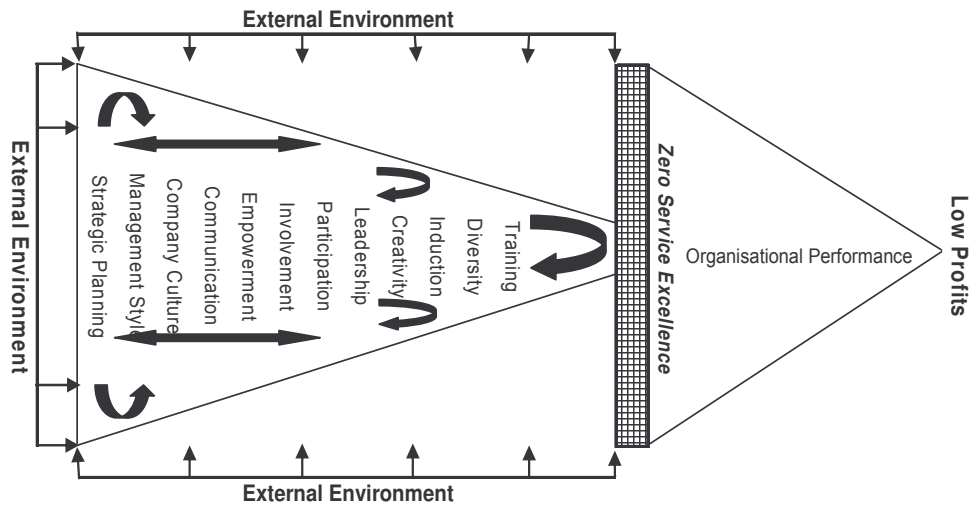
The ability for any organisation to perform lies within the alignment of certain organisational and human resources practices. See Fig. 9.2, the Ferreira-Model for Directed Effort: Stage 2.

Fig 9.2 The Ferreira-Model for Directed Effort: Stage 2.
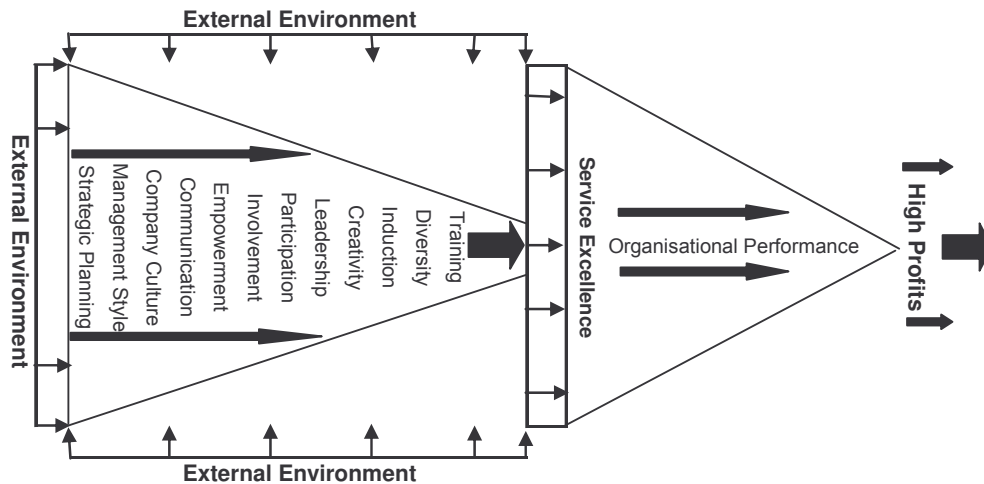
It may happen that all the organisational practices are present in the organisation, but the reciprocal action is missing and generate total misdirected effort. Therefore, it is important to apply certain interventions to ensure totally directed effort that results in service excellence and total

organisational performance improvement. The recommended alignment of the process is as follows:

9.4 Directed Effort

9.4.1 Strategic Direction

According to the research results it is clear that Country Bird (Pty) Ltd., like any global, national or local competitive organisation has a strategic plan in place which defines what business it is in or wants to be in, and the kind of organisation it wants to be. The strategic direction was determined by the Executive Management team during a strategic session in April 2006 and defined the way forward on the grounds of a desired future and developing ways of bringing it about as the strategic intent.

The Country Bird (Pty) Ltd. strategic plan gave satisfaction to a managerial game plan for running the company through the implementation of specific long-range and short-range performance objectives, crafting a strategy to achieve targeted performance, implementing and executing the chosen strategy efficiently and effectively, and evaluating performance, review action plans and initiate corrective adjustments. It is clear that the involvement of staff level two (Middle and Junior Management) in determining the strategic direction is very limited, although the informative part from the Executive Managers to them regarding the strategic direction is adequate. Unfortunately staff level three (Charge hands, Supervisors and General Workers) has been omitted completely with regard to the informative part of the strategic plan and the way forward with reference to Chapter 8, Fig. 8.2.1 (page 228). Nevertheless, management has no obligation to table any confidential issues regarding the strategic plan, but is obliged to give a general outline to the lower levels of employees in respect of the way forward. It is important for management to share information and to improve operational performance through effective application of employee involvement.

The informing part of the strategic direction to all levels of management is very important as management has to develop strategies, action plans and give orders and instructions on how the organisation will go about its business and achieve its targets. The executive level of management must make sure that the correct information filters down to the lowest level through the correct communication channels.

i. Execution of Strategic Direction:
    The respective executive and senior management are the responsible and accountable management levels that have to oversee the execution of the strategic plan. They are responsible for communicating on a formal, continuous and on-going planned manner to discuss, to monitor and to audit the respective key result areas and key result indicators in accordance with the strategic expectations of the company. It should be standard practice that the Managing Director gives feedback on a quarterly basis to the representative stakeholders at the Stakeholders Forum. Thereafter it is the responsibility of each executive manager to ensure the cascading of the respective information to the lowest level of employee. Each executive manager has to determine the frequency and duration of these formal discussing and informative meetings.

ii. Execution, Review and Evaluating Strategic Direction:
    Senior Management and Middle Management have to measure their respective business units against the expected performance areas and indicators set on a monthly performance review. It is the responsibility of the referred management level to inform Executive Management regarding the achievement of the expected results, or to inform management about unreasonable expectations and the possibility of re-evaluation, re-planning and reconsidering of the strategic expectations. It is important that the correct message and understanding are communicated to the different levels.

iii.   Managing of Strategic Action Plans:

It is important that junior management, charge hands, supervisors and general workers are *au fait* with the strategic direction, action plans per department and the required and expected working standards in achieving the expected results. This could only happen with the management of a reputable communication system.

9.4.2 Employee Participation

There is an obligation to consistently strive for organisational improvement through continuously striving for new challenges to reach and maintain market leadership. Unfortunately it is evident that there is a significant difference between all three staff levels in Country Bird (Pty) Ltd. regarding employee participation and involvement in problem identification and problem solving practices in the organisation according to Chapter 8, Fig. 8.2.2 (page 229). This type of leadership style application of managers / leaders certainly diminishes the freedom of employee participation, creativity and involvement.

Despite the fact that staff levels one and two indicated that they do allow participation in the workplace, it is unfortunate that the majority of business units limits or totally neglects employee participation in problem identification and problem-solving practices. The most critical downfalls of any transformation intervention is the employer and employee's capacity to accommodate change. It could be due to a lack of understanding and training, or some of the top two staff levels perceive employee involvement and participation as a matter of "abdication of power". Unfortunately it is evident that management does not understand the B-Style Leadership methodology. The Board of Directors and Executive Management have to promote employee participation at all cost. The lack of opportunity to participate in certain work related issues normally results in employees perceiving it as a motive of manipulation, resistance to change and no trust. Employee participation and involvement is more crucial now than ever before and could only happen due to a holistic and synergistic approach of quality and

commitment. The Board of Directors and all levels of management must realise the importance of employee participation at all staff levels.

Management must realize that one of the key elements to any successful organisation is the people in leadership positions. Leadership skills at any level are important, as it is vital in an organisation to ensure that employees' values are fully reflected in the manner the execution of business plans are approached. Leadership is about creating such an environment within the organisation that all employees are able to maximize their full potential in meeting business objectives. It is therefore suggested that Country Bird (Pty) Ltd. considers a total paradigm shift and change intervention towards implementing the correct leadership style and employee participation.

i. Executive Manager, Senior Managers, Middle Managers and Junior Managers.

Again, managers do not abdicate total power, responsibility and accountability when they accommodate employee participation and involvement, but common sense has to prevail and a proper balance has to be maintained.   The proper balance could only be maintained if all levels of employees are trained to understand the methodology of employee participation and involvement. It is clear that all managers have to be trained to become great proponents of the mentioned concepts to ensure the correct leadership practices and the involvement of team members in the decision making process. Important to note is that proper decisions in complex situations should be made by people appropriately qualified and experienced, otherwise there is a virtual certainty of wrong decisions being made.

Furthermore, employee involvement must improve the quality of a decision, not be to its detriment. The ultimate challenge for any leader, irrespective the level of appointment, is the challenge to set correct priorities, to involve the right people over an optimum period of time, and to arrive at the best solution, at the right moment.

ii.   Charge hands, Supervisors and General Workers

Effective leadership and the correct implementation of employee involvement is a fundamental value to ensure a successful and productive organisation. Although there is a significant difference between the different staff levels in Country Bird (Pty) Ltd. concerning employee participation and involvement, it is clear that staff level three has the urge to become more involved in problem solving matters.

Without co-operation between managers and trained subordinates, the process and efforts to bring about productivity will fail. Managers and supervisors, through the correct way of delegation and the level of empowerment to participate, should allow and accommodate their subordinates in the decision making and problem solving processes. On the other hand, not allowing employee participation leads to other human-related problems that will definitely have a negative effect on work performance and employee/employer relationships**.**

To achieve success, both manager and subordinate should be trained in an effective way to use assertive behaviour as a positive tool for creating mutual understanding and fulfilling the organisation's objectives.

9.4.3 Power of a diverse workforce

Management must accept that diversity will meet in the workplace and bring along new perspectives and new values. Diversity is reality and will always prevail and create tension and conflict between the different cultural groups. Alarming to note is the significant difference that exists in Country Bird (Pty) Ltd. in the level of understanding of the complexity of diversity, the impact of diversity on internal and external service levels and organisational

performance, especially in respect of middle management, junior management, supervisors and the bottom employee levels. (See Chapter 8, Fig. 8.2.3, page 230).

