

Ascertaining the Role of Leadership on Employee Satisfaction in Market and Social Research Industries in Gauteng Province of South Africa Using Qualitative Research

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Abstract

This paper is based on the study a Doctor of Business Leadership (DBL) thesis titled “A Statistical Model for Employee Satisfaction in the Market and Social Research Industries in Gauteng Province”. The purpose of this study was to identify the attributes that affect employee satisfaction in the Market and Social Research Industries in Gauteng Province, South Africa. In order to address the overall objective of this study, the researcher used a two-tiered (mixed) approach in which both qualitative and quantitative research methodologies were used to complement and enrich the results. This paper is only based on the qualitative component of the study on leadership aspects based on six leaders (two from Social research and four from Market research) that were interviewed. The leaders were selected based on their knowledge of the industry and the expertise they have. Participation in the survey was voluntary. This paper illustrates the power of the qualitative techniques to uncover or unmask the leadership aspects in the Market and Social Research Industries and also gives the human touch to the quantitative results.

It was found that leadership and management within the Market and Social Research Industries in Gauteng Province must ensure that they are accommodative in terms of mentoring their subordinates. The industry is driven by quality driven processes and strong leadership. More importantly, issues of a good working environment, remuneration, career growth, and recognition must always be addressed in order to increase employee satisfaction, reduce staff turnover, and attempt to optimise labour productivity. The

qualitative findings also help a deeper understanding of leadership within the industry.

Keyword: Leadership, Employee Satisfaction, Gauteng Province, South Africa

Introduction to Employee Satisfaction and Leadership

What do leaders do in order to motivate their employees? How do they communicate messages to their subordinates? What balance and checks do they use in order to ensure that the employees are executing their duties in order to fulfil the company’s vision? What do employees get from their leaders and how do they want to be treated in order to be satisfied with their work environments? These are some of the questions that were in the minds of the authors with regard to how leaders interact with their subordinates.

It is a fact that there are many companies being established every day throughout the world. Some companies disappear quickly, while others last long and create a reputable brand for themselves. Obviously, there are a lot of possible attributes that can contribute to the success of a company. If one considers this issue from a management point of view, the first thing that comes to mind is the leadership of the company. The capability of employees to diligently execute the tasks at hand in order to meet the vision of the company can be another contributing factor. Good leadership coupled with happy, motivated and satisfied employees help to facilitate the establishment of a successful company. It is believed that great leadership can increase employees’ satisfaction and

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motivate them to achieve the company's goals.

The Market and Social Research Industries are key players in the broader research industry in South Africa and globally. This qualitative study focused on a leader in charge of the organisation or unit in Gauteng Province, South Africa.

Rationale of the Paper

The concepts of leadership and employee satisfaction are not new phenomena in research, but how researchers approach them is often very different. There may be slight contradictions in terms of some researchers' approach in tackling some of the leadership discussions and concepts. What is clear, however, is that leadership plays a pivotal role in the lives of employees.

Today, it is obvious that leaders find themselves leading organisations in a very competitive environment, where employees are increasingly becoming more informed about their rights. It is a common practice in the research industry to conduct opinion polls using feedback instruments. The feedback instruments used are, in turn, not concerned with the psychodynamic processes that underlie leaders' character and behaviour in influencing job and employee satisfaction. This paper aims to dig deeper in the role of leadership and how it influences employee satisfaction using qualitative approach.

Contribution and Significance of this Paper

This paper is important in ascertaining the role that leadership plays in employee satisfaction in the context of Market and Social Research Industries of South Africa. The contribution of this study is that it gives an empirical test of the leadership from the leaders in the Market and Social Research Industries of Gauteng Province, South Africa.

Layout of the Paper

This paper is organised as follows:

- First section provides an introduction to this study and consisted of subsections on rationale of the paper, contribution and significance of the paper as well as layout of the paper.

- Second section discusses selected theories on leadership and employee satisfaction, as well as all the other concepts related to these two constructs.
- Third section discusses conceptual framework and factors that were controlled in the research.
- Fourth section discusses research design and methodology and covers the following subsections: sampling design, interview schedule and ethical considerations.
- Fifth section discusses fieldwork logistics while the results are discussed in sixth and seventh sections.

