

EMPLOYEE PERCEPTIONS OF LEADERSHIP AND MANAGEMENT STYLES

A CASE STUDY OF NILE BREWERIES LIMITED

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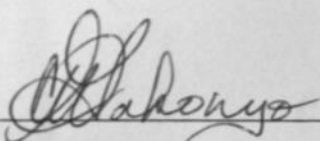
By Gakonyo C. W.

**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENT FOR THE MASTERS OF BUSINESS
ADMINISTRATION, FACULTY OF COMMERCE, UNIVERSITY OF NAIROBI**

July 2003

DECLARATION

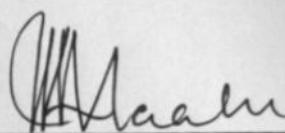
This management project is my original work and has not been presented for a degree in any other University

Signed: 

Date: 29TH OCTOBER 2003

Gakonyo Constance Wangui

This management project has been submitted for examination with my approval as University Supervisor.

Signed: 

Date: 29/10/03

Jackson Maalu
Department of Business Administration
Faculty of Commerce
University of Nairobi

DEDICATION

Dedicated to my family and most of all, to my son Ndirangu who provided a constant and unselfish source of encouragement despite his own need for motherly attention.

ACKNOWLEDGEMENT

I am indebted to many people who were instrumental in helping me complete this project:

My Project Supervisor Mr. Jackson Maalu, for his guidance, support and inspiration.

My gratitude also goes out to all participants in this study, for the co-operation they accorded me.

I am particularly indebted to my parents for their support and strong belief in continuous education, self-development and the pursuit of ambition.

I thank my friends for putting up with my unreasonable and erratic ways during the course of the MBA programme.

Last but not least to lecturers, subordinate staff, and Odeke in the foreboding Room 3 and most of all, to the inspirational, ever-positive and energized fellow students - Shamim, Onesmus and Kombe.

And to all those others who put in extra time and effort (Oduor, Lawrence, Geoff, Brenda and Carlos), thanks.

ABSTRACT

Management practices have attracted much attention over the years. Organizations require many things in order to be effective: a method for producing a product or service (i.e. plant and equipment), financial resources, a way of marketing whatever product or service is created, and human resources (read employees). While all of these things are important to organizational effectiveness, the only factor that represents a potential competitive advantage is human resources and how these resources are managed. William Hanley, CEO of Galileo Electro-Optics Corporation was quoted as saying "*Getting managers to care, really care, about helping people to improve their skills and to take risks and make mistakes and succeed and fail and grow in the process is the greatest frustration in managing*".

What are the challenges facing organisations? The top three challenges identified by Chief Executive Officers in a previous study were global competition and globalizing the firm's operations, making sure that the human side of the enterprise works at all levels and keeping up with technology and implementing it in the workplace. Other lesser challenges were identified as government relations, improving operations, transformational leadership, knowing customers and what they want and implementing participative leadership. Last on the list was improving the ability to meet rapid and widespread change and increasing productivity for blue and white collar personnel.

On the other hand, employees when asked what makes an organisation a great place to work stated that fair pay and benefits, maximizing individual responsibility for how a job is done, reducing social and economic distinction between management and other employees and sharing rewards from productivity and improvements were paramount and should be included in a company's policies and procedures.

Organisations must try and establish a win-win relationship with employees in order for them to succeed. It is important to examine employees perceptions of management within the

organizational context as this clearly affects morale and productivity. Should employees perceive the style of management negatively, this will have a direct bearing on their work behaviour. Labour turnover, absenteeism, theft, and non-performance will be evident and this thwarts the aim of the employer to create a competitive business. An inside look at employee perceptions will go a long way in assisting the employer to create a conducive workplace guided by principles and policies that support the basic employee culture. Such research may be difficult to conduct and many employers may not want to receive negative feedback. However, it is only in this way that progress in the arena of management can be made.

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CHAPTER 1: INTRODUCTION

1.1 General Background

Management is the process of achieving organizational goals by engaging in the four major functions of planning, organizing, leading and controlling (*Bartol and Martin, 1998*). Planning is the management function that involves setting goals and deciding how best to achieve them while organizing focuses on allocating and arranging human and non-human resources so that plans can be carried out successfully.

Leading is the management function that involves influencing others to engage in the work behaviours necessary to reach organizational goals. Leading includes communicating with others, helping to outline a vision of what can be accomplished, providing direction and motivating organization members to put forth the substantial effort required. This function also includes encouraging the necessary levels of change and innovation. Controlling is aimed at regulating organizational activities so that actual performance conforms to expected organizational standards and goals (*Bartol and Martin, 1998*).

While these functions form the basis of the managerial process, several other elements contribute to an understanding of how managers actually operate. For instance, work methods and managerial roles as well as work agendas feed into the management functions aimed at performance. These elements were identified by management scholars Steven J Carroll and Dennis J. Gillen (1987) on the basis of their review of major studies on managerial work.

The leadership and management of organizations have never been more challenging. Now, perhaps as never before, there is a growing awareness that the success of our organizations depends directly on effectively using human resources (*Hersey et al, 1996*). Rosabeth Moss Kanter, a professor at Harvard Business school foresaw this new world: "The 1990's will be an era of action and activism, when the implementers will finally have their day.....the major challenge management faces today is living in a world of turbulence and uncertainty where new competitors arrive on the scene daily and competitive conditions change. We can no longer count on a stable world that is unchanging and unvarying and manage accordingly." (*Bartol and Martin, 1998*).

The relative importance of planning, organizing, leading and controlling varies somewhat depending on managerial level. Planning tends to be more important for top managers than for first line managers (*Mahoney et al, 1965*). This is primarily because top managers are responsible for determining the overall direction of the organization; a charge that requires extensive planning. At the same time, organizing is somewhat more important for both top and middle managers than for first line managers. This stems from the fact that it is the top and middle levels of management that are mainly responsible for allocating and arranging resources even though this function is also performed to some extent by first line supervisors. It does not matter what level of management one is in, they still tend to influence employees and employee behaviour. They have a common management style through which their activities are performed and which is perceived as being aligned to modern management trends or not in varying degrees.