The Board of Directors and Executive Management must realise that leadership is the key factor to successful business. Taking into consideration the significant difference that exists between the three staff levels, the question can really be asked what is the immediate level of understanding diversity, its correct management and the knowledge of the Board of Directors and Executive Management in this regard.

Considering the above as well as the research results, Country Bird (Pty) Ltd. should embark immediately on a cultural diversity transformation intervention training program for the whole organisation, without any prejudice, that endorses leadership and diversity training. It is important that management creates an ongoing cultural intervention where employees could have the opportunity to discuss the impact of cultural diversity on human relationships and organisational performance.

The contents of the course must be based-understanding leadership. The intervention should include a sound, realistic and holistic understanding of people and their cultures, basic understanding of business economics, alternative political-economic systems, criteria for business survival and growth, socio-economic realities and the art to understand and explain correctly.

All Three Staff Levels
The outcome based success of such a cultural intervention must guarantee a total mind-set change and operational improvement. It is therefore necessary to bring about a total paradigm shift of individual and collective mind-sets, as it is often a precondition for success. Normally it is also often the most difficult part of any process change due to cultural diversity and the resistance to change.

The dynamic awareness and the correct management and harnessing of diversity are vital in maximizing the potential work related performance in the organisation. The correct understanding and management of diversity requires cultural cohesion in the sense of pluralism, the principle of combining flexibility, multiplicity, devolution and negotiation that should have a positive impact on productivity.

9.4.4 Strategic Communication

Effective strategic communication is supposed to form the nucleus of Country Bird (Pty) Ltd., although it is clear that only the upper two staff levels agree that there is no misdirected effort concerning communication. On the other hand, according to staff level three, it is alarming to note the misdirected effort and negative impact the misunderstanding of instruction has on the overall performance of the organisation with reference to Chapter 8, Fig. 8.3.4 (page 236).

In today's complex and fast paced organisations, communication is just too important to be ignored. It has to be integrated and managed as a strategy and practice. Management in Country Bird (Pty) Ltd. must realize that strategic communication is not a normal business function anymore; it is the central nervous system of the organisation, a highly successful interactive network link for sharing information, knowledge and giving instructions. Unfortunately there is still the perception amongst all levels of management in Country Bird (Pty) Ltd. that communication is a misunderstood discipline due to the fact that they lack good understanding of what communication can achieve. It is clear, and the Board of Directors and Executive Managers must realize that internal communication, irrespective of the source of communication, encompasses everything from strategic planning to diversity management within the organisation.

Although communication is actually one of the most complex aspects of managing a diverse workforce, it could be the one and only reason why strategic communication has been neglected by the management of Country

Bird (Pty) Ltd., and thereby become one of the most inhibiting forces to successful group performance. It is about time that Management realizes that the purpose of internal communication is not merely to inform and to instruct, but to affect change in attitudes and behavior in the organisation. Evidently it is clear that Country Bird (Pty) Ltd. has to convert back to the formal implementation such as InvoCom as the communication system in the company.

i. Executive-, Senior-, Middle and Junior Managers
    The findings of the study emphasize that the two top staff levels in Country Bird (Pty) Ltd. should realize that internal communication reflects the organisational culture. In the case of a diverse workforce, ineffective communication clearly creates the potential for increased communication problems such as in this case, the misunderstanding of instructions and the non-conformance in employee participation. Effective communication is not something that just happens, or something that takes place in a vacuum; it needs to follow consistent procedures and provide complete information.

    It is recommended that the InvoCom-communication system gets re-implemented and should conform to its simplicity as it is already designed to meet the needs of the participants, is skills orientated, and not aimed at making the participants aware or sensitive, but should leave them with the ability to communicate better. The frequency, duration and flow of information will be based on what level and what type of feedback / information will be attributable to the different shareholders. The InvoCom is not intended for only to top-to-bottom communication, or platitudinal communication, but allow bottom-to-top communication and horizontal communication.

ii. Charge Hands, Supervisors and General Workers
     Due to the enormous effect of distortions that may occur due to diversity, managers should be aware of the effectiveness and impact of simplicity and the correct explanation when communicating to a diverse

workforce. It is evident that ineffective communication often results in poor co-operation and co-ordination, misunderstanding of instructions, undercurrents of tension, gossip, rumors and ill human practices within the organisation. All this is detrimental to the performance of a diverse workforce

It is therefore important to create the opportunity for training with regard to practical face-to-face communication, as greater participation could be achieved when there is openness and trust involved. A lack of openness and understanding can result in employees taking actions that could damage the business. A climate of trust has to be created in the communication process between management and employees. Internal communication has to be managed pro-actively and to set in place, with alliances and methods securing cross-culture trust. The answer lies in building a trust relationship by means of true and enriching leadership communication, as communicating with diversity means a diversity of communication.

In the very real sense without cross-cultural respect there can be no employer / employee alliance; and without any alliance there will be no consensus to underpin new knowledge-based paradigm to guide internal stability in the face of eroded efficiency in the breeder / broiler industry.

9.4.5 Service Excellence

Service excellence has become a critical source of business advantage. It has become a crucial aspect of increasing the standard of competition advantage upon business contenders. The delivery of a high standard product at the right time at the right place at the lowest costing possible ensures a new standard within the business and definitely offers a more competitive advantage upon contenders.

It is not the case in Country Bird (Pty) Ltd.; according to the research there is a definite lack of internal and external service delivery, see Chapter 8, Fig 8.3.7 (page 239). In both cases the low standard of service delivery between departments, business units and outside clients could be due to a lack of communication and training. It is crucial to tackle any service delivery problem immediately and action to the benefit of the organisation. Without a detailed understanding of the internal and external customer's requirements and preferences may stress points of difference that deliver little value to the targeted customer. It is needles to state that customers want to do business with suppliers that fully grasp critical issues in their business, or departments, and deliver service excellence by making their offerings superior on the few elements that matter most to target customers internally and externally. This demonstrates the value of superior performance and service delivery. Surely the expected standard of product and any deviation from the standard has to be communicated in a way that conveys sophisticated understanding of the customer's business priorities, irrespective of whether it is inter-company or intra-company.

Unfortunately, Management has to realize that service excellence and customer satisfaction requires an environment that encourages communication, education, training, teamwork and recognition. It is the responsibility of the two top staff levels to ensure the delivery of a high standard product between inter-departments and business units, as well as external clients. The size of Country Bird (Pty) Ltd. could suppress the lack of internal service delivery; nevertheless, the root of the problem is that the organisation does not commit to the same level of standard delivery internally as they do externally.

Service delivery is seen as a matter of course, costly and not necessary, and that is why managers do not advocate and communicate the importance of service excellence. It could also be due to a lack of perspective and training, and maybe the lack of quality assurance prior to the processing factories.

i. Executive- and Senior Managers

Taking into consideration the experience and expertise with regard to the expected standard of the relevant product produced, whether it is live or frozen, the respective Executive and Senior Managers do understand the value of service excellence. Unfortunately, the same cannot be said regarding the standard expected from the bottom two staff levels. It is clear that the correct level of explaining, understanding and implementation does not exist in total. The correct level of training, understanding and implementation of service level standards should conclude that the emphasis of service excellence, what and should contribute significantly towards sustainable profitable growth.

This change could only happen through excessive communication, training, auditing and monitoring in service excellence.

ii. Middle and Junior Managers

It is their duty to communicate and implement the expected standard of service and delivery to the lowest staff level. They must ensure their involvement in problem related issues; delivering feedback and information timeously on a continuous basis through effective and regular conducting communication sessions such as via InvoCom. Furthermore, the arrangement of training sessions will ensure continuous monitoring and audit practices to assure ongoing improvement.

iii. Charge Hands, Supervisors and General Workers

The lowest level of staff is critical in the execution of production standards and the delivery of high grade products. Therefore it is necessary to implement the necessary training programs in service excellence. It will allow open communication through the correct InvoCom-methodology and ensuring synergy through daily information and problem solving sessions. The implementation of

ongoing auditing and monitoring during problem solving practices will allow positive impact on service levels.

9.4.6 Lack of Organisational Performance

In order to achieve successful business outcomes, it is important to recognize the impact of diversity, communication and training on organisational performance. Unfortunately, during the research it became noticeable that there is a distinct difference between the three staff levels regarding the impact of diversity in the workplace and organisational performance in Country Bird (Pty) Ltd.

Management has to recognize and accept the fact that achieving success is to gain fluency in the management of diversity and participative communication and employee involvement. Hence, through the correct management and implementation of lateral communication, cross-cultural trust is established, and all staff could be involved in participation of several work practices.

The basic issue and starting point to gain excellent organisational performance is underpinned in mutual respect and the creation of well-formed internal communication practices that will endorse new knowledge and informative based paradigm shift to guide business performance and stability:

i.   Level of Confirmation
    It has already been mentioned that effective communication is the central line of any organisation; it is the vehicle for driving change, information and employee involvement. Senior and Middle Managers in Country Bird (Pty) Ltd. have to look for strengths and weaknesses of the existing communication processes and determine whether it conforms to the set of expectations or not. The current watered-down communication strategy (InvoCom), could be aligned according to business needs only and not to the needs of certain individuals. It is

proposed that the changes are made in conjunction with a strategic culture intervention expert.

ii. Middle-, Junior Managers, Charge hands, Supervisors, General Workers

The middle and bottom staff levels should be trained in the management of diversity and communication processes as they are the employees that are affected the most by diversity changes.

9.5 Recommendation

It is clear that a high level of misdirected effort exists between the three staff levels regarding strategic communication and the day-to-day working practices in Country Bird (Pty) Ltd. In order to achieve service excellence and organisational performance, the misdirected effort has to be channeled in such a manner as to ensure directed effort. See Fig 9.3 (page 265), the Ferreira-Model for Proposed Directed Effort: Stage 3.