Employee Satisfaction and Leadership Discussion

Over the years, large volumes of theory on leadership and employee satisfaction have been produced. There has been some general agreement among scholars that leadership plays a major role in organisations, although there are some disagreements regarding the understanding of some of the concepts (Nyabadza, 2008). Employees continue to be the pillars of organisations and it is important that they work under peers with good leadership styles, in order for them to be motivated. Employee satisfaction has been a subject of research for many years, and it is important to continue understanding it and linking it to leadership theory.

It is the researchers' belief that leadership and employee satisfaction studies differ from industry to industry. An organisation with high employee excellence can satisfy their customers and also attract new customers (Yang & Chen, 2010). Previous studies have proposed that employees are the greatest assets of a company and that satisfied customers must satisfy employee requirements (Yang & Chen, 2010).

Leadership literature can be looked at from different angles, depending on what the study aims to achieve. For example, there is a lot of leadership literature that can be applied to the military, government, political parties, universities, schools, public service, non-governmental organisations, charity organisations, community-based organisation and churches, amongst other scenarios. Therefore, the researchers are mindful of the divergent ideas of the literature in some of these areas of study. In South Africa, the issue of corporate governance and leadership are enshrined in the King II and King III

reports and enacted in the South African Companies' Act.

It is generally accepted that the effectiveness of any grouping of people is largely dependent on the quality of its leadership. Nel, Gerber, Van Dyk, Haasbroek, Schultz, Sono and Werner (2004) argue that the quest in today's globalised companies is for visionary and transformational leaders, and for managers with an above average risk profile. One school of thought emphasises that there is a need to distribute leadership within the organisation in order to encourage innovativeness. Heifetz, Grashow and Linsky (2009) propose that to distribute leadership responsibility more widely, one needs to mobilise everyone to generate solutions, by increasing the information flow that allows people across the organisation to make independent decisions and share the lessons they learn from innovative efforts. In practice, leaders have been seen to experience great difficulty in expressing exactly what they do that makes them leaders.

Kanji (2008) confirms that leadership has, for a long time, been a topic of interest for both academics and practitioners. This paper focuses on managerial leadership aspects within the Market and Social Research Industries in Gauteng Province, South Africa, and it is therefore important to note that the leader in this case would be the head of department (director) of a division. Managerial leadership outlines a comprehensive approach to leadership that works, one that recognises the interactions between the leader, task and followers. More importantly, a managerial leader combines analytical skills with the ability to synthesise solutions to problems, while also considering the importance of the interpersonal elements of modern management.

Defining Leadership

There is no single universal definition of leadership. Leadership is a process of interaction between leaders and followers, whereby the leader attempts to influence followers to achieve a common goal (Voon, Lo, Ngui & Ayob, 2011). In very simple terms, leadership may be defined as a process of influencing and directing other individuals within an organisation to perform in such a manner that they can achieve pre-conceived goals. Alvesson and Sveningsson (2003) indicate that different groups ascribe a different meaning and value to the term 'leadership'. For example, what the military views as

leadership can be different to a religious organisation's accepted definition.

There are many different approaches to leadership, and as such it is not surprising that tensions in understanding leadership can easily appear. Tensions and contradictions still exist, among others, with regard to critical issues of leadership, and even in terms of how to define very important issues of leadership and what leaders actually do in practice.

Leadership in the South African Context

In any workplace setting, leadership is very important. Mintzberg (2004) highlights the fact that we all know that managers who do not lead are boring and dispiriting, as well as being distant and disconnected. As a result, there is a need to clearly configure and define the unit of measurement where issues related to leadership studies are concerned. For example, when one talks of leadership of an organisation, one approach might be to look at the total leadership at the top of the company, while another angle might be to delineate leadership across all the different levels. In a number of empirical accounts of distributed leadership, however, individual leaders still figure prominently as agents of influence, although they frequently do so in combination with a variety of emergent 'small number' of formations (Gronn, 2009).

Denton and Vloeberghs (2002) provide an overview of the changes and subsequent challenges for South African organisations in an ever-changing environment. Further, they indicate that the post-election period since 1994 has forced South African managers to learn rapidly and handle situations differently. Organisations have been forced to become more competitive in order to retain and protect local markets against international competitors, as well as to ensure that they are able to compete internationally. It is pleasing to mention that many South African organisations have delivered leaders of outstanding quality, who have made a name for themselves and their organisations (Nel et al., 2004). However, South Africa maintains a very low profile in the World Competitiveness Surveys, and this shows a need to identify and develop more leaders, and to create organisational cultures which encourage and support quality leadership in organisations (Nel et al., 2004). South Africa continues to be rated low in these World Competitiveness surveys.