1.2 Nile Breweries

Nile Breweries Limited was established by a consortium of Ugandan businessmen in Uganda in 1951. The objects for which the Company was established were to carry on business as brewers, distillers and manufacturers of and dealers in beer, ale, port, stout, wines, spirits, aerated waters and liquors of every description (*Company Records, 1957*). In 1957 the fledgling Company was sold to Muljibhai Madhvani and Co. The Madhvani family continued in business until the early 1970's when Idi Amin came to power and expelled all Asians from Uganda. In 1971, the brewery was nationalized. Between 1971 and 1991, Nile Breweries Limited was run as a parastatal. Kinsmen from Idi Amin's tribe were appointed to run the brewery. In those days, only those from the "correct tribe" were employed or promoted. Employee numbers ballooned as kinsmen were "rewarded" for their efforts in the war. Machinery was not maintained regularly and breakdowns were frequent. Sometimes certain brands of beer were unavailable due to the breakdowns or due to lack of raw materials.

In 1992 the investor friendly government of President Museveni returned Nile Breweries to the Madhvanis. The Madhvani family ran the business as a family concern. This meant that in typical entrepreneurship style, there was no transfer of the business to non-family members and no appointment of non-family members to high office (Hisrich, 1998). The business ran well and was controlled by one of the family members as Managing Director. He had personal control over sales staff and third party distributors.

Remuneration conditions and distribution agreements differed between the Company and third parties depending on the personal relationship with the boss. From 1992 to 1997,

Nile Breweries production rose from 30 000 to over 300 000 crates per month. At the same time, employee numbers fell from 650 to 450. Subsequently productivity rose from 46 crates per man per month to 460 crates.

In 2001, South African Breweries became the major shareholder of Nile Breweries Limited and production rose to over 570 000 crates per month and productivity levels increased to 1267 crates per man per month . However the business was not as profitable as the shareholders would have liked it to be. As a result, salary increments were frozen for the year while technological adjustments were made to the production process. This led to more efficient machines being introduced. Many of the services that were not directly related to the core business were outsourced for example security and canteen services as a result of which retrenchments occurred. Employee turnover was reduced to 2% in the post-retrenchment era and comprehensive training and development programs were introduced for all cadres of staff with emphasis on performance management. Nile Breweries major brands are Nile Special Lager, Club Pilsener, Chairmans ESB and Castle Lager (*Company records, 2002*).

With each ownership era, a different mode of management was employed. The Madhvanis ran the company as a family business while the Government of Idi Amin ran it as a parastatal. South African Breweries (now the second largest brewer in the world and recently referred to as SABMiller) has run the business as part and parcel of its multinational operations.

The study examines employee's perception of management modes employed throughout the different ownership regimes based on existing human behaviour management theories. It is important to see whether a change of face also meant that a different management style was employed. This perception is juxtaposed against the Ugandan cultural background and compared against what is considered to be modern management style.

1.3 Statement of the problem

The firm's ability to compete in the market is based on its internal strengths and weaknesses. How employers and employees interact is a key ingredient of the job relationship. Employers want freedom of action in employing people or not employing them. The activities range across: hiring, training, instructing, rewarding, supervising, promoting, counseling, making redundant, trust and being trusted, reliability and so on. They want the employees to be smart, to be experts, to be loyal, co-operative to the boss and fellow workers, competitive to rivals, problem solvers, creative, and to ably represent the firm to its customers.

Employees on the other hand start work, learn, and perform well or indifferently within the scope of their roles as defined by the employer. They cost the Company money, get sick, display loyalty and have accidents. They strike or behave un-cooperatively. They retire or hand in their notice. Employees want conditions and rights. They want fairness, equity and opportunity. If expectations are not met they grumble. But most employees only give the employer part of themselves. They may be resentful of their individuality

being constrained beyond what they are prepared to give an employer unless the employer can extract this tactfully by employing an appropriate management style.

The style of management employed within the organization set against the employee culture will lead to both desired and undesired results. Natoolo (2002) and Mukasa (1997) have examined organizational culture in the Ugandan context and its effect on performance/ appraisal systems. However, none has examined the effect of the management/leadership style on the work systems based on the job relationship outlined above and how to achieve a balance between employee expectations and organization goals. Kiranga (1975) stated in his thesis that "foreign companies bring rules and norms from other countries." Some may be readily accepted in the new environment but not all. The Company has to adjust itself to fit the society in which it operates".

Staff perceptions in any organization are very important, as employees are the driving force behind any successful business. In order to operate at their optimum levels, employees must be managed whilst taking into account their background and other prevailing circumstances. Management theories generally state that employees prefer to be given responsibilities and that they like to be involved in decision making. However the situation that exists on the ground may be different. This is what this study seeks to examine.

1.4 Objectives of the study

The objectives of the study were:

- i. To examine whether there were differences in perceived management style employed during the different ownership eras using modern management practices as a basis for measurement.
- ii. To examine whether cultural values were consistent with modern management practices and which perceived management style was more consistent with the prevailing cultural background.

1.5 Importance of the proposed study

The research is useful in showing different leadership and management styles within the Company based on existing management theories. The study shows the perceived management styles during the different eras and will help the Board of Directors and other senior managers of the Company focus their efforts towards this style of management. The study may also be useful to other multinational companies operating within the region by helping them align their management styles against cultural background in the management arena in Uganda. This will certainly create a good working relationship between employers and employees. Academics may also use the study towards development of new theories within the dynamic area of management.

1.6 Scope of the study

The scope of the study was limited to a case study of Nile Breweries Limited and covered three leadership periods: the Parastatal era, the Madhvani era, and South African Brewery era. The study elicited information from employees who have been employed at NBL throughout the different leadership eras. The population of study was 42 out of a possible 50.

CHAPTER 2: LITERATURE REVIEW

2.1 Management and leadership theories

Leading, influencing of behaviour of others must not be thought of as a single event. Leadership and management are full time responsibilities that must be practiced every hour of every day. Leadership and management because they involve the complexities of people, almost defy description and understanding (*Hersey et al, 1996*). We have all known courageous men and women who have provided the vision and energy to make things happen in very difficult situations. But even after decades of research, we are still unable to identify with certainty the specific causal factors that determine and management success at a specific time and place. This is because real-life situations are never static. They are in a constant state of change, with many factors or variables interacting at the same time. What has long been needed is an approach to leadership and management that is both conceptually sound and practical in application. Such an approach would promote common understanding and language that would make it possible for managers to work together and act upon problems they experience in managing their human resources and in extracting 100% productivity from employees in order to survive in a competitive world.