Fig 9.3 The Ferreira-Model for Proposed Directed Effort: Stage 3.
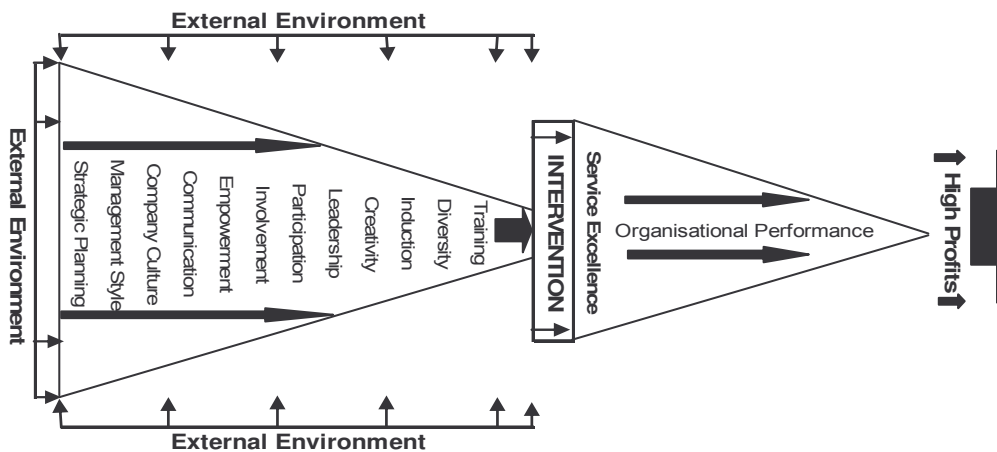
The alignment and implementation of organisational practices as stated in Fig. 9.1 (page 252) will not ensure directed effort. It is therefore important to embark on an intervention process creating a management model that will enable all stakeholders to understand the ways and means how the different

organisational practices support each other and creating service excellence.
See Fig. 9.4 (page 266), The Ferreira-Integrating Management Model for

Fig. 9.4 The Ferreira-Integrating Management Model for Unlocking and Achieving Service Excellence and Organisational Performance

External Environment

External Environment

Strategic Planning
Management Style
Company Culture
Communication
Empowerment
Involvement
Participation
Leadership
Creativity
Induction
Diversity
Training

Zero Service Excellence

Organisational Performance

Low Profits

External Environment

MANAGEMENT MODEL

1. Understanding of startegic direction

2. Employee participation and involvement

3. Pwer of a diverse workforce

4. Strategic Communication

5. Service Excellence

6. Organizational Performance
AUDIT AND RE-TRAINING?

Unlocking and Achieving Service Excellence and Organisational Performance: Stage 4. In order to achieve successful business outcomes, directed effort could only be achieved through a practical company intervention effort involving all stakeholders, which will ensure:

i.   Total understanding regarding the company's strategic direction;
ii. Positively based understanding of employee involvement and participation in problem solving;
iii. Understanding diversity and the management thereof;
iv. The implementation of a strategic communication system;
v.   Service excellence;
vi. Organisational Performance; and
vii. Auditing and Re-Training.

The basic issue is to gain directed effort to ensure service excellence in the breeder / broiler industry through the proposed management model that will unlock organisational performance and increase profits. The management model, the key to unlock service excellence and organisational performance, has to be supported by all levels of management and a well-informed internal strategic communication system. The communication system will underpin a

new knowledge-based paradigm to guide business stability through service excellence and improved organisational performance in the face of eroded efficiencies in the breeder / broiler chicken industry as well as in local, provincial, national and international economies.

Bibliography

1. Abassi, S, Hollman, K. <u>Managing Cultural Diversity: The Challenge of the 90's".</u> Records Management Quarterly, July 1991. Vol. 25, Issue 3, pp. 24 - 32.

2. ABETCO.1998. <u>Proposals and Profile Results. 15 June 1998</u>. Warner Beach.1998.

3. ABM Management Consultants. 1999. <u>Country Bird (Pty.) Ltd. – Company Audit</u>. November 1999.

4. About Africa. 2007. <u>Ancestral Rituals of Black Africans.</u> <u>http://www.about-south-africa.com/html/ancestral_rituals.html</u>

5. Adams and Goldbard. 1998. <u>Cultural Policy and Cultural Democracy</u>, Seattle, USA.

6. Adkins, B. 2006. <u>It Pays For Management To Improve Communication</u>. December 2005 / January 2006. Forth Worth Business Press. p. 28.

7. Arenofsky, J., 1998. <u>Cultural Diversity in the Workplace</u>. Career World, April / May 1998. Vol. 26, Issue 7, pp. 24 - 25.

8. Africa Management.org. 2006. <u>Management and Change in South Africa.</u> <u>http://www.africamangement.org/Resources/Countries/south_africa.htm</u>

9. African Circumcision Rites. 2006. <u>Ritual teen Circumcision and Pre-Marital Sex Go Hand in Hand in Africa</u>. <u>http://www.circlist.com/rites/african2.html</u>

10. Africanguide.com. 2006. <u>African People and Culture</u>.
    http://www.africaguide.com/culture/index.htm

11. Al-Khalifa, N.A., Aspinwall, E.M. 2001. <u>Using the competing values
    framework to investigate the culture of Qatar industries</u>. Total Quality
    Management. 12(4): pp. 417 - 428.

12. Allan, L.T. 1996. <u>Measuring the Impact of Diversity.</u> CMA Magazine,
    June 1996, Vol. 70, Issue 5, p. 3.

13. Allen, G. 1995. <u>Leadership rules, OK?</u> Business Date, March 1995,
    Vol.3, Issue 1, p. 4.

14. Allen, L. 2002. <u>HR Needs to Stop Criticising Itself.</u> Personnel Today,
    14 May 2002, p.16

15. Allert, J., <u>Re-Capitalising Diversity Management: Building Trust,
    Communication And Leadership for New Globalisation.</u> Working
    Paper. Number: 9905, June 1999.
    http://www.cbs.curtin.edu.au/Workingpapers/mkt/9905.htm

16. Alverson, M. <u>The Call To Manage Diversity. Women in Business.</u>
    July/August 1998. Vol. 50, Issue 4, pp. 34 - 35.

17. Angulao, R.A. 2001. <u>How Do You Define Leadership?</u> Fire
    Engineering, July 2001, Vol. 154, Issue 7, pp. 101 - 102.

18. <u>Apartheid Bantu Education Homeland System and Defiance
    Campaigns.</u> (http://www.unhchr.ch/development/globalization-01
    .html)

19. Appiah-Mfodwa, A. Horwitz, F. Kieswetter, G. King, D., Solai, L.
    2000. <u>Flexible Work Practices, Productivity Improvement and</u>

Employment. Society in Transition. 2000. Vol. 31, Issue 2, pp. 95-110.

20. Arai, M., Wanca-Thibault, M., Shockley-Zalabak, P. 2001. Communication Theory And Training Approaches For Multiculturally Diverse Organizations: Have Academics And Practitioners Missed The Connection? Public Personnel Management. Winter 2001. Vol. 30, Issue 4, pp. 445 – 456.

21. Arenofsky, J. 1998. Cultural Diversity In The Workplace. Career World, Apr/May98, Vol. 26, Issue 7, p.24-29.

22. Armstrong, M. 2000 A Handbook of Human Resource Management Practice. Seventh Edition. Reprinted 2000. Kogan Page Limited. London.

23. Ashkanasy, N.M., Wilderom, C.P.M., Peterson, M.F. 2000. Handbook of Organizational Culture and Climate. Sage Publications Inc., United States of America.

24. Atkinson, P. 1998. The Iceberg Agenda. Mastering Corporate Potential. B.T Batsford Limited, London.

25. BKL, 2007. Performance Management. http://wwwbergkaplowlewis.co.uk/printable/performance_mangement41.htm

26. Baker, K.A. 2002. Chapter 11. Organizational Culture. Ch11 Organizational Culture 06.08.02.doc.

27. Barchiesi, F. 2001. Labor Democracy in South Africa. Dollars and Sense. September/October 2001. Issue 237, pp.18 – 21.

28. Barret, M., Luedecke, B. 1996. What Management Says It Wants In Communicating Change. Communication World, June/July 1996, Vol. 13, Issue 6, pp. 29 – 33.

29. Bechtell, M.L. 1993. Untangling Organizational Gridlock. Strategies for Building a Customer Focus. Wisconsin. United States of America.

30. Bendix, S. 1992. Industrial Relations In South Africa. Second Edition. Kenwyn. Cape Town.

31. Bendix, S. 1997. Industrial Relations In the New South Africa. Second Impression. Kenwyn. Cape Town.

32. BFM. 2004. Impact of HIV/Aids on Business Development and Implications on Human Resource Development - An Overview of Recent Research. http://www.bfmonline.co.za/aids_bmf%20research.htm

33. Blanchard, K. 1996. Sharing Information Is A Key To Empowerment. Executive Edge Newsletter, Aug. 1996, Vol. 27, Issue 8, p. 8.

34. Blanchard, K. Sharing Information Is A Key To Empowerment. August 1996. Vol. 27, Issue 8, p. 2.

35. Blanchard, K., Carew, D. How To Get Your Group To Perform Like A Team. Training and Development, September 1996. Vol. 50, Issue 9, pp. 34 - 37.

36. Blinn, C.K. Developing High Performance Teams. 1996. Online, November/December 1996. Vol. 20, Issue 6, p. 56.

37. Bowen, D. E., Greiner, L.E., 2001. Moving from Production To Service In Human Resources Management. Organizational Dynamics. 2001, pp. 35 – 53.

38. Bridge News. 1999. <u>9B) Opinion. Labor Strife, Crime Dampen South Africa's Prospects</u>. 04 August 1999. New York.

39. Brown, J.H. 1997. <u>Just How Does One Define Diversity.</u> Headway, December 1997/January 1998, Vol. 10, Issue 1, p.26.

40. Browning, V. <u>Creating Service Excellence Through Human Resource Management Practices</u>. December 1998, Vol. 29, Issue 4, pp. 135 - 142.

41. Bulbulia, S. 2003. <u>Diversity: Too Hot To Handle?</u> <u>http://www.bizcommunity.com/Article/196/18/2501.html</u>

42. Bunton, W., Reaves, A. R. 2000. <u>Diversity In The Workplace</u>. Armed Forces Comptroller, Fall 2000, Vol. 45, Issue 3, p. 30.

43. Burack, E.H. 2001. <u>Corporate Business and Human Resources Planning Practices: Strategic Issues.</u> Organizational Dynamics. 2001.

44. Butterworths Labour Legislation Service Bulletin. 2001. <u>Employment Equity Act No. 55 of 1998</u>, Butterworths, Durban.

45. CIPD, 2007. <u>Performance Management.</u> <u>http://72.14.235.104/search?q=cache:GRuKdmnyx5kL:www.agepositive.gov.uk/agepartn</u>...