Leadership Practices in the Market and Social Research Industries

Leadership within the Market and Social Research Industries in South Africa, like in any other industry, is essential for proper co-ordination and giving of directions to subordinates. Most of the Market and Social Research companies have other offices besides Gauteng Province, the economic hub of South Africa. This brings a new dimension of leadership that requires a paradigm shift in order to ensure efficiency across all the different business unit operations. In most cases, each office of Market and Social Research companies in South Africa which have offices in other provinces, is run by a senior person such as a project director.

Employee Satisfaction

Employee satisfaction is one of the critical issues within the field of Human Resource Management. Until fairly recently, work in organisations has been primarily associated with hardship, slavery and drudgery. In the Holy Bible, Jews and Christians were condemned to a life of labour and suffering as divine punishment for the original sin by Adam and Eve, when they ate from the tree of knowledge of good and evil in the Garden of Eden.

“17Cursed is the ground because of you; through painful toil you will eat of it all the days of your life. 19By the sweat of your brow you will eat your food until you return to the ground, since from it you were taken; for dust you are and to dust you will return” (Genesis 3: 17,19).

Unfortunately, in this day and age, pain and toil in the workplace still appear to be in evidence, not just in employee satisfaction surveys, but also in culture-related issues. In South Africa, the working conditions are fairly regulated in most of the industries. Employee satisfaction is considered to be the total of all aspects that measure employees' attitudes, opinions, motivation and satisfaction at work, while job satisfaction only considers all aspects of the job.

Role of Leadership in Employee Satisfaction

Amabile and Kramer (2010) argue that managers have a powerful influence over events that facilitate or undermine the progress of employees. Voon et al. (2011)

argue that by adopting the appropriate leadership style, leaders can have an effect on employee or job satisfaction, commitment and productivity.

Contextual Framework

The researchers are of the view that research is more important than ever before taking into account the competitive nature of businesses today. Market and Social Research is an organised effort to gather information about markets, customers or individuals, with the aim of obtaining meaningful information that could be used to answer key questions that are being researched. Broadly speaking, Market Research and Social Research can be combined into one group. Market Research, as defined by the ICC/ESOMAR International Code on Market and Social Research, includes social and opinion research, [and] is the systematic gathering and interpretation of information about individuals or organisations using statistical and analytical methods and techniques of the applied social sciences to gain insight or support decision making.

Factors that were Controlled in the Qualitative Research

In any research, there are causal factors that can affect the research process and therefore need to be given sufficient attention before the commencement of the study. Meindl, Ehrlich and Dukerich (cited in Nyabadza, 2008) explain the leadership research complexities that arise from numerous causal factors and highly intricate networks in a constant state of flux, which make up systems that a researcher could be studying. This study is not an exception and it therefore becomes necessary, as far as possible, to control for such complex variables that influence the results as discussed below:

Industry Effects

The study was designed to control cross-industry variables and ensures that there would be some homogeneity within the industries being studied. Choosing other industries not in the research business would mean that each industry must have a large enough sample to be able to infer findings and also that there would be a need to adjust for within-industry variations.

Leadership Level Effect

It is essential, in any leadership study, to ensure that the researcher is clear about the level at which the data is being collected. For this qualitative study, the researcher ensured that the strategic leaders, Chief Executive Officer, Chief Operating Officer and Managing Director or director of a unit were interviewed. This in turn ensured that the researcher measured the strategic leaders' views and managed to determine how leaders applied their leadership skills to their subordinates.

Corporate Governance and Reputation-related Effects

The recognition given to the three King reports in South Africa on corporate governance and the incorporation of aspects of the King II and King III reports into the South African Companies' Act bears testimony to the country's commitment to the value of having reputable corporate entities. Inclusion of reputable company representatives was a critical step which allowed valuable information to be collected and therefore eliminated reputation-related effects, since all the companies that were considered were reputable in South Africa and even globally.

Research Design and Methodology

The researchers felt that it was necessary to interview the CEOs, COOs or directors of the companies in order to establish the understanding of what leadership entails, among the other issues that were explored. In order to minimise the research costs, leaders were purposively selected based on their influence and contribution in the industry and were asked about their understanding of leadership and how it affects the day-to-day management of their organisations, as well as other questions that helped to determine how leaders motivate their employees within organisations. The qualitative questions were

probed fully in order to capture the most important and critical themes that were being investigated.