Successful leadership is fundamentally determined by leader-follower interaction in the pursuit of goal accomplishment, readiness, assessment, leadership intervention, appraisal of the results of this intervention and effective follow-up. *Hersey et al (1996)* see leadership as a broader concept than management. Management is a special kind of leadership in which the achievement of organizational goals is paramount. The key

difference between the two therefore, lies in the term organizational goals. Leadership occurs whenever one person attempts to influence the behaviour of an individual or group regardless of the reason. It may be for one's own goals or for the goals of others, and these goals may or may not be congruent with organizational goals. (*Hersey et al, 1996*).

Two types of leadership styles have been identified in management studies : transactional leadership and transformational leadership (*Covey, 1991*). Transactional leadership focuses on the bottom line and is event centered while transformational leadership means that we change the realities of our particular world to more nearly conform to our values and ideals. Transformational leadership builds on man's need for meaning. It is preoccupied with purposes and values, morals, and ethics and transcends daily affairs. It is oriented towards meeting long term goals without compromising human values and principles. It values profit as a basis of growth and focuses more on visions and missions and strategies for achieving them. It tries to make full use of human resources, identifies and develops new talent and rewards significant contributions. It designs and redesigns jobs to make them meaningful and challenging and aligns internal structures and systems to reinforce overarching values and goals.

Transactional leadership on the other hand builds on a man's need to get a job done and to make a living. It is preoccupied with power and position, politics and perks. It is short-term and hard-data oriented. It focuses more on tactical issues and supports structures and systems that reinforce the bottom line, maximize efficiency and guarantee short term profits. Obviously both kinds of leadership are necessary but transformational leadership provides the frame of reference within which transactions take place.

Although management practices can be traced back to ancient times, much of the impetus for developing management theories and principles grew out of the industrial revolution and the need for better ways to run the resulting factory systems. Pre-classical contributors such as Robert Owen, Charles Babbage and Henry R. Towne provided some initial ideas that led to the identification of management as an important field of inquiry. From this base, four major viewpoints have developed: classical, behavioral, quantitative and contemporary (also called contingency). The classical viewpoint emphasizes finding ways to manage work and organizations more effectively. The behavioral viewpoint is a perspective that seeks to understand the various factors that affect human behavior in organizations. The quantitative viewpoint focuses on the use of mathematics, statistics and information aids to support decision-making and effectiveness while the systems theory approach is based on the notion that organizations can be visualized as systems including inputs, transformation processes, outputs and feedback. The contingency theory argues that appropriate managerial action depends on the particular parameters of a given situation. Emerging viewpoints include new, promising approaches that may develop into major viewpoints if research supports their relevance.

The first important discovery in the social context of mass production resulted from the famous experiments undertaken by U.S. social scientists Elton Mayo (1880-1949) and Fritz Toethlisberger (1898-1974) between 1924 and 1932 at Western Electric's Hawthorne plant in Chicago. Mayo and his colleagues sought to study the effects that changes in illumination would have on productivity. The investigators chose two groups

of employees working under similar conditions. The level of illumination was varied for the test group but kept constant for the control group. To Mayo's surprise, the output of both groups rose. Even when the researchers told the workers in one group that the light was going to be changed, the workers expressed satisfaction and productivity continued to increase. Mayo saw that the significant variable was not physical but psychological. The reason for the increase in productivity was the workers' attitudes towards their jobs and Western Electric. Because their co-operation had been requested, the workers now felt themselves part of an important group whose help and advice were being sought by the Company (Fritz J. Roethlisberger and William J. Dickson 1939). This viewpoint through the Hawthorne studies, led to insights that led to the establishment of the Human Relations Movement with its emphasis on concern for the worker. Abraham Maslow's Hierarchy of Needs Theory and Douglas McGregor's Theory X and Theory Y provided some more guidance for managers.

According to McGregor (1960) Theory X managers tend to assume that workers are lazy, need to be coerced, have little ambition and are focused mainly on security needs. Theory X assumes that most people prefer to be directed, are not interested in assuming responsibility, and want safety above all. Accompanying this philosophy is the belief that people are motivated by money, fringe benefits, and threat of punishment.

Typical characteristics of a Theory X manager are that they are results and deadline driven to the exclusion of everything else. They are intolerant, they issue deadlines and ultimatums, and they are distant, detached, aloof and arrogant. They may also be elitist,

short tempered and threatening. They issue instructions or edicts, do not team build and are unconcerned about staff welfare or morale. Some of their worst traits are being vengeful and recriminatory and withholding pay and rewards unjustifiably. They seek to apportion blame instead of focusing on learning from the experience and preventing recurrence and are relatively unconcerned with investing in anything to gain future improvements.

On the other hand, Theory Y managers assume that workers do not inherently dislike work, are capable of self control, have the capacity to be creative and innovative and generally have higher level needs that are often unmet on the job; they employ a participative management style. The Theory Y manager attempts to help employees develop by exposing them to progressively less external control, allowing them to assume more and more self control. Employees are able to achieve the satisfaction of social, esteem, and self-actualization needs within this kind of environment. To the extent that the job does not provide satisfaction at every level, today's employee will usually look elsewhere for significant need satisfaction. This explanation helps to account for some of the current problems management is facing in such areas as turnover, absenteeism and lack of productivity.

Theory Y organizations have cohesive work teams and have developed to where these teams' goals parallel organizational goals. In such organizations, it is assumed that there is high productivity and people come to work gladly because work is inherently satisfying. In the "*Human side of Enterprise*" (1960) McGregor shows how Theory Y

affects the management of promotions and salaries and the development of effective managers. McGregor also sees Theory Y as conducive to participative problem solving. It is part of the manager's job to exercise authority and there are cases in which this is the only method of achieving the desired results because subordinates do not agree that the ends are desirable.

However, in situations where it is possible to obtain commitment to objectives, it is better to explain the matter fully so that employees grasp the purpose of an action. The situation in which employees can be consulted is one where the individuals are emotionally mature and positively motivated towards their work; where the work allows for flexibility and where the employee can see his own position in the management hierarchy. If these conditions are present, managers will find that the participative approach to problem solving leads to much improved results compared with the alternative approach of handing out authoritarian orders. Once management becomes persuaded that it is underestimating the potential of its human resources, and accepts the knowledge given by social science researchers and displayed in Theory Y assumptions, then it can invest time, money and effort in developing improved applications of the theory

(http://www.accelteam.com/human_relations/hrels_03_mcgregor.html)

The other emerging view is Japanese management represented by Theory Z. This theory combines the positive aspects of American and Japanese management into a modified approach aimed at increasing managerial effectiveness. The theory Z approach involves giving workers job security, including them in some decision making; emphasizing group

responsibility, increasing quality, establishing gradual-advancement policies, more informal controls and broader career paths and showing greater concern for employees work and non-work well-being.