46. Carlo, A. 2001. <u>In Pursuit Of Service Excellence.</u> January 2001. Materials Management In Health Care. Vol. 10, Issue 1, p. 25.

47. Caudron, S. 2001. <u>How HR Drives Profits</u>. Workforce, December 2001, Vol. 80, Issue 12, pp. 26 - 30.

48. Cavanaugh, W. 2001. <u>New Definition Of Diversity. Executive Excellence</u>, January 2001, Vol. 18, Issue 1, p.5.

49. Christie, P. 1987. <u>The Right To Learn. The Struggle for Education in South Africa</u>. Cape Town.

50. Circlist.com. 2006. <u>African Circumcision Rites. Ritual Teen Circumcision and Pre-marital Sex Go Hand in Hand in Africa</u>. 2006. <u>http://www.circlist.com/rites/african2.html</u>

51. Cirillo, R., Siverstein, D. 2002. <u>How To Measure Customer Satisfaction</u>. VAR Business. August, 07, 2002. Vol. 18, Issue 14, pp. 52 - 55.

52. Clark, N. 2002. <u>The Colour of Business. International Journal of African Historical Studies.</u> 2002, Vol. 35, Issue 1. pp. 164 -165.

53. Cochran, E.S. 2000. <u>The Pivotal State. Post Apartheid South Africa.</u> Parameters, US Army War College Quarterly, Winter 2000-01, Vol. XXX, No. 4, p 83 -100.

54. Coetzee, Z. 2004. <u>Editorial.</u> South African Poultry Magazine. January 2004, pp. 3 - 4.

55. Cope, B., Kalantzis, M. Oct. 1997. <u>Productive Diversity Management - Case Studies and Productivity Seminars and Successful Strategies from the Managing Diversity for Innovative Creativity and productivity Seminar.</u> Perth

56. Corsentina, D., Bue, P. 1993. <u>Employee Involvement</u>. FBI Law Enforcement Bulletin, Nov. 1993, Vol. 62, Issue 11, pp. 10 - 12.

57. Country Bird (Pty) Ltd. <u>Agenda: Stakeholders' Forum</u>. 22 March 2000.

58. Country Bird (Pty) Ltd. Communiqué. Appointment of Managing Director. 03 December 2004.

59. Country Bird (Pty) Ltd. Financial Budget F06. June 2005

60. Country Bird (Pty) Ltd. Minutes of Quarterly Steering Committee Meeting. 26 June 2007.

61. Country Bird (Pty) Ltd. Leadership Summit. 22 January 2000.

62. Country Bird (Pty) Ltd. Management Review F01. April 2000.

63. Country Bird (Pty) Ltd. Memorandum. Issue: Stakeholders' Forum. 10 March 2003.

64. Country Bird (Pty) Ltd. Minutes of an Executive Meeting. 14 September 2006.

65. Country Bird (Pty) Ltd. Minutes of Quarterly Steering Committee Meeting. 22 March 2000.

66. Country Bird (Pty) Ltd. Minutes of Quarterly Steering Committee Meeting. 26 June 2007.

67. Country Bird (Pty) Ltd. Monthly HR Report. April 2002.

68. Country Bird (Pty) Ltd. Monthly HR Report. April 2002.

69. Country Bird (Pty) Ltd. Monthly HR Report. April 2007.

70. Country Bird (Pty) Ltd. Monthly HR Report. June 2002.

71. Country Bird (Pty) Ltd. Monthly HR Report. June 2006.

72. Country Bird (Pty) Ltd. Monthly HR Report. November 2006.

73. Country Bird (Pty) Ltd. Monthly Occupational Health and Safety Report. February 2007.

74. Country Bird (Pty) Ltd. Strategic Planning Session. 24 - 26 October 1999.

75. Country Bird (Pty) Ltd. Workplace Skills Plan 2005 / 2006. June 2005.

76. Country Profiler.com. Malta's top 100 Companies. 2004. Economy. http://www.countryprofiler.com/safrica/economy1_gateway 1.html

77. Covey, F. 2005. Human Resources As Strategic Performance Partners. Six Keys to Creating A Heroic New Role For Human Resources Professionals. 2001. A Franklin Covey White Paper. Cambridge.

78. Covey, S. The Seven Habits Of Highly Effective People. Powerful Lessons In Personal Change.1992. London.

79. Crain, R. 2000. Why Most Mergers Turn Sour: They are Not A Natural Combo. Advertising Age. 18 December 2000, Vol. 71, Issue 52, p. 26.

80. D'Aprix, R., Gay, C. 2006. Change For the Better. September/October 2006. Vol. 23, Issue 5, pp. 37 - 40.

81. Dahl, S. 1998. Determinants of Culture and Determinations. http://www.stephweb.com/capstone/1.htm

82. Daly, A. 1998. Workplace Diversity: Issues and Perspectives. http://www.naswpress.org/publications/books/diversity/workplace/workplace_preface.html

83. Davenport, T.O. 1998. <u>The Integration Challenge.</u> Management Review, January 1998. Vol. 87, Issue 1, pp. 25 - 29.

84. Dawson, M. 2003. <u>On Leadership and Management Week, 22 December 2003</u>. Vol. 20, Issue 51.

85. Deal, T., Kennedy, A. 2000. <u>The New Corporate Culture. Revitalizing the Workplace after Downsizing, Mergers and Re-engineering.</u> Texere LLC. New York.

86. De Jager, P. 2001. <u>Resistance to change: A New View of an Old Problem</u>. Futurist, May/June 2001, Vol. 35, Issue 3, pp. 24 - 27.

87. De Jong, A., Visser. D. 2000<u>. Black and White Employee's Fairness Perceptions of Personnel Selection Techniques. South African Journal of Psychology.</u> December 2000. Vol. 30, Issue 4.

88. De Klerk, F.W. 1991. <u>South Africa and Apartheid. What has to be done and what needs to be abolished. 31 January 1991</u>. Vital Speeches of the Day. Vol. 57, Issue 10, pp. 294 - 301.

89. De Raffele (Jnr.), F.J. 2000. <u>Effective Management = Successful Communication</u>. Westchester County Business Journal. March 2000, Vol. 39, Issue 1, p.12.

90. Democracy and Public Participation. <u>Chapter 6a Democracy</u> <u>http://www.paralegaladvice.org.za/docs/chap06a/02.html</u>

91. Den Hartog, D.N., Verburg, R. M. 2004. <u>High Involvement Practices, Organizational Culture And Organizational Performance.</u> Erasmus University, Rotterdam and KornFerry International. <u>http://www.kun.n1/hrm_netwerk/1_4.htm.</u>

92. Dhillon, J. 2001. <u>Challenges And Strategies For Improving The Quality Of Information In A University Setting: A Case Study. Total Quality Management</u>. March 2001. Vol. 12, Issue 2, pp. 167 - 178.

93. Du Plessis, J., Fouche, M, Van Wyk, M. <u>A Practical Guide To Labour Law. Fifth Edition.</u> 2004. LexisNexis Butterworths. Durban.

94. DuPraw, E. 1997. <u>Working on Common Cross Cultural Communication Challenges.</u> <u>http://www.wwcd.org/action/ampu/crosscult.html</u>

95. Hays, R.D. 1996. <u>The Strategic Power Of Internal Excellence.</u> Business Horizons. July - August 1996. <u>http://www.findarticles.co./p/articles/mi-m1038/is –n4 – v39/ai_18485572</u>

96. <u>Help! SA</u>. 2006. <u>http://www.helpsa.co.za/intro.htm</u>

97. HSRC Press. 2005. <u>Education and the Struggle to Freedom.</u> <u>www.hsrcpress.co.za</u>

98. Howard, L.W. 1998. <u>Validating the competing values model as representation of organizational</u>

99. Gadeken, O.C. 2005. <u>PM Leadership: Seven Keys to Success.</u> Defense AT&L. January - February 2005, pp.10 - 12.

100. Gale, S.F., 2002. <u>Small Rewards Can Push Productivity.</u> Workforce. June 2002. Vol. 81, pp. 86 - 89.

101. Garson, P. 2004. <u>Education in South Africa – South Africa.info</u>. <u>http://.safrica.info/ess_info/sa_glance/education/education.html</u>

102.	Geddie, T. 1994. <u>Leap Over the Barriers of Internal Communications.</u> Communication World. April 1994. Vol. 11, Issue 4, pp. 12 - 14.

103.	Gerber,P.D., Nel, P.S. & Van Dyk, P.S. 1998. <u>Menslikehulpbronbestuur</u>. 4de Uitgawe. International Thompson Publishing. Johannesburg.

104.	<u>Globalization of South Africa. 2004.</u> <u>http://www.albany.edu/~sb180/global.html)</u>.

105.	Gokenbach, V. 2003. <u>Infuse Management with Leadership</u>. Nursing Management. January 2003, Vol. 34, Issue 1, pp. 8 - 9.

106.	Goldschmidt, V. 2004. <u>Are We Concerned With Leadership?</u> Ashrae Journal. November 2005, pp. 51 - 53.

107.	Goleman, D. 2000. <u>Leadership That Gets Results</u>. Harvard Business Review. March - April 2000, pp. 78 - 87.

108.	Goodnight, R. 1995. <u>Thinking About The Excellence Imperative.</u> <u>Journal for Quality and Participation</u>, March 1995, Vol. 18, Issue 2, pp. 97 - 98.

109.	Gosteli.1997. <u>Barriers to Change</u>. People Dynamics. June 1997, p. 39.

110.	Grant, I.F. 2004. <u>Ethical Management In Action.</u> New Zealand Management. April 2004. Vol. 51, Issue 3, pp. 37 - 39.

111.	Gunston, R. 2004. <u>The Future Of Leadership</u>. New Zealand Management, October 2004. Vol. 51, Issue 9, p. 32.

112.   Habib, A. 1996. <u>Myth of the Rainbow Nation: Prospects for the Consolidation of Democracy in South Africa 1</u>. African Security Review, 1996. Vol. 5, No. 6. <u>http://www.iss.co.za?Pubs/ASR/5No6/Habib.html</u>

113.   Hamilton-Attwell, A. 1997. <u>The Impact of Transformation on Employees</u>. Management Today. February 1997, pp.18 - 22.

114.   Hanson, J., Fox, W. 1995. <u>Communicating Across Cultures.</u> Training and Development, January 1995, Vol. 49, Issue 1, pp. 56 - 58.