Qualitative Research Methodology

Qualitative research methodology was used as a way of tapping out from the senior executives of the firms who were interviewed what they actually do in the process of running their organisations on a day-to-day basis, and what sort of planning goes into their operations. More importantly, qualitative research calls for a deeper interpretation to establish the significance or question the appropriateness of information (Short, 2009). Examples of qualitative methods are focus groups, in-depth interviews, ethnography, and desk research. In this research, in-depth interviews were used and these produced very rich information. Only small number of subjects can usually be studied because data collection methods are so labour intensive and costly in qualitative research. One of the strengths of qualitative research is that it allows the subjects to give much richer answers to questions asked by the researcher, and may give valuable insights which might have been missed by any other method.

Sampling Design for the Qualitative Study

Qualitative research does not place a large emphasis on the sampling of respondents. In this study, the main researcher used theoretical sampling. Theoretical sampling is based on the fact that interviews are done until a 'saturation point' has been reached, where additional interviews do not add any new information or insights. The key aspect of qualitative research is to target the right respondents. Chief Executive Officers, Chief Operating Officers, and Executive Directors or Project Directors were targeted as respondents. In Mintzberg's study, only 5 Chief Executives were selected, and he managed to derive some very important themes from those executives.

Table 1: Distribution of Qualitative in-depth Interviews

<i>Designation of respondent</i>	<i>Market Research industry</i>	<i>Social Research industry</i>	<i>Total</i>
Chief Executive Officer	1	1	2
Chief Operating Officer	-	1	1
Company Director and Data Processing Director	1	-	1
Project Director	2	-	2
Total	4	2	6

In this study, a total of six very senior executives were interviewed as shown in Table 1.

The leaders included both male and female respondents which was an important demographic aspect of the study especially in a country like South Africa where gender still plays a very important role in corporate governance of organisations.

Interview Schedule for the Qualitative Study

In-depth guide (also called in-depth interview schedule) was based on broad leadership themes and how senior executives could motivate their subordinates. The in-depth guide had the following themes:

- Broad understanding of leadership and how leaders communicate;
- Leaderships attributes and issues of ethical considerations;
- Sharing of the leader's vision within the company;
- Key drivers of employee satisfaction and how leaders handle their employees;
- Benefits of teamwork;
- Issues of cohesion among different divisions; and
- Areas to be addressed by leadership for employees to remain motivated and competitive.

Ethical Considerations followed in the Study

Terre Blanche, Durrheim and Painter (2006) emphasise that research ethics should be a fundamental concern of all social science researchers in planning, designing, implementing and reporting research with human participants. The leaders were informed by the main researcher that the information collected would be treated with strictest confidentiality and anonymity, and would only be used for research purposes (academic purposes). The interviews were tape recorded and the respondent's permission was sought before the interview recording took place. The researcher also ensured that no physical or non-physical harm was done to respondents and that their privacy and dignity were observed at all times.

Field Work

The qualitative questionnaire (interview) took about 45 minutes on an average to complete. The shortest in-depth

interview took 35 minutes, while the longest was 1 hour. The in-depth interviews were done by the main author in 2012. This was a necessary step for him as he needed to understand what leaders do in practice and how they relate to their subordinates. Appointments were made in advance as this group of people are very busy and time is money to them. The process of making the appointments was very difficult as there were issues related to red tape.

Results of the Qualitative Study

The recorded interviews were transcribed for in-depth content analysis. Themes were derived through the use of in-depth content analysis. The researchers would like to highlight in advance that qualitative insights cannot be generalised beyond this research but gives very important and rich insights in understanding issues of leadership. As expected, the one thing that clearly needs to be pointed out upfront is that every leader was a unique individual with none being the same in temperament and each one having his/her own unique way of expressing views. Grove (2008) neatly summed this phenomenon saying that people cannot be "boxed" or neatly categorised and that they are all unique.

Understanding of Leadership and Communication Dynamics

Leadership is an integral part of the core values that anyone in any influential position within an organisation must have. Throughout all the interviews, the respondents emphasised the importance of leadership within an organisation and how it translates into running of an organisation diligently. Based on the responses that the leaders provided, the researchers interpreted leadership as a holistic process whereby an individual influences and motivates ordinary employees to passionately achieve company goals through clear, distinctive and voluntary means that do not necessarily force the subordinates to follow suit. In other words, leadership involves guiding, directing and inspiring other people within the organisation to achieve the goals of the company without necessarily using force or coercion of the subordinates involved. CEO for a Market Research company remarked the following:

"So a leader should be there to create that atmosphere which will promote the social and commercial and

career interests of the employees within the inevitable environment that the company must make profit. Most importantly, a leader must inspire and motivate staff members to want to follow rather than bringing out the stick and carrot method. A leader should be more of a coach and provide a direction and say that's where we are going. If we are to try to get there and these are the stumbling blocks and this is what we are challenged with. Then you find out that your staff members will be the ones who will tell you how to get there. So they are the ones who suggest ways of getting there and I think that's how I see leadership and how I apply it. In a nutshell, the one thing you would like to do is to build a team. You need a team that can win in the business sphere against your competitors. If you don't build a team, you can't go on leave, you must always be there, you can't trust anybody, you can't delegate, have to sign all the cheques. So you want to build a competent team and that is how I see leadership and that's how I apply it."

The CEO of Plus 94 Research, one of the largest South African Market Research companies, Mr Sifiso Falala, was quoted in the business section of the South African City Press newspaper of 9 October 2011 as saying:

"Leaders must lead. We must create a certain desire in those who work for us to want to work for us. You must be able to make the big decisions. You must be able to define the future for your company. Leaders can never afford to be complacent and they must always be impartial [in

arbitration of clashing views among those they lead]".

Everyone would agree that leadership is of paramount importance and therefore whatever is in the mind of the leader must be properly communicated in order to be implemented as envisaged. This therefore then leads to the next dimension, how do leaders communicate?

Most of the information tools used to disseminate information include use of email, company intranet site, staff magazines, newsletters, CEO blogs, staff meetings, among others. Leadership communication skills are crucial and therefore the leader must be calculative in terms of how to communicate. It is therefore very important for leaders to effectively communicate with their employees and staff members in order for their organisations to run smoothly. A research project director from Market research who was interviewed remarked the following:

"We do use a number of different channels. We have regular interactions; face-to-face, telephonic, emails and once in a while we do have meetings."

Attributes that Drive Leadership Practices and Ethical Issues

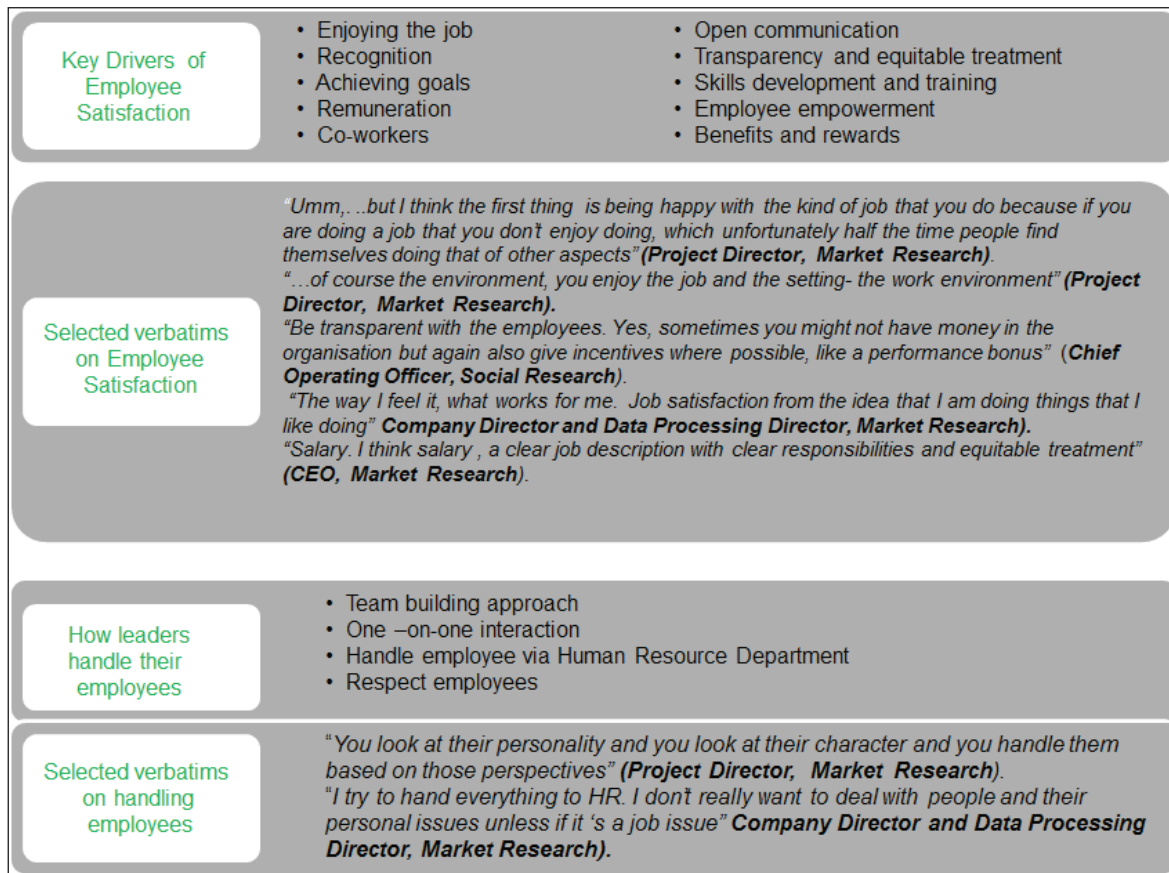
In terms of leadership attributes, one can loosely describe leader attributes as knowledge, skills and other