William Ouchi (1981) notes that a Type Z company has its own distinctiveness. Type Z companies tend to have long-term employment, often for a lifetime, although the lifetime relationship is not formally stated. The long-term relationship often stems from the intricate nature of the business: commonly, it requires lots of learning by doing.

Companies therefore, want to retain employees having invested in their training to perform well in that one unique setting. Because training powers technological and organizational change, and given its correlation to the effectiveness of approaches that enhance quality and flexibility, training has become a major pre-occupation of forward looking companies.

Other transitional theories point organizations to becoming more people oriented. Mary Parker Follet (1984) was convinced that no one could become a whole person as a member of a group. She believed that the artificial distinction between manager and subordinates -order givers and order takers- obscured an otherwise natural partnership. Follet took into account such factors as politics, economics and biology, which influenced the interactive or integrative nature of self-control groups.

According to Chester I. Barnard (1938), people come together in formal organizations to achieve things they could not achieve working alone. But as they pursue organizational

goals, they must also satisfy their individual needs. Barnard believed that individual and organizational purposes could be kept in balance if managers understood a subordinate's "zone of indifference" or "zone of acceptance" that is, what the subordinate would do without questioning the manager's authority.

The contingency approach to management (sometimes called the situational approach) is of the view that the management technique that best contributes to the attainment of organizational goals might vary in different types of situations or circumstances. Results differ because situations differ; a technique that works in one case will not necessarily work in all cases (Stoner and Freeman, 1989). The task is to identify which management technique will, in a particular situation, under particular circumstances and at a particular time best contribute to the attainment of organizational goals.

Real leadership power comes from an honourable character and from the exercise of certain power tools and principles (Covey 1991). The reason employees "obey" management instructions or participate in management decisions are varied and complex but they can be examined from three psychological perspectives. At one level, employees follow out of fear – they are afraid of what might happen to them if they don't do what they are asked to do. This is termed as coercive power. A second level of responding suggests that employees follow because of the benefits that come to them if they do. This is called utility power because the power in the relationship is based on the useful exchange of goods and services. A third level of responding is based on the power some people have with others because they tend to believe in them and in what they are trying to accomplish; they are trusted, honoured and respected. This is legitimate power.

Managers today are urged to genuinely care about their people and to respect them. There is growing concern on this issue ensuring that managers are gender sensitive, that they empower their people, that there is fairness and equity when hiring staff and that justice prevails within the organisation when discipline is administered. Discriminatory practices and child labour are frowned upon as are long working hours for which no compensation is given. Nowadays, companies have a corporate social responsibility towards their internal customers (their staff) and their external customers (those who buy their services and products including those on their supply chain). So companies too have a reputation to maintain. In an ideal world, employees should work in an organisation because they want to. If they are not treated well, not given responsibilities and not given a chance when mistakes are made, then they are likely to work only because they need the money. In many places where management practices are still evolving for example in the third world, unsafe working conditions and inflexible work systems exist. But this is slowly changing especially with multi-nationals trying to ensure that the same management and work practices are employed throughout the different countries in which they operate. Emerging social/cultural trends point towards rising expectation of employee involvement, internally driven/quality of life issues and the reaffirmation of dominant social and economic values. Organisations like the International Labour Organisation (ILO) have also issued charters to which different countries are signatories to ensure that the dignity of human resources is maintained the world through the employment of sound management practices.

2.2 Global comparisons of application

In countries like France, companies are experiencing severe difficulties in efficiently training unskilled personnel notably because this type of employee is reluctant to participate in training (Sorel, 1991, *Performances Humaines et Techniques*, 1994). In Europe, France ranks second after the United Kingdom in terms of corporate investment in training both as a percentage of payroll (2%) and as a percentage of employees (37%)(Eurostat, 1999). Training echoes academic failure and can revive latent feelings of devaluation (De Mart, 1986; Pade 1992). This apprehension about training is increased by significant resistance to change and genuine learning problems.

Training motivation has also been correlated with post- training satisfaction and with transfer of knowledge acquired to the work situation (for a review see Baldwin and Ford 1988; Ford et al; 1997). Employees tend to stay with the company since many of their skills are specific to that one firm with the result that they could not readily find equally remunerative nor challenging work elsewhere. These task characteristics that produce the life-long employment relationship also produce a relatively slow process of evaluation and promotion. In today's flattened, downsized and high performing organizations, highly trained and committed employees – not machines – are often the firm's competitive key strategic resources (Dressler 2000; 17, 19). As Ulrich puts it, if the organization aspires to be an innovator and first mover, it should structure jobs broadly, allow considerable autonomy, reward performance and provide much training (1998:12).

Peter Drucker (1985) attributed the astonishing job growth of the American economy over the preceding 20 years to the emergence of growth enterprises founded and nourished by entrepreneurs who had broken free of conventional organizational thinking. He envisions an entrepreneurial society in which individuals will increasingly have to take responsibility for their own continuous learning and re-learning for their own self-development and for their careers. Tom Peters (1988) contended that specific emphasis on human resources in the development of new ways of organizational thinking requires flexibility by empowerment of people.

The performance of employees is the cornerstone in developing the effectiveness and success of any organization. Campbell et al (1993) contended that performance is not the consequence or result of action but that it is the action itself. They define performance as those actions and behaviors that are relevant to the organization's goals and that can be scaled (measured) in terms of each individual's proficiency (that is, level of contribution)(1993: 40). Although they are distinct from the performance concept, effectiveness and productivity variables are sometimes used in management literature as synonymous with performance.

In companies practicing Theory Z, the management team is comprised of a set of managers who see clearly that their capacity to achieve organizational goals depends in part on their agreeing on a central set of objectives and ways of doing business. One element of the philosophy concerns the kinds of products the company should manufacture. In Type Z organizations, the decision making process is typically a

consensual, participative one. Several scholars (Locke and Schwenger, 1979; Glew et al; 1996; Newman, 1989) have underscored the importance of participation in influencing employee attitudes and behaviors. Participation is a conscious and intended effort by individuals at higher level in an organization to provide visible extra-role or role-expanding opportunities for individuals or groups at a lower level in the organization to have a greater voice in one or more areas of organizational performance (Glew et al., 1995: 402).