115.   Hawke, A. 2005. <u>War for Talent. How to Light the Fire in People.</u> New Zealand Management. May 2005. Vol. 52, Issue 4, pp. 20 - 21.

116.   Hays, R.D, Hill, L.B. <u>Internal Service Excellence.</u> August 1997. Internal Auditor. Vol. 54, Issue 4, pp. 20 - 21.

117.   Hendicott, R. 2002. <u>Seeing the Bigger Picture.</u> People Dynamics. May 2002. People Dynamics. Vol. 20, No. 5, pp. 28 - 29.

118.   Herring, K. 2001. <u>HR Takes A hands-on Approach To Business And Delivers Results.</u> Workforce, October 2001, Vol. 80, Issue 10, pp. 42 - 47.

119.   Hickey, J., Casner-Lotto, J. <u>How To Get True Employee Participation.</u> Training and Development. February 1998, Vol. 52, Issue 2, pp. 58 - 63.

120.   Hofstede, G. 2006. <u>Geert Hofstede Cultural Dimensions.</u> <u>http://www.geert-hofstede.com/</u>

121.   Holland, N.A. 1995. <u>A Pathway To Global Competitiveness and Total Quality …. Participative Management</u>. Journal for Quality and

Participation. September 1995. September 1995, Vol. 18, Issue 15, pp. 58 - 62.

122.   Holtzhausen, D. 2002. <u>The Effects Of Workplace Democracy On Employee Communication Behavior: Implications For Competitive Advantage.</u> Competitive Review. 2002. Vol. 12, No. 2, pp. 30 - 48.

123.   Hosking. A. 2002. <u>International trends in Pacific Rim and Other Countries.</u> March 2002. HR Future, Vol. 2, No. 3, pp. 4 - 7.

124.   Howard, L.W. 1998. <u>Validating the Competing Values Model as Representation of Organizational Cultures.</u> International Journal of Organizational Analysis. 6 (3):231.

125.   HR Focus. 2002. <u>How A Value-Based Culture Pays Off.</u> HR Focus, October 2002, Vol. 79, Issue 10, pp. 6 - 7.

126.   Hudson, J. 2001. <u>Leadership and Management. Good Leadership Involves More Than Managerial Skills. It's Time to Focus on Taking Care of People</u>. Proceedings of the United States Naval Institute. October 2001, Vol.127, Issue 10, pp.106 - 108.

127.   Huysamen, D. 1998. <u>Not For Sale. The Desire to Perform.</u> People Dynamics. June 1998, p. 33.

128.   Israelstam, I. 1999. <u>Implementing Affirmative Action. What is the Next Move?</u> People Dynamics. August 1999. Vol. 17, No. 8, pp. 41 - 45.

129.   Israelstam, I. 1999. <u>Problems and Pitfalls Attached to the Implementation of Employment Equity Plans.</u> People Dynamics. July 1999. Vol. 17, No. 7, pp.15 - 19.

130.   Itano, N. 2001. <u>South Africa Mends Safety Net for Elderly</u>. 25 April 2001, Vol. 93, Issue 105, p. 7.

131.   ITO Focus. 2002. <u>Focusing A Skills Development Strategy.</u> HR Future. March 2002. Vol. 2, No. 3, pp. 24 - 25.

132.   Jackson, K. 1998. <u>Exec Widened GM's View.</u> Automotive News. February 02, 1998. Vol. 71, Issue 5751, p. 118.

133.   Jayne, V. 2003. <u>Measuring ROI Return on Individuals.</u> New Zealand Management, October 2003. Vol. 50, Issue 9, pp. 34 - 37.

134.   Jenkinson, M. 1993. <u>Unshakeable Faith in Quotas</u>. Alberta Report / News Magazine, 06 July 1993. Vol. 20, Issue 25, p. 30.

135.   Jenkinson, M. 1993. <u>Unshakeable Faith in Quotas</u>. Alberta report / News Magazine, 06 July 1993. Vol. 20. Issue 25. p. 30.

136.   Johnson, G. December 2003. <u>Room For Improvement.</u> Training, December 2003, Vol. 40, Issue 11, pp. 18 - 19.

137.   Joseph, D. 2002. <u>Spreading Democracy Through Business</u>. December 2002, Vol. 152, Issue 13, pp. 16 - 18.

138.   Kaplan, N., Byrne, L. 2004. <u>HIV/AIDS: The Impact on Business and Society. In Touch</u>. Sage Life – The Investment Powerhouse Where Your Money Performs. July 2003, No. 163.

139.   Kelly, L. 1993. <u>Job Equity Flawed, Committee Told.</u> Worklife Report, 1993, Vol. 9, Issue 2, p.17.

140.   Kemmerer, B., Arnold, V. 1993. <u>The Growing Use of Benchmarking Managing Cultural Diversity.</u> Business Forum. Winter/Springs 1993. Vol.18, Issue1/2, p.3.

141.   Kendall, F., Louw, L. 1998. <u>Let The People Govern</u>. Amagi
         Publications (Pty) Ltd. Ciskei.

142.   Kitshoff, M.C. 1994. <u>The Role of Religious Education in Building
         A Nation in MultiEthnic South Africa</u>. Religious Education. Summer
         1994, Vol. 89, Issue 3, pp. 313 - 347.

143.   Klein, S.M. 1996. <u>A Management Communication Strategy For
         Change</u>. Journal of Organizational Change. 1996, Vol. 9, No. 2, pp.
         32 - 46.

144.   Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn,
         K., Leonard, J., Levine, D., Thomas, D. 2002. <u>The Effects Of Diversity
         On Business Performance: Report Of The Diversity Research
         Network.</u> MIT Sloan School of Management, Cambridge.

145.   Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn,
         K., Leonard, J., Levine, D., Thomas, D. October 2002. <u>The Effects of
         Diversity on Business Performance: Report of the Diversity Research
         Network.</u> Tkochan@mit.edu

146.   Kollapen, J. 2003. <u>Human Rights and Business: The Apartheid
         Experience</u>.
         <u>http://www.southcentre.org/info/soithbulletin/bulletin69/bulletin39-
         03.htm</u>

147.   Kotterman, J. 2006. <u>Leadership Versus Management: What's
         the Difference</u>. The Journal of Quality and Participation. Summer
         2006, pp. 13 - 17.

148.   Kriel, W. 2001. <u>Organisasiekultuurmeting binne 'n finansiële
         instelling</u>. Potchefstroom University.

149.   Kumle, J., Kelly, N.J. 2006. Leadership versus Management. Supervision, August 2006. Vol. 67, Issue 8, pp. 11 -13.

150.   Laabs, J. 2000. Strategic HR Won't Come Easily. Workforce, January 2000, Vol. 79, Issue 1, pp. 52 - 56.

151.   Lambert, t. 1997. Flight Plan For Strategic Dominance. People Dynamics. February 1997, pp. 17 - 19.

152.   Lampe, A. C., 2002. The Silencing of Voices: The Corporate "Darkness" Nobody Hears. Culture and Organization, 2002, Vol. 8 (2), pp. 129 - 144.

153.   Landes, L. 2001. Real Life, Real Time Communication. Communication World, December 2001. Vol. 19, Issue 1, pp. 20 - 24.

154.   Landis, L. 2003. Employment And The Law. A Practical Guide For The Workplace. 2003. Juata & Co., Ltd. Landsdowne, Cape.

155.   Lauer, C.S., 2003. Leading the Way. Managers Are Important, But Leaders Really Make Things Happen. Modern Healthcare, 08 November 2003, Vol. 33, Issue 32, p. 30.

156.   Lawler III, E. 1999. Employee Involvement Makes A Difference. Journal for Quality and Participation. September/October 1999, Vol. 22, Issue 5, pp. 18 - 21.

157.   Leballo, S. Personal Interview. 14 June 2006.

158.   Le Grange, J.E. 1994. Die Ontwikkeling van 'n Organisasie Kultuurveranderingsmodel. University of Pretoria.

159.   Levine, A.1991. The Meaning of Diversity. Change. September/October 1991, Vol.23, Issue 5, pp. 4 - 5.

160. Levin, A.S. 2005 Human Capital Management. Integrating HR with Business Strategy. 3rd Edition. South Africa. p.115.

161. Longenecker, C.O., Mead II, W.K. 1995. Marketing As A Management Style. Business Horizons. July/August 1995. Vol. 38, Issue 4. pp. 77 - 84.

162. Loubser, S.S. The Relationship Between A Market Orientation And Financial Performance In South African Organisations. 2000. South African Journal of Business Management. June 2000. Vol. 31, Issue 2, pp. 84 - 91.

163. Louw, L., Kendall, F. 1987. Suid-Afrika. Die Oplossing. Amagi Publications, Bisho.

164. Luthans, F. 1992. Organizational Behavior. Sixth Edition. McGraw-hill, Inc. New York.

165. Luyikumu, S. 2003. Demystifying Myths. Addressing Uncertainty About Employment Equity. People Dynamics. September 2003. Vol. 21, No. 9, p. 17.

166. Lwehabura, M.J.F., Matovelo, D.S. 2000. Effective Library Management: Issues For Managers And Subordinates. New Library World, November 2000, Vol. 101, Number 1158, pp. 263 - 268.

167. Mallak, L., Kurstedt, H. Understanding and Using Empowerment To Change Organizational Culture. November/December 1996. Industrial Management. Vol. 38, Issue 6, pp. 8 - 11.

168. Mandew, M. 2000. Diversity and Education, A view from the South. Liberal Education, Fall 2000, Vol. 86, Issue 4, pp.18 – 21.

169.   Manring, S. L., Brailsford, <u>A. Collaboration towards Service Excellence: A Union-Management and Empowered Employee Relationship</u>. Summer 2001. Hospital Topics. Vol. 79, Issue 3, pp. 25 - 32.

170.   Manzini, A., Gridley, J. <u>Integrating Human Resources and Strategic Business Planning.</u> 1986. Amacom. New York.

171.   Marks.M.L. 1999. <u>Adding Cultural Fit To Your Diligence Checklist</u>. The Dealermaker's Journal. November/December 1999, Vol. 34, Issue 3, pp.14 - 21.

172.   Marquard, L. 1962. <u>The People and Policies of South Africa. Fourth Edition</u>. Oxford University Press. United Kingdom.