Fig. 1: Leadership Attributes and Leadership Practices Insert

Leadership Attributes			Leadership Practices		
Accountability	Creativity	Judgment	Act as a Role Model	Develop strategy	Manage complexity
Achievement drive	Decisiveness	Learning orientation	Align the organisation	Drive change	Manage conflict
Action-oriented	Dependability	Political astuteness	Build business relationships	Drive for improvement	Manage diversity/ Value others
Analytic thinking	Directive/ Controlling	Presence/ Charisma	Build Teams	Empower others	Manage performance
Attention to detail	Energy/ Enthusiasm	Responsiveness	Communicate	Focus on the customer	Motivate others
Business acumen	Flexibility/ Adaptability	Risk-taking	Cooperate/ team player	Get results	Plan and organise
Communication skill	Global perspective	Self confidence/ courage	Create a high performance climate	Hire and staff	Promote learning
Composure/ self - control	Influence skill	Strategic thinking	Delegate	Influence the organisation	Set vision and direction
Conceptual grasp	Integrity/ Honesty/ Ethics	Technical/ Functional Knowledge	Develop creative solutions	Make decisions	Take charge
Cooperativeness	Interpersonal astuteness	Tenacity/ Persistence	Develop people	Manage across boundaries	Total Quality Management (TQM)

Source: http://www.cambriaconsulting.com/wp-content/uploads/2007/06/leadership_comps.pdf

Fig. 2: Leaders’ Views Regarding the Drivers of Employee Satisfaction and Handling of Employees



characteristics that people bring to the job that enable them to carry out leadership tasks in a recognisable and reputable way. A content analysis of the 60 leadership models that was done by Cambria Consulting revealed 30 attributes and 30 practices as summarised in Fig.1.

Out of the 60 leader attributes and practices, George Klemp of Cambria Consulting reveals a set of 9 “meta-competencies” that combine different attributes and practices called the “Nine Bucket Model”. The core competencies of leadership are listed below:

Core Leadership-Attribute Buckets are (1) IQ (Mental horsepower), (2) EQ (Emotional intelligence), (3) Know (Business and technical acumen), (4) Grow (Personal development), (5) Ego.

Core Leadership Practice Buckets are (1) Tell (Giving direction), (2) Sell (Influencing others), (3) Initiate (Making things happen), (4) Relate (Building relationships).

Although one can argue that specific leadership practices may vary substantially with business and the role

requirements, research has shown that attributes of effective leadership are more fixed and consistent across situations in most cases (Klemp, 2008). Given the importance of ethics for the conduct of research, obviously it should come as no surprise that many different professional associations like Southern African Marketing and Research Association (SAMRA), ESOMAR, government agencies, and universities have adopted specific codes, rules and policies relating to research ethics. Most of the leaders interviewed were well aware of the SAMRA code which is very important in South Africa. The scope of the articles of the SAMRA code discusses a number of them in detail (refer to http://www.samra.co.za/wp-content/uploads/2010/05/ICESOMAR_Code_English.pdf).

It is vital that leaders lead by example in their companies and comply with all the provision of the SAMRA code which guides how Market Research and Social Research companies are supposed to operate in South Africa. As remarked by one research project director, “so we cannot operate without that”.

Drivers of Employee Satisfaction and Employee Handling

Key drivers of employee satisfaction as explained by the leaders are summarised in Fig. 2.

A leader from a Market Research company expressed the following in terms of the drivers of employee satisfaction:

“You cannot overlook the aspect of remuneration and rewards as well.”