However, despite the skepticism of many researchers, there is a general acknowledgement that satisfaction may have an indirect effect on productivity. This is because satisfied workers are less likely to engage in adaptive behaviors such as absenteeism, labor turnover, sickness and sabotage. (Lawler, 1973). The indirect consequence of job satisfaction could be a psychological "withdrawal" or "disengagement" both of which are negative for productivity. Research has also been conducted into the relationship between team spirit and performance. This stream of research into *esprit de corps* consistently finds associations between the level of motivation within the team and the extent of team spirit and company performance (see for example Clark 1996; Proehl, 1996; Harrington-Mackin 1994).

The innate culture of a people greatly affects their reception of different management styles. For this reason, it is necessary to take a brief look at the culture of Ugandan employees as this provides the background against which the different management theories work.

Typical African cultural patterns (read Ugandan) hinge on the following:

- Respect for elders

The older a person is, the more he or she is respected. However, it should be noted that Africans respect more the wisdom of the individual than his or her chronological age (Kiggundu 1988). For Africans, there is a strong correlation between age and wisdom. In a culture dominated by oral tradition, the elders are those who have the knowledge and who have accumulated a lot of experience. Age is the observable referent.

- Importance of extended family

In a study of African managers' motivation in Africa, Beugre (1998) notes that African managers are required to satisfy the social needs of their relatives. Behind every African worker there is a family requesting attention, time and mostly money.

- Collectivism

African culture is collectivist in nature (Dia 1991; Hofstede; 1991). The group has more importance than the individual and group success is more valued than individual success. The pre-eminence of the group requires consensus in decision-making. Consensus is built through long discussions and negotiations. The African culture is more inclined to harmony with nature and subjugation to it. Africans do not try to control the external environment. Rather they tend to comply with its will. One of the consequences of such a cultural pattern is the

tendency to avoid uncertainty (Hofstede, 1980a). Montgomery (1987) contends that Africans appear conservative preferring the unacceptable present to the unpredictable future.

- Deference to authority

Most Africans favour absolute obedience to authorities. In Africa, authority is related to formal status rather than to knowledge and specialized skills.

Gundykunst and Ting-Toomey (1988) note that cultures that inculcate acceptance of power differences lead individuals to expect, take for granted and therefore not get angry about injustices.

- Leadership

According to Kiggundu (1988), the dominant management philosophy in Africa (by Africans) is similar to the principle of classical management. There are sharp distinctions and status differences between management and workers.

Management has the power, control and authority and regulates reward and punishment mechanisms.

- Work motivation

Empirical investigations (Machungwa and Schmidt, 1983; Blunt and Jones 1986; Beugre 1998) have addressed motivational issues.

The authors found six factors:

1. Growth and advancement opportunities
2. Nature of the work itself
3. Material and physical provision elements
4. Interpersonal relations
5. Concerns about fairness in organizational practices
6. Personal matters

- Resistance to change

Some African cultural patterns are incompatible with some management techniques whereas others may serve as building blocks for effective management.

- Lack of performance appraisal towards organizational effectiveness

When conducted, performance appraisals are based largely on compliance than on productivity (Thairu 1999). As Waiguchu (1999:198) put it, in an authoritarian setting, an appraisal system is unavoidably one-sided. In such a case, the supervisor's view of the subordinate's performance prevails. In African organizations, distribution of outcomes such as financial rewards and promotions is based on nepotism and favoritism rather than on objective measure of competence and individual performance.

2.3 Conclusions

Mayo's experiments at Western Electric show clearly that workers' attitudes to their jobs greatly affected output and therefore when a manager is perceived as being mean, detached and threatening or as being helpful and rewarding this will ultimately affect employee performance either positively or negatively.

Barnard (1938) and Follet (1984) introduced the concept that "one shoe does not fit all". Managers must apply a management style, which takes into consideration the individuality of the employee, their needs and the circumstances surrounding them at a particular time and place. Studies that have shown that Africans are collectivist in nature and more often than not support a large extended family may mean that an enterprise may lean more towards lifetime employment or "inheritance of jobs". In this case employees may be trained in various disciplines to make them multi-skilled thus ensuring that they are able to be deployed within different parts of the organization giving them some job security.

Theory X, Y and Z are attitudes, or predispositions, towards people. The same can be said for transactional and transformational leadership styles and these attitudes also form the basis upon which the different schools of thought have based their theories. Thus although the "best" assumptions for a manager to have a democratic style of management as opposed to having a laissez-faire style or a dictatorial style, or to relate more to the behavioural school of thought on management, it may not be appropriate to behave consistently with those assumptions all the time.

Managers may have Theory Y or transformational or behavioural theory assumptions about human nature but may find it necessary to behave in a very directive and controlling manner (as if they had Theory X assumptions) with some people either to help them "grow-up" in a developmental sense, or because of the national culture from which they come or because of the pre-dominant national culture of the employees. The fact that Africans favor absolute obedience to authorities may mean that in fact they prefer a Theory X management style as opposed to a Theory Y based one.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research design

The researcher conducted a case study of employees at Nile Breweries Limited. The Case Study (Kothari 1996) method was particularly useful in this instance because it captured a population that has gone through changes within the same organizational context. Case studies are used to organize information about a particular case and then the contents are analyzed by seeking patterns and themes in the data collected.

3.2 The population

The population comprised of employees of Nile Breweries Limited who have experienced the different leadership/management eras. These employees have been with the Company for the period covering the Parastatal era (up to 1991) through the Madhvani family era (up to 2000) and the SAB era (from 2001) i.e. those with 14 years service and above. The total number of employees who fitted into this category as has been ascertained from Company records, were 50. However, only 42 were available to participate in the research.

3.3 Data collection method

The study used primary data gathered from the respondents using a structured questionnaire. The questionnaire was pre-tested and adjusted appropriately with a view to enhancing its effectiveness. This questionnaire measured variables from which quantifiable data was gathered. Letters of introduction were sent out to those

who were to answer the questionnaire. A meeting date was set and a venue selected that would be large enough to hold all the Respondents together at the same time. This was done in a bid to avoid administering the questionnaire to some employees first and to another set later which may have led to influence and bias.

3.4 Data analysis

Questionnaires were edited for completion, mutual exclusivity, errors and consistency. A reliability test using SPSS was carried out on items of each variable to establish consistency of understanding and responses. All items were measured on a Likert type scale (Hussey et al, 1997). Likert scaling is an un-dimensional scaling method. It measures the extent to which a person agrees or disagrees with a question and each question or statement is given an empirical test for discriminating ability.