173.   Martin, L.A. 2000. <u>Effective Data Collection</u>. Total Quality Management. May 2000, Vol. 11, Issue 3, pp. 341 - 345.

174.   Mbigi, L., <u>The Spirit of African Transformation</u>. 1994. People Dynamics, October 1994, pp. 109 - 117.

175.   Mboweni, T. 1997. <u>Press Release by the Minister of Labour, Mr T Mboweni: New Skills Development Bill, 2 September 1997.</u> <u>http://www.info.gov.za/speeches/1997/101046797.htm</u>

176.   McKinney, G. 1996. <u>Stereotypes and Cultural Diversity In The Workplace</u>. <u>http://cbpa.lousiville.edu/bruce/rflct600/genita2.htm</u>

177.   ME96. 2005. <u>The Difference Between Management and Leadership. 09/02/2005.</u> <u>http://www.se.ed.ac.uk/~gerard/MENG/ME96/Documents/Intro/leader.html</u>

178. Meyer, M. 1999. <u>Managing Human Resource Development. An Outcome Based Approach.</u> Johannesburg.

179. Meyer, M. & Botha, E. <u>2000. Organisation Development and Transformation in South Africa.</u> Butterworths. Durban.

180. Mofokeng, D.O. <u>Personal Interview.</u> 26 March 2006.

181. Molefi, N. 2003. <u>Employment Equity - A Business Imperative</u>. People Dynamics. September 2003. Vol. 21, No. 9, pp. 14 -15.

182. Monocha, R. 2004. <u>Spot the Difference.</u> People Management. 26 February 2004, Vol. 10, Issue 4, pp. 36 - 38.

183. Moolla, S. 1999. <u>Affirmative Action</u>. Productivity. November/December 1999. Vol. 25, No. 6, pp. 4 - 6.

184. Morgan, P. 1997. <u>Good Is Not Good Enough</u>. Productivity, SA. March/April 1997, p. 36.

185. Morrison, E.W. <u>Organizational Citizenship Behavior As A Critical Link Between Human Resources Management Practices And Service Quality</u>. Human Resource Management. pp. 493 - 512.

186. Morrison, J.I., Morrison, P.P. 1991. <u>The Theory of Attribution Learning, Technology, and Intercultural Business Communication</u>. January/February 1991, Vol. 66, Issue 3, pp. 140 -143.

187. Motheoane, I. <u>Personal Interview</u>. 25 January 2001.

188. Msomi, C. <u>Personal Interview.</u> 14 June 2006.

189.   Mulling, M. 2000. <u>Tips on how to overcome employee</u>
         <u>resistance. Atlanta</u>. Business Chronicle.
         <u>http://www.bizjournals.com/atlanta/stories/2000/05/15/smallb7.html</u>

190.   Naidoo, F. 1997. <u>Promoting Employment Equity in Britain</u>.
         People Dynamics. July 1997. Vol. 15, No.7, pp. 37 - 43.

191.   National Defense University Australia. 2005. <u>Strategic</u>
         <u>Leadership and Decision Making. Organizational Culture</u>. 2005.
         <u>http://www.au.af.mil/au/awc/awcgate/ndu/strat-1dr-dm/pt4ch16.html</u>

192.   NCRVE. 2004. <u>Why Organisations are Valuing and Managing</u>
         <u>Diversity</u>. 29 April 2004. <u>http://vocserve.berkeley.adu/Abstracts/MDS-</u>
         <u>934/MDS-934-WHY.html</u>

193.   Nemeck, S. 1999. <u>When Good Health is Good Business</u>.
         Scientific American. June 1999. Vol. 280, Issue 6, pp. 28 - 29.

194.   Ntuli, F.S., 2002. <u>Whose democracy are we talking about?</u>
         Citizen Participation. <u>http://www.csls.org.za/dw/art2o2.html</u>)

195.   Nurss. J.R. 1998. <u>The Effects of Mother Tongue Literacy on</u>
         <u>South African Adults' Acquisition of English Literacy</u>. Adult Basic
         Education. Summer 1998. Vol. 8, Issue 2, pp. 111 - 119.

196.   Ogden. M. 1999. <u>Unions and Business</u>. Business Date.
         September 1999, Vol. 7, Issue 4, p. 1.

197.   OIM 2000. <u>Senior Leadership Development Programme:</u>
         <u>Employee Involvement and Communication.</u> 2000, pp.1 - 27.

198.   OIM 2000. <u>Senior Leadership Development Programme:</u>
         <u>Leadership Philosophy.</u> 2000, pp.1 - 18.

199.   OIM's Prosperity Partnership Programmes.1994. <u>Kulturele Diversiteit, Bedreiging of Verryking?</u>, 1994.

200.   Orakwue, S. 2003. <u>The Reality in South Africa</u>. June 2003, Issue 419, pp. 7 - 8.

201.   Ostheimer, A.E., 2004. <u>The Impact of HIV/AIDS on the South African Economy.</u> http://www.kas.de/proj/home/home/32/2/webseite _id-1848.html

202.   Overell, S. 1996. <u>IPD Says Diversity Is Next Step For Equality.</u> May 12, 1996. Vol. 2, Issue 24, pp. 12 - 13.

203.   Parvis, L. 2003. <u>Diversity And Effective Leadership in Multicultural Workplaces.</u> 2003. Journal of Environmental Health, March 2003, Vol. 65, Issue 2, pp. 37 - 38.

204.   Perry, J.M. 2005. <u>Embracing Stability And Innovation.</u> JM Perry Learning Technologies Incorporated. http://www.jmperry.com/organizational.html

205.   Peverett, M.R. 1995. <u>Values and Leadership in the Management of Organizational Diversity.</u> Master's Dissertation. University of the Witwatersrand. http://www.myweb.absa.co.za/pev/leadersh2.htm

206.   Pfeffer, J. 1999. <u>Seven Practices Of Successful Organizations. Part1: Employment Security, Selective Hiring, Self Managed Teams and High Compensation</u>. Health Forum Journal, January/February 1999. Vol. 42, Issue 1, pp. 24 - 27.

207.   Pojidaeff, D. 1995. <u>The Core Principles Of Participative Management</u>. December 1995. Vol. 18, Issue 7, pp. 44 - 47.

208.   Poole, A. <u>Six Sigma: Communication's Perfect Role</u>. Strategic Communications Management. February/March 2000, Vol. 4, Issue 2, pp. 34 - 38.

209.   Price, H. 1997. <u>The Value Of Managing Language Diversity</u>. People Dynamics, January 1997.

210.   Pun, K., Chun, R., and Gill, R. 2001. <u>Determinants Of Employee Involvement Practices In Manufacturing Enterprises.</u> Total Quality Management. January 2001. Vol. 12, Issue1, pp. 95 - 119.

211.   Rabey, G.P. 1994. <u>In Charge of Supervision the First Time</u>. 1994. Bell and Bain Ltd., Glasgow, Great Britain.

212.   Ransdell, E. 1995. <u>The World's Murderous Country</u>. U.S. News & World Report, 21 August 1995, Vol. 119, Issue 8.

213.   Ray, D.W. 2001. <u>Productivity And Profitability</u>. Executive Excellence, October 2001. Vol. 18, Issue 10, p. 14.

214.   Reichenberg, N. E. 2001. <u>Best Practices in Diversity Management</u>. United Nations Expert Group Meeting on Managing Diversity in the Civil Service. 3 - 4 May 2001. United Nations Head Quarters. New York.

215.   Renton, M. 2000. <u>New Roles for HR This Millennium. Part One.</u> People Dynamics. January 2000. Vol. 18. No. 1, pp. 26 - 29.

216.   Riches, P. 1997. <u>Developing Leaders of Substance</u>. Management Today, March 1997, pp. 24 - 26.

217.   Robbins, S.P. 1991. <u>Organizational Behavior. Concepts, Controversies and Applications. 5th Edition</u>. Prentice-Hall Inc. United States of America.

218.   Roodt, A. 1997. <u>In Search Of A South African Corporate Culture.</u> Management Today. March 1997.

219.   Rothwell, W/J., Kazanas, H.C. 1988. <u>Planning And Managing Human Resources. Strategic Planning For Personnel Management. Revised Edition.</u> HRD Press Inc. Massachusetts.

220.   Rusak, W.K. 1990. <u>Participative Management and Employee Involvement: Slogans and Reality</u>? United States Law Journal, 1990, Vol. 19, pp. 145 - 148.

221.   Sanlam Namibia, 2005. <u>Employment Equity. Affirmative Action and Equal Opportunities at Sanlam Namibia.</u> <u>http://www.sanlam.co.za/eng/aboutus/sanalambusinessees/sanlamnamibia/aboutus/empl</u>......

222.   Savia, A. 2001. <u>Improving Communication</u>. Fire Engineering. May 2001. Vol. 154, Issue 5, pp. 10 - 12.

223.   Sawyer, L.B. 1998. <u>When the Problem is Management</u>. Internal Auditor. August 1998. Vol.55, Issue 4. pp. 33 – 39.

224.   Schauber, A.C. 2001 <u>Effecting Extension Organisational Change towards Cultural Diversity: A Conceptual Framework.</u> June 2001. Volume 39, Number 3. <u>http://www.joe.org/joe/2001june/a1.html</u>

225.   Scheafer, R and Lamm, R. 1992. <u>Sociology</u>. New York.

226.   Schneider, R. 2001. <u>Variety Performance. People Management</u>. May 2001, Vol. 7, Issue 9, pp. 27 - 30.

227.   Schwartz, S. 2005. <u>Is Life Long Learning Worth The Effort?</u> Policy, Autumn 2005. Vol. 21, No. 1, pp. 21 - 23.

228.   Scholl, R.W. 2003. <u>Organizational Culture - The Social Inducement System.</u> University of Rhode Island. http://www.cba.uri.edu.scholl/Notes/Culture.html

229.   Screen, D. 1990. <u>Not Just Reading and Writing: A Focus on Literacy in South Africa</u>. Education Journal, Vol. 100, No. 1, 1990. p. 20.

230.   Sebakwane, M. 1995. <u>Adult Basic Education Training in South Africa.</u> Adults Learning. March 1995. Vol. 6, Issue 7, pp. 207-208.

231.   Senge, P., Kleiner, A., Roberts, C. Ross, R.B., Smith, B. J. 1995. <u>The Fifth Discipline Fieldbook.</u> Nicolas Brearley Publishing. London.

232.   Simmonds, R. 1990. <u>Alternative Literacy in South Africa: The Experience of Learn and Teach.</u> 1990. Convergence. Vol. 23, Issue 1.

233.   Sin, L.Y.M., Tse, A.C.B. 2000. <u>How Does Marketing Effectiveness Mediate The Effect Of Organizational Culture On Business Performance? The Case Of Service Firms</u>. Journal of Services Marketing, Vol. 14, No. 4, pp. 295 - 309.

234.   Smit, G.P. 1999. <u>Best Way to Keep Customers By Treating Them Well.</u> September 20, 1999. New Orleans City Business, Vol. 20, Issue 13, pp. 18 - 19.

235.   Smith, B., Miller, A.W., Archer, T., Hague, C. 2001. <u>Working With Diverse Cultures. Culturally Diverse Coalitions.</u> Ohio State University Fact Sheet. http://ohioline.ag.ohio-state.edu/bc-fact/0014.html

236. Society for Human Resource Management. 2000. What is the "Business Case" for Diversity? September 18, 2000. http://www.shrm.org/diversity/businesscase.htm

237. Solomon, R. 2005. The New Legislation and You: The Employment Equity Bill. The Business Times Labour Guides. http://www.btimes.co.za/guide/labour/labour38.htm

238. Solomon. C. 1999. Communicating in a Global Environment. November 1999. Vol. 78, Issue 11, pp. 50 - 54.

239. Sommerville, J., Stocks, R.K. & Robertson, H.W. 1999. Cultural Dynamics for Quality: The Polar Plot model. Total Quality Management. 10(4, 5): pp. 725 - 732.

240. Stanley, D. 2006. Role Conflict: Leaders and Managers. Nursing Management - UK. September 2006. Vol. 13, Issue 5, pp. 31 - 37.

241. Stearns, T. 2000. Some Guidelines for Building Partnerships That Lasts. Business Journal Serving Fresno and the Central San Joaquin Valley. 28 August 2000. Issue 322661, p. 7.

242. Stewart, A.M. 1994. Empowering People. Pitman Publishing. London.

243. Strydom, J.B., Erwee, R. 1998. Diversity Management In A Sample of South African Companies. South African Journal of Business Management, 03789098, March 1998, Vol.29, Issue1, pp.14 - 21.

244. Sudhakar, B., Patil, S.M. 2006. Measuring Up. Communication World. September/October 2006. Vol. 23, Issue 5, pp. 32 - 36.

245.   Sunoo, B., Boles, M. 1997. <u>Tap Into Employees' Resources.</u>
        Workforce. November 1997, Vol. 76, Issue 11, p. 16.

246.   Suny Potsdam Counselling Centre, 2000. <u>Assertiveness</u>.
        <u>http://www.potsdam.edu/COUN/brocheres/assertiveness.html</u>, p.1 of
        4.

247.   The Cambridge International Dictionary of English. 1996. <u>Low
        Price Edition</u>. Cambridge University Press.

248.   The Free Dictionary.com by Farlex. 2005. <u>Lifelong Learning</u>. 27
        May 2005. <u>file://C:\</u> DOCUME~1/Kulu\LOCALS~1\Temp\YA2D17S8.

249.   The Holman Group. 2000. <u>Appreciating Cultural Diversity</u>. 2000.
        <u>http://www.holmangroup.com/diversity.html</u>

250.   Thompson, D. 1997. <u>How Do We Secure Total Employee
        Involvement?</u> Management Today. March 1997.

251.   Thompson, H.l. 1994. <u>Planning For Change</u>. Army
        Organizational Effectiveness Journal, 1984.
        <u>http://www.hpsys.com/change.htm</u>

252.   Thompson, K. 1998. <u>Emotional Capital – Capturing Hearts and
        minds To Create Lasting Business Success.</u> Capstone, University
        Press.

253.   Tice, T.N. 1993. <u>Cultural Diversity</u>. Education Digest. January
        1993, Vol. 58, Issue 5, pp. 39 - 40.

254.   Tjosvold, D. 1986. <u>Working Together To Get Things Done.
        Managing for Organizational Productivity</u>. Lexington Books. New
        York.

255.   Tshatedi, E. 2000. Case Study: Transformation as a Way of Life at Transnet. People Dynamics. August 2000, pp. 41 - 43.

256.   Ulrich, D. 1996. Human Resources Champions. The Next Agenda for Adding Value and Delivering Results. Harvard Business School Press, Boston, Massachusetts.

257.   Valodia, I. 2001. Economic Policy and Women's Informal Work in South Africa. Development and Change. 2001. Vol. 32, pp. 871 - 892.

258.   Van der Linde, CH. 2002. The Role of Good Educational Management In A Changing South Africa. Education, Spring 2002, Vol. 122, Issue 3, pp. 511 - 517.

259.   Van der Post, W.Z. 1997. The relationship between organisational culture and financial performance amongst industrial companies listed on the Johannesburg Stock Exchange for the period 1984 - 1993. University of Stellenbosch: Post Graduate School of Business.

260.   Velasquez, M. 2004. Successful Diversity Initiatives Spotlight Arbitron. http://www.diversitydtg.com/articles/arbitron.html

261.   Visagie, JC., Wijnbeek, D., Scholtz, P.E., 2002. Max Weber And Modern Organization Culture Stimulating Productivity. 1920 Management Philosophy For Today? Potchefstroom University, Republic of South Africa.

262.   Wakeford, K. 2001. Business Unity as a Vehicle for Black Economic Empowerment. Boardroom Talk. http://m1.mny.co.za/MNBTalk.nsf/0/C2256A2A002030FD42256AFF0 0463C28?Ope…

263.   Walters, S. 1999. <u>New Challenges and Opportunities for Lifelong Learning in South Africa.</u> Comparative Education, June 1999. Vol. 35, Issue 2, pp. 217 - 224.

264.   Ward, B. 1997. <u>The Three C's Of Participative Management.</u> Canadian Manager. Winter 1997. Vol. 22, Issue 4, pp. 21 - 23.

265.   Webster, C., Sundaram, D.S. 2005. <u>Exploring The Relationship Among Organizational Culture, Customer Satisfaction, And Performance.</u> http://marketing.byu.ede/htmlpages/ccrs/proceedings99/webster.htm

266.   Westlund, A., Lothgren, M. 2001. <u>The Interaction between Quality, Productivity And Economic Performance: The Case of Swedish Pharmacies</u>. Total Quality Management. May 2001, Vol. 12, Issue 3, pp. 385 - 396.

267.   Westwood, M., Ishiyama, F. 1990. <u>The Communication Process as a Critical Intervention For Client Change In Cross-Cultural Counseling</u>. October 1990. Vol. 81, Issue 4, pp. 163 - 172.

268.   Whittaker, B. 2003 <u>Business in Transition. South African Experience of Companies Cooperating to Support Transition</u>. 21 July 2004. Kathmandu, Nepal.

269.   Wiggines, B. 1997. <u>Service Excellence Philosophy Strengthened In The Valley Health System</u>. July, 28, 1997. Vol. 14, Issue 30, p. 2.

270.   Williams, S.L. 2002. <u>Strategic Planning And Organizational Values: Links To Alignment.</u> Human Resources Development International. 2002. Taylor and Francis Ltd. United Kingdom.

271.   Witepski, L. 2000. <u>Getting to Grips with the Skills Development Act</u>. The Future of Executive Jobs, Training and Education. 2000.

272.   Witherden, A., 2002. <u>The Seven Deadly Change Management Sins.</u> People Dynamics, May 2002. Vol. 20, No. 5, p. 23.

273.   Wolfson, R. and Bussin, M. 2002. <u>Link Broadbanding and Skills Development to your Bottom Line.</u> March 2002. HR Future, Vol. 2, No. 3, pp. 28 - 29.

274.   Wright,P., Theerathorn, P., Tu, H., Gilmore, B., Lado, A. 1992. <u>Top Managers, Organizational Culture, and Strategic Profiles: Implications for Business Performance</u>. American Business Review. June 1992, pp. 25 - 36.

275.   Xinhau, China. 2001. <u>Anti-poverty Branches Opened in South Africa</u>. November 20, 2001.

276.   Your Human Resource. 2005. <u>The Strategic Choice – Making HR Strategic</u>. <u>http://www.yourhr.com.au/profile.thestrategic.html</u>

277.   Ziehl, S.C. 2000. <u>Affirmative Action and Equal Opportunity Policies – The Relevance of a Dead German</u>. Society in Transition. 2000. Vol. 31, Issue 1, pp. 58 - 69.

278.   Zinn, S. 2001. <u>Original Zinn</u>. People Dynamics. April 2001. Vol. 19, No. 4, pp. 22 - 24.

Appendixes

COUNTRY BIRD (Pty) Ltd

Questionnaire 1

DEPARTMENT: _____

The following questionnaire is designed to study aspect of diversity, communication and involvement at work. The information provided will help us to understand the level of understanding diversity, communication and transformation in your workplace. Because you are the one who can give us a correct picture of how you experience the mentioned in your workplace and I request you to respond to the questions frankly and honestly.

<u>Kindly note that this a anonymous questionnaire.</u>

The questions below provide descriptions about how you experience communication, diversity and employee involvement in your place of work. Think in terms of your everyday experience in your place of work and mark the most appropriate response.

Kindly mark the appropriate designation:

Executive Managers	Senior Managers	Business Unit Manager

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Question 1					
Do you know the company's vision, core values, and core competencies?					
Question 2					
Do you understand the rationale behind the strategic direction of the company and your department?					
Question 3					
Were you informed by your direct supervisor about the strategic direction?					
Question 4					
Do you communicate officially on a regular basis with your team members?					
Question 5					
How often do you meet with your team members?					
5.1 on a daily basis					
5.2 on a weekly basis					
5.3 on a bi-weekly basis					
5.4 on a monthly basis					
5.5 on an ad hoc bais					
Question 6					
When you meet with your team members do you discuss					
6.1 the previous day's results					
6.2 The previous day's problems					
6.3 today's target					
6.4 how we going to achieve today's target					
Question 7					
During your communication session do you inform your team members about					
7.1 the company's financial performance					
7.2 the business unit's financial performance					
7.3 your department's operational performance					
7.4 overall performance of the business unit					

Question 8	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
What kind of leader are you					
8.1 A-Style leader (Autocratic)					
8.2 B-Style leader (Innovative and Creative)					
8.3 C-Style leader (Democratic)					
8.4 D-Style leader (Laissez fair)					
Question 9					
Do you allow participation and interaction in problem solving issues in the workplace?					
Question 10					
Do you allow your team members to openly discuss problems in the workplace?					
Question 11					
Do you allow team members to table possible problem solving proposals?					
Question 12					
Do you mobilize the talents of your people through participation?					
Question 13					
Do you believe in the power of a diverse workforce?					
Question 14					
Do you understand the power of a diverse workforce?					
Question 15					
Is there a diverse workforce present in your business unit?					
Question 16					
If yes, what is the heterogeneous composition of your workforce?					
16.1 Black					
16.2 White					
16.3 Coloured					
16.4 Indian					
16.5 Black and White					
16.6 Black, White and Coloured					
16.7 Black, White, Coloured and Indian					
Question 17					
Does the heterogeneous workforce have a positive impact on productivity?					
Question 18					
What language do you use to communicate					
18.1 English					
18.2 Afrikaans					
18.3 Sotho					
18.4 Tswana					
18.5 Other					
Question 19					
In what language do you give instruction					
19.1 English					
19.2 Afrikaans					
19.3 Sotho					
19.4 Tswana					
Question 20					
Do your subordinates always understand your instructions to mimnimise misdirected effort in the workplace?					

Question 21	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Do inputs of subordinates has a direct impact on performance / profits?					
Question 22					
Do you understand the culture differences of your workforce on work performance?					
Question 23					
Do you know the content of the Country Bird: Code of Conduct?					

Thank you for your time and honesty

KULU FERREIRA
Human Resources Manager

COUNTRY BIRD (Pty) Ltd

Questionnaire 2

DEPARTMENT: _____

The following questionnaire is designed to study aspect of diversity, communication and involvement at work. The information provided will help us to understand the level of understanding diversity, communication and transformation in your workplace. Because you are the one who can give us a correct picture of how you experience the mentioned in your workplace and I request you to respond to the questions frankly and honestly.

Kindly note that this a anonymous questionnaire.

The questions below provide descriptions about how you experience communication, diversity and employee involvement in your place of work. Think in terms of your everyday experience in your place of work and mark the most appropriate response.

Kindly mark the appropriate designation:

Middle Manager	Junior Manager

Question 1	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.1 Do you know the company's vision statement?					
1.2 Do you know the company's core values?					
1.3 Do you know the company's core competencies?					

Question 2	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
2.1 Do you understand the rationale behind the strategic direction of the company?					
2.2 Is your business unit aligned with the company's strategic plan?					
2.3 Is your department aligned with the company's strategic plan?					

Question 3	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
3.1 Were you directly informed by your direct supervisor about the strategic direction?					
3.2 Were you formally informed about your unit / department's key result areas and key result indicators?					
3.3 Do contribute as a manager to the profit margin of the company?					
3.4 Did you make any input to the company's strategic plan?					
3.5 Did you make any input to your departmental operational plan?					

Question 4	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
4.1 Do you communicate officially on a regular basis with your team members?					
4.2 How often do meet with your team members?					
4.2.1 on a daily basis					
4.2.2 on a weekly basis					
4.2.3 on a bi-weekly basis					
4.2.4 on a monthly basis					
4.2.5 on an ad hoc basis					

Question 5	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5.1 What do you discuss with your team members					
5.1.1 the previous day's results					
5.1.2 the previous day's problems					
5.1.3 today's targets					
5.1.4 how we going to achieve today's target					

Question 6	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
6.1 During your communication sessions do you inform your team members about					
6.1.1 the company's financial performance					

Question 6	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
6.1.2 the business unit's financial performance?					
6.1.3 the department's financial performance					
6.1.4 overall performance of the business unit					
Question 7	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
7.1 What kind of leader are you					
7.1.1 A - Style leader (autocratic)					
7.1.2 B – Style leader (innovative and creative)					
7.1.3 C – Style leader (democratic)					
7.1 3 D – Style leader (laissez fair)					
Question 8	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
8.1 Do you apply people focused reinforcement in your business unit?					
8.2 Do you allow your managers to apply people focused reinforcement in your department?					
8.3 Do you allow participation in problem related issues in the workplace?					
8.4 Do you allow interaction during problem solving sessions in your workplace?					
8.5 Do you allow other team members to openly discuss work related problems in the workplace					
8.6 Do you mobilize the talents / creativity of your team members through participation in work related problems?					
Question 9	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
9.1 Do you know the concept of diversity in the workplace?					
9.2 Do you understand the impact of cultural difference in the workplace?					
9.3 Do you allow your team members to openly discuss the issue of cultural differences in the workplace?					
9.4 Do you use the power cultural issues to enhance work performance?					
9.5 Do you value the impact of diversity to enhance performance?					
Question 10	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
10.1 What is the composition of your workforce					
10.1 Black					
10.2 White					
10.3 Coloured					
10.4 Indian					
10.5 Black and White					
10.6 Black, White and Coloured					
10.7 Black, White, Coloured and Indian					
Question 11	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
11.1 What language do you use to communicate to your workforce					
11.1.1 English					
11.1.2 Afrikaans					
11.1.3 Sotho					
11.1.4 Tswana					
11.1.5 Xhosa					
11.1.6 Zulu					
Question 12	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
12.1 What language do you give instructions					
12.1.1 English					
12.1.2 Afrikaans					
12.1.3 Sotho					
12.1.4 Tswana					
12.1.5 Xhosa					
12.1.6 Zulu					
Question 13	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
13.1 Do your subordinates always understand your instructions?					
13.2 Is there any misdirected effort in your department due					

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
to the misunderstanding of instructions?					
Question 13	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
13.3 Do you belief in the value chain that supports your company?					
Question 14	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
14.1 Is your business processes adding value to the profitability of the company?					
14.2 Does the Country Bird Code of Conduct adding value to the service levels within the different departments?					
14.3 Do you belief in service excellence?					
14.4 Do you enforce the principles of service excellence in your area of responsibility?					
14.5 Does service excellence contributes to customer satisfaction internally?					
14.6 Does service excellence contributes to customer satisfaction externally?					
Question 15	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
15.1 Do you consistently apply the principles of HACCP in your business unit?					
15.2 Do you consistently apply the principles of HACCP in your department?					
15.3 Do you consistently apply the principles of HACCP in your place of work?					
15.4 Does quality management underpin the business philosophy of the company?					
15.5 Do you value quality management as a major contributor to the profit margin of the company?					

Thank you for your time and honesty

KULU FERREIRA
Human Resources Manager

COUNTRY BIRD (Pty) Ltd

Questionnaire 3

DEPARTMENT: _____

The following questionnaire is designed to study aspect of diversity, communication and involvement at work. The information provided will help us to understand the level of understanding diversity, communication and transformation in your workplace. Because you are the one who can give us a correct picture of how you experience the mentioned in your workplace, I request you to respond to the questions frankly and honestly.

Kindly note that this a anonymous questionnaire.

The questions below provide descriptions about how you experience communication, diversity and employee involvement in your place of work. Think in terms of your everyday experience in your place of work and mark the most appropriate response.

Kindly mark the appropriate designation:

Supervisor	Chargehand	General Labourer

Question 1	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.1 Did you undergo any induction session during engagement?					
1.2 Did you receive induction on the company's code of conduct?					
1.3 Did you receive induction on the disciplinary code and procedure?					
1.4 Did the company spend enough time on induction?					
1.5 Are you aware of your rights as an employee as regulated by the applicable labour legislation?					
Question 2	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
2.1 Do you attend official communication sessions, such as Invocoms, with your supervisor					
2.1.1 …..on a daily basis					
2.1.2 …..on a weekly basis					
2.1.3 …..on a bi-weekly basis					
2.1.4 …..on a monthly basis					
2.1.5 …..never					
Question 3	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
3.1 During an Invocom-session does your supervisor discuss with you					
3.1.1 ….the previous day's results					
3.1.2 ….problems that had been occurred in the workplace					
3.1.3 …. Today's / weekly / monthly targets					
3.1.4 … Weekly targets					
3.1.5 ….Monthly targets					
3.1.6 ….plan of action to achieve targets					
3.1.7 ….allow your participation during the invocom					
Question 4	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
4.1 What is your mother tongue language					
4.1.1 English					
4.1.2 Sotho					
4.1.3 Tswana					
4.1.4 Zulu					
4.1.5 Xhosa					
4.1.6 Afrikaans					
4.1.7 Other					

Question 5	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5.1 What is language do you speak at work					
5.1.1 English					
5.1.2 Sotho					
5.1.3 Tswana					
5.1.4 Afrikaans					
5.1.5 Any combination of above					
5.2 What language do your supervisor speaks when giving an instruction					
5.2.1 English					
5.2.2 Sotho					
5.2.3 Tswana					
5.2.4 Afrikaans					
5.2.5 Any combination of above					
5.3 Do you clearly understand instructions given to you by your supervisor that is not in your mother tongue?					
5.4 Do you have to ask a fellow employee to repeat the given instruction that is not in your mother tongue to you in your mother tongue?					
5.5 Does the misunderstanding of instructions have a negative impact on your work performance?					

Question 6	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
6.1 Did you receive any informal training on cultural diversity in the company?					
6.2 Did you receive any formal training on cultural diversity in the company?					
6.3 Are you involved in lifelong learning?					
6.4 Do you receive on the job training?					

Question 7	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7.1 Due to your cultural heritage do you experience inherent problems to accept instructions from the opposite sex?					
7.2 Are you supportive of your fellow team members?					
7.3 Could you approach your supervisor with work related problems?					
7.4 Could you approach your supervisor with personal problems?					
7.5 Does your supervisor listen to your work related suggestions?					

Question 8	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
8.1 Do the company has a monthly news bulletin?					
8.2 Does management share's enough information with the workforce regarding:					
8.2.1 strategic issues					
8.2.2 financial position of the company					
8.2.3 social involvement in the community					

Question 9	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
9.1 Do you strongly belief in your cultural heritage?					
9.2 Do your cultural beliefs have a positive impact on your work performance?					
9.3 Does your supervisor understand your cultural heritage?					
9.4 Do your supervisor understand the impact of your cultural heritage on your work performance?					
9.5 Is the culture of the company conducive for you in the workplace?					

Thank you for your time and honesty.

KULU FERREIRA
Human Resources Manager