Another leader made the following remark about rewarding employees:

“A reward could be verbal, just acknowledging that where something is done well can be enough to motivate your subordinates.”

While not over-emphasising the importance of proper employee handling, it should be in every leader’s strategy on how to balance employees’ demands as well as achieving business goals.

Teamwork and Management Meeting Issues

Like any other structured industry, the Market and Social Industries are very important service industries that require

good coordination in terms of the different divisions. One of the leaders from Social research summarised teamwork as follows:

“Teamwork is the ability to work together towards a common vision, the ability to direct individual accomplishment towards organisational objectives and goals in a unifying manner.”

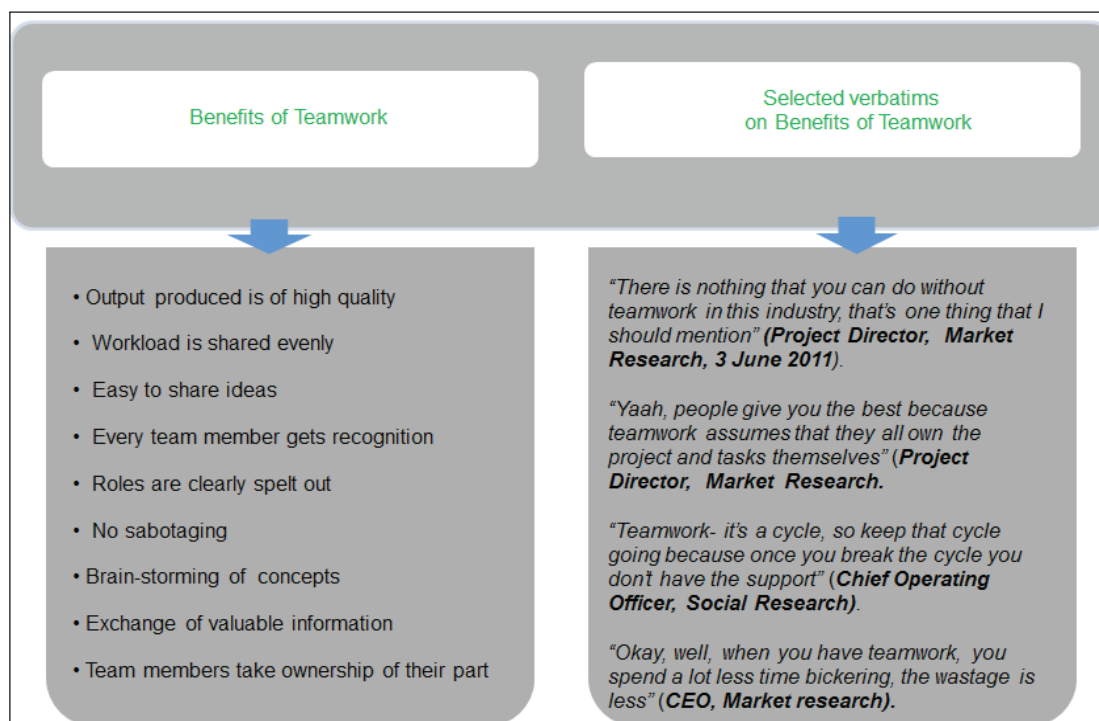
In general, the leaders interviewed were of the view that the benefits of teamwork were as follows refer to the benefits of teamwork “in figure 3”:

Grove (2008) mentions that teams play a vital role in this survival game, and if their unique expectations in contemporary organisations can be understood and teams can be effectively managed, Lundy’s prediction (1992) below will come true:

Together; Each; Achieves; More; Success.

All the leaders emphasised the fact that all employees must act in unison and must act as a collective. To always ensure that there is a common purpose and the same agenda requires decisive leadership in enhancing cohesion among the employees. It seems the answer to achieve common understanding among the different department starts with team spirit.

Fig. 3: Benefits of Teamwork and Selected Verbatim Quotations



The leaders' views on what need to be addressed with their employees were almost uniform across the different respondents interviewed. Like in any other industry, there are some issues that need to be addressed in the Market and Social Research Industries in South Africa. Some of the issues to be addressed included good working environment, proper remuneration, career growth and recognition. These must always be addressed in order to increase employee satisfaction, reduce staff turnover and attempt to optimise labour productivity. There should also be a commitment to implement innovative ideas.