A wide range of descriptive statistics were used to summarize data collected i.e. frequencies, means, variances, standard deviations, tabulations and cross tabulations.

CHAPTER 4: FINDINGS AND DISCUSSION

4.1 Purpose

The study set out to examine employee perceptions of management styles during different eras within Nile Breweries Limited. As the legal entity remained one and the same despite the change in shareholders, it was necessary to establish whether indeed there were different styles of management employed by different owners. The study also sought to find out which cultural factors are aligned towards or supportive of modern management trends. A profile of the respondents who came from a cross-section of the business was examined in order to illustrate the background of the employees who formed the population of study.

4.2 Response rate

The respondents were notified personally by way of a notice handed to each one that an organizational survey/research was going to be conducted that required their participation. 50 questionnaires were prepared and once the respondents were gathered they were informed of the objectives of the study and told that they were chosen because they had all been at Nile Breweries throughout the different eras i.e. the Parastatal, Madhvani and SAB eras. It was necessary to ensure that the study was carried out within the shortest time to avoid circumstances where respondents could influence each other's answers. The total number of respondents that completed the questionnaires was 42 giving a response rate of 84%.

4.3 Profile of the respondents

Sex

A large proportion of the respondents were male 83.3% while females accounted for 16.7%. This is due to the fact that the company is a manufacturing concern requiring heavy manual labour and specialized skills for example in engineering. Women in Uganda have traditionally been in support positions and are mostly employed in accounts and administration positions due to their manual strength and education bias. It is only recently that women have joined universities (for example Makerere University) to study technical subjects. Their participation in the workplace in these areas is still low as has been shown by graduation statistics in the country.

Age

Most were aged between 41-50 years (61%) followed by those aged between 31 and 40 years (22%). The others were 51-60 years (9.8%) and those below 30 years (7.2%). The older generation who were subjected to turbulent times during the war in President Amin's time have been with the Company for a long time. Industries were few after the war and there was little mobility between companies. The population of those aged between 50 years to 60 years would have been higher had there not been a retrenchment exercise that had taken place the previous year that employed the FIFO (first in first out) rule with regard being had for technical ability and skill (Table 4.3.1).

Table 4.3.1 – Age of respondents

Age	Frequency	Percent
Below 30	3	7.3
31 – 40	9	22.0
41 – 50	25	61.0
51 - 60	4	9.7
Total	41	100.0

Source – Research Data

Number of years with the Company

Most had worked with the Company for 20-24 years (50%), 15-19 years (23.8%), 25 years and more (21.4%) and between 10 to 14 years (4.8%). This can be explained by the fact that the workforce remained more or less static despite the changes in ownership and that new recruits (those who had been with the Company for only 10-14 years) were recruited more recently due to a change in technology (Table 4.3.2).

Table 4.3.2 – Number of years with the company

Number of years	Frequency	Percent
10 - 14	2	4.8
15 – 19	10	23.8
20 – 24	21	50.0
25 and over	9	21.4
Total	42	100.0

Source – Respondents Data

Position in the organization

Junior staff (grades A to E) formed the majority of those interviewed (63.4%) followed by Supervisory staff (grades F to H) comprised (26.8%). Middle management employees (grades I to J) were (7.3%) while Senior management (grades K to L) formed the lowest number (2.4%). It should be noted that the majority of employees fall within grades A to E hence a larger number of the population of study came from this group. Junior staff has less specialized skills and they form the base of the organization. Many of them are union members and it was easy for management to recruit for this level. In many organizations, there is a wide employee base of junior staff, low levels of supervisory staff and very few members of top management. An organization that is top heavy tends to have high operating costs which eat into the profit margin as this cadre of employees is highly paid for the responsibilities they hold (Table 4.3.3).

Table 4.3.3 – Position within the organisation

Position in organisation	Frequency	Percent
Senior Management	1	2.4
Middle Management	3	7.3
Supervisory Staff	11	26.8
Junior Staff	26	63.4
Total	41	100.0

Source – Respondents Data

Department in which employed

Most respondents came from the Technical department (58.5%) followed by Finance (17.1%), Sales and Marketing (14.6%), HR and Administration (9.8%). The Technical department is the largest in the Company and has the largest number of employees and therefore most respondents would be drawn from this department (Tble 4.3.4).

Table 4.3.4 – Department in which employed

Department	Frequency	Percent
Technical	24	58.5
Finance	7	17.1
Sales and Marketing	6	14.6
HR and Admin	4	9.8
Total	41	100.0

Source – Respondents Data

Number of years in present position

Those who had been in their present position for 11-15 years formed the majority (34.1%), followed by those who had been in their positions for less than 5 years (29.3%). Those with between 6-10 years were next (22%), and lastly those between 16-20 years (14.6%). This shows that promotions and job rotation were rare and those with less than five years were those most recently promoted. A fairly large number of employees were transferred and promoted when SABMiller became the new owners and a new grading system (Injep) was introduced (Table 4.3.5).

Table 4.3.5 – Years in present position

Years in present position	Frequency	Percent
Less than 5	12	29.3
6 – 10	9	22.0
11 – 15	14	34.1
16 - 20	6	14.6
Total	41	100.0

Source – Respondents Data

Promotions

Majority had been promoted 6-10 years before the study was undertaken in April 2003 (31.6%), those who had been promoted 11-15 years before the study was done (23.7%), less than 5 years (21.1%) and those who had never been promoted formed the fewest number (10.5%). The Madhvani ownership era was sometimes seen to give partisan promotions. People doing the same job were paid differently but this was not based on any objective criteria. This could explain a higher percentage of promotions during this era which fitted squarely at 6 to 10 years before the study (Table 4.3.6).

Table 4.3.6 - Promotions

Promotion	Frequency	Percent
Less than 5	8	21.1
6 - 10	12	31.6
11 - 15	9	23.6
16 - 20	5	13.2
Never	4	10.5
Total	38	100.0

Source – Respondents Data

Highest Education Qualification

Majority held O/A level certificates (50.0%), diploma holders were next (21.1%), those with no qualifications were fewer (15.8%), those with other certificates e.g. nursing were few (7.9%), and those with a Bachelors degree were the least in number (5.3%). This is consistent with the earlier findings regarding position within the organization where those with higher qualification were in higher positions but were fewer in number (Table 4.3.7).

Table 4.3.7 – Highest education qualification

Qualification	Frequency	Percent
Bachelors Degree	2	5.3
Diploma	8	21.1
O/A level	19	50.0
Other e.g. nursing	3	7.8
None	6	15.8
Total	38	100.0

Source – Respondents Data

4.4 Employee Perceptions of Management Practices

Parameters were used to measure employee perceptions of each of the fourteen factors of the three management eras at Nile Breweries as follows:

A score of 5 was indicative of the factor being applied always during the particular era, a 4 indicated that the factor was mostly employed, a 3 indicated the factor was employed often, a 2 showed it was employed occasionally, a 1 rarely and a 0 never.

The researcher has used a mean score of 0 to 2.5 to mean that the era did not support some particular management factor while a mean score of 2.6 to 5 has been taken to be supportive and more attuned to modern management practices (Table 4.4.1).

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Table 4.4.1 – Factor scores for each era

MANAGEMENT FACTOR	PARASTATAL ERA	MADHVANI ERA	SAB ERA
1. Boss asks politely to do things, gives reasons and invites suggestions	1.71	1.95	3.57
2. Encouraged to learn skills outside immediate area of responsibility	1.60	1.50	3.95
3. Works without interference but helped if wanted	2.29	1.98	3.76
4. Given credit and praise when he/she does good work	1.98	2.21	3.12
5. Gives exit interview for people leaving the company	1.34	1.17	2.74
6. Incentivised to work hard	2.00	2.29	3.55
7. Extra responsibility given	1.86	1.24	3.00
8. Call bosses by first name	1.11	0.90	3.07
9. Boss available to discuss concerns	1.68	1.52	3.60
10. Know the company's aims and targets	1.51	1.07	4.10
11. Told company's performance regularly	1.13	1.31	3.93
12. Given opportunity to solve problems connected with one's work	1.95	1.88	3.55
13. Boss tells him/her what is happening in the organization	1.49	0.95	4.05
14. Have regular meetings with the boss	1.34	1.14	3.81
Composite column totals	22.99	21.11	49.80
Composite era means	1.64	1.51	3.56

Source – Respondents Data

The findings show that there were indeed differences in perceptions in the three eras. The table shows that there was little employee participation in management during both the Parastatal and Madhvani eras. Of the two, there was less participation during the Madhvani eras. During these two eras (mean scores of 1.64 and 1.51 respectively) management practices which would have been supportive of modern management practices were not employed. In particular we see that during the parastatal era, factor 5 (exit interview), factor 8 (call boss by first name), factor 11 (told the company's performance regularly), factor 13 (boss tells me what is happening in the organisation) and factor 14 (have regular meetings with boss) were all below the 1.5 scale mark. This means that the Paratstatal era rarely employed these factors in their management style. There was a clear division between the boss and the employee and the boss retained his/her power by insisting on a clear division between the two. Information was rarely passed on and the employees had no insight into company performance or its aims and targets. During the Madvani era, a similar picture emerges. In this instance the division between boss and employee is even more pronounced. Calling the boss by first name is given a 0.90 score which is lower than that of the Parastatal era which sat at a score of 1.11. The boss during this era scores a 0.95 for giving information on what was happening within the organisation. Information is power and the lack of communication leads us to conclude that probably coercive power was being employed during these two eras. The style leans towards a Theory X management style and transactional leadership characteristics. The findings indicate a higher rating for the SAB era which supports greater employee participation with a mean score of 3.56. The "low" points of the SAB era

include giving exit interviews to people leaving the company (score 2.74) and extra responsibility being given (score 3.00). However, these factors still scored higher than in other two eras showing greater communication between manager and employee. The SAB management style suggests a democratic and transformational leadership style. This era seems to support Theory Y management style. None of the three eras are strongly supportive of the Theory Z management style which assumes that employees tend to want to build co-operative and intimate working relationships with those that they work for and as well as the people who work for them. The SAB era points more towards a modern management style that takes the intrinsic needs of the employee into consideration in as far as leadership style, management and corporate governance are concerned.

An analysis of the relationship between perceived management style and the parastatal era shows there exists a strong relationship between these variables as depicted by the computed correlation coefficient $R .766$. The coefficient of determination R squared $.587$ shows that the perceived management style explains at least 58.7% of the variation between modern management practices and actual perceptions during the Parastatal Era. The remaining 41.3% is explained possibly by factors such as political influence during this era when Idi Amin was in power and tribalism and nepotism were at play and therefore negative management tendencies were less obvious to this class of employee. R (Pearson Correlation Coefficient) indicates the strength and direction of the relationship between variables. It ranges between -1 and $+1$. R squared (Coefficient of determination) shows the amount of

variability in the dependent variable explained by the predictor/independent variable(s). (Table 4.4.2)

An analysis of the relationship between perceived management style and the Madhvani era shows there exists a weak but positive relationship between these variables as depicted by the computed correlation coefficient $R .490$. The coefficient of determination R squared $.241$ shows that the perceived management style alone explains at least 24.1% of the variation between modern management style and the situation on the ground in the Madhvani Era. The remaining 75.9% is explained possibly by factors such as bias, fear and favoritism of some of the employees by the Madhvani management which made them turn a "blind eye" to what would be considered as negative or non-modern management practices.

Finally, an analysis of the relationship between perceived management style and the SAB era shows there exists a very strong relationship between these variables as depicted by the computed correlation coefficient $R .845$. The coefficient of determination R squared $.713$ shows that the perceived management style alone explains at least 71.3% of the variation in the SAB Era. The remaining 28.7% is explained possibly by factors such as training and self improvement possibilities which were yet to bear fruit as the era was still fairly new at the time the interviews were conducted.

variability in the dependent variable explained by the predictor/independent variable(s) (Table 4.4.2).

An analysis of the relationship between perceived management style and the Madhvani era shows there exists a weak but positive relationship between these variables as depicted by the computed correlation coefficient $R .490$. The coefficient of determination R squared $.241$ shows that the perceived management style alone explains at least 24.1% of the variation between modern management style and the situation on the ground in the Madhvani Era. The remaining 75.9% is explained possibly by factors such as bias, fear and favoritism of some of the employees by the Madhvani management which made them turn a "blind eye" to what would be considered as negative or non-modern management practices.

Finally, an analysis of the relationship between perceived management style and the SAB era shows there exists a very strong relationship between these variables as depicted by the computed correlation coefficient $R .845$. The coefficient of determination R squared $.713$ shows that the perceived management style alone explains at least 71.3% of the variation in the SAB Era. The remaining 28.7% is explained possibly by factors such as training and self improvement possibilities which were yet to bear fruit as the era was still fairly new at the time the interviews were conducted.

Table 4.4.2 – R and R square for each era

Era	R	R square
Parastatal	.766	.587
Madhvani	.490	.241
SAB	.845	.713

Source – Respondents Data

4.5 CULTURAL VALUES

The Respondents were required to indicate their personal opinions in response to the listed factors as follows:

1-Extremely opposed to my cultural values

2-Slightly opposed to my cultural values

3-Neutral

4-Slightly supports my cultural values

5-Strongly supports my cultural values

The researcher has taken the mean value of all responses for each factor to analyze the findings. Mean responses 1- under 3 were taken to be indicative of not supporting cultural values while responses 3 and above - 5 indicated strong support for cultural values. A table of values is illustrative of findings.

Table 4.5.1 – Opinions on cultural values

Factor	Mean	Std.devn	Variance
Respect for elders	4.63	.77	.588
Importance of extended family	3.97	.91	.828
Respect for authority	4.69	.77	.587
Collectivism/team concern	4.83	.45	.205
Leadership	4.56	.79	.621
Work motivation	4.61	.72	.516
Growth/advancement opportunities	4.61	.68	.462
Nature of work itself	4.34	.88	.772
Material/physical provision elements	3.89	1.02	1.045
Interpersonal relations	4.41	.94	.880
Fairness in organizational practices	4.20	1.16	1.341
Resistance to change	2.89	1.41	1.987
Lifetime employment	2.85	1.31	1.728
Inheritance of employment	2.90	1.50	2.252
Motivation	4.29	1.04	1.076
Measured productivity	4.05	1.23	1.511
A varied life	4.31	.92	.850
Independence	3.80	1.36	1.856
Daring/innovation	4.11	.97	.932
Protecting the environment	4.56	.75	.568
Responsibility	4.49	.79	.625
Choosing own goals	3.88	1.32	1.753
Accepting ones portion in life	3.62	1.33	1.769
Self discipline	4.78	.58	.333
Religion	4.32	1.25	1.573

Source – Respondents Data

From Table 4.5.1, we can see that only the following factors were opposed to cultural values: resistance to change, lifetime employment and inheritance of employment. All other factors supported cultural values with the strongest being collectivism/team concern, respect for authority and respect for elders. This supports previous studies done by Kiggundu (1988), Gundykunst and Ting-Toomey (1988), Dia (1991) and Hofstede (1991).

However, it is interesting to note that the study shows that resistance to change does not support cultural values whereas previous studies had indicated that African cultures might in some cases resist change. Measured performance also supports cultural values and this seems to contradict the study by Thairu (1999) and Waiguchu (1999) that concluded that African culture tends to lack a performance appraisal system towards organizational effectiveness and that where this exists, it tends to be extremely subjective and based on the personal relationship between the holder of the position and the boss. It should instead be based upon the duties and responsibilities of the position and whether the incumbent performs them as required. In the current study, fairness in organizational practices clearly supports cultural values and therefore the subjectivity of a performance appraisal would not be supported. It is clear from the results of the cultural values questionnaire that modern management practices are supported by cultural values and therefore any management era should employ those practices that support cultural values in order to harmonize this with culture. This means that Ugandan culture clearly supports modern management practices. For example, inheritance of employment is shunned. Employment should therefore be based on skill and ability, should be competitive and should be given to the candidate who most supports the organization culture and fits in

with the requirements of the business. Resistance to change, lifetime employment and inheritance of employment are all perceived as negative factors and are so considered in modern management. The strongest factors (those with a mean score of over 4.50) include respect for elders, respect for authority (it is recognized that one's boss may be younger than the subordinates), Team concern, leadership, work motivation, advancement opportunities, protecting the environment and self discipline. It clearly shows two way communication between owners of the business and the employees. The bosses play their part and the employees play their part. Respect is accorded to the boss, it is expected that employees work together as a team, the work is motivating and gives advancement opportunities whilst the employee protects the micro-environment and exercises self discipline in order to meet the employers needs.

We appreciate from the study that management of employees is not a part-time event. The culture of a people gives a good basis upon which owners of a business can identify relevant management styles. In the study, it was found that the SAB era was perceived to be more closely linked with cultural values. However, a composite mean score of 3.56 shows that there is still room for improvement especially in the areas of giving extra responsibility, providing exit interviews, giving credit and praise when a good job is done etc. As was found by the pre-classical contributors, the study shows that owners should find ways to manage the organization more effectively (classical viewpoint) and that appropriate managerial action depends on the particular parameters of a given situation (contingency theory). Employees want an organization that takes into account their contribution and gives them the chance to improve and participate as illustrated by the

Hawthorne studies led by Elton Mayo. The study further shows that employees are motivated more by the theory Y type of manager who attempts to help employees develop by exposing them to progressively less external control. It is also appreciated that employees have "evolved" since the industrial revolution age. Perhaps in the previous eras, although perceptions of management style were different, results were produced that were commensurate with the internal level of growth of workers at the time. Employee expectations may have been much lower than they are today. Results differ because situations differ. The world is now a global village and workers have been exposed to different experiences and further education.

The study supports many of the basic conclusions drawn from previous studies like those of Kiggundu (1998) on the issues of respect for elders, collectivism and deference to authority although injustices are no longer taken for granted, and work motivation. There is divided opinion on the other issues like resistance to change, leadership and lack of performance appraisal towards organizational effectiveness.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The objectives of the study were to examine whether there were any differences in perceived management style employees during the different ownership eras. It has been shown clearly that there were clearly perceived differences between the three eras. The Parastatal and Madhvani eras tended towards the transactional leadership style and are suggestive of Theory X management style while the SAB era tended towards a diplomatic management style (Theory Y) and was indicative of transformational leadership style.

The second objective of the study was to examine whether cultural values were consistent with modern management practices and which perceived management style was more consistent with the prevailing cultural background. It was found that culture supported the diplomatic type of management style. As a result therefore, it would be correct to assume that employment of a diplomatic management style would be consistent with cultural values and therefore bring out better employee productivity. Studies on the impact of culture on management style do not argue that culture is the most important influence on management but that it is the most neglected (Natolloo 2002).

When one is an employer or manager, it is important to realize that the people in the organisation are also customers. One should ask themselves how they can make employees more productive and effective. How can their jobs be made easier and be enriched? How can one support their personal growth and development?

As much as Theory X managers resist the