How Leadership Affects Employee Satisfaction

Throughout the interviews, the leaders emphasised the importance of leadership in any organisation setup. In order for employees to deliver on their mandates, leaders should lead by good example by setting the goals of what need to be achieved and by when they have to be achieved. It is clear to observe that by using appropriate leadership styles, managers can affect employee satisfaction, commitment and productivity. But what exactly did the respondents say about how leadership affects employee satisfaction? One of the leaders from Social Research Company commented as follows:

“Leaders are facing very difficult and tough roles because, first of all, as much as you can do all these things; people are not the same. People have different agendas. People are not satisfied.”

In order to tackle the different agendas that employees have, leadership must rise to the challenge of leading. This calls for visionary and decisive leadership within the different departments and the organisations as a whole. At its best, leadership can be summed up as a complex interaction between the designated leader and the social and organisational environment to arrive at a prescribed journey. The success or failure of an organisation is decided by human beings. This literally implies that a company's human resources can be the differentiating factor between success and failure of the employees in some instances.

Throughout the interviews with the leaders, it was evident that organisational success in obtaining its goals

and objectives depends entirely on managers and their leadership style in collaboration with the employees.

According to Stallard and Pankau (2008), there are six psychological needs in the workplace namely respect, recognition, belonging, autonomy, personal growth, and meaning. Great leaders and coaches often have satisfied employees even when those employees do not have the compensation and resources of other work groups. Peter Drucker argues the following:

“People would rather work for a cause than a living; while you may be able to demand the backs and hands of workers, they volunteer their hearts and minds.”

Discussion of the Qualitative Results

According to Abdullah (2011), there are a number of areas that are important drivers of employees' satisfaction. The areas include a well-managed, supportive and prosperous work environment, on-going professional development, career growth potential, challenging and exciting work, teamwork, acknowledgement of work well done, work life balance and the work culture (Tarasco & Damato, 2006). Nel et al. (2004) further point that leadership is not restricted to specific positions or roles in the organisation, and different people can serve as leaders in different situations and also that quality in leadership is only achieved if potential leaders on all organisations levels are identified, developed and provided with opportunities to exercise their skills. As argued by Stallard and Pankau (2008), when leaders infuse the organisational culture with the element of human value, it has ripple effect.

Limitations of the Study

Although the research looked at six leaders in the research industry, there was a lot of rich information that came out. However the authors would like to caution that the study only considered the Market and Social Research Industries in Gauteng province of South Africa and therefore the results can only be inferred to the research companies considered in the study. Another perceived limitation could be the resultant geographic restriction of the study to the Gauteng region, the economic hub of the country. However, each of the limitations provides an opportunity for future research to be done.

Conclusions Drawn from Qualitative Results

There was a clear and consistent message that came from the Market and Social Research Industries of South Africa. Leadership must have a well-articulated vision that helps the employees to move together with their leaders to attain company goals. Leaders should motivate their employees and encourage teamwork in all possible means in order to yield tangible results while at the same time the employees must motivate themselves and allow teamwork spirit to work among themselves.

More importantly, the qualitative results showed that the key drivers of employee satisfaction were enjoying the job (working environment), recognition, achieving goals, proper remuneration, co-workers, open communication, transparency and equitable treatment, skills development and training, employee empowerment, working conditions, recognition as well as benefits and rewards. Qualitative data were also able to give insights into the roles played by leadership in the day-to-day interactions with their subordinates. A leader was described as one who has a vision which the company aims to achieve and must also be in touch with what is happening at the grassroots level. Therefore leadership is there to give guidance and show the direction in which the company must move to especially in competitive times. Admittedly, Nel et al. (2004) argue that leaders did not achieve fame through their own efforts but through their ability to inspire others to work towards the attainment of organisational goals.

Leadership and management must put in place well thought systems that allow employees to effectively utilise their potential in order to perform at their level best. The researchers recommend that leadership should be delineated across all the different levels within the companies to ensure that all employees understand the operations of the company. The researchers further recommend the following soft issues:

- Leaders must mentor, care and support their subordinates properly;
- The Market and Social research industries in Gauteng Province of South Africa can adopt a flexible regime in order to avoid complications of workloads and working very late;

- Proper remuneration that is competitive to other industries is an essential driver of employee satisfaction; and
- Employees must be well appreciated and recognised in their jobs.

As expected, leaders are very important in any organisation and there is always need to ensure proper synergy with the employees. This paper should only be treated as an information generation study in order to generate debate and follow-up studies to enrich meaningful debates into the industry should be considered globally.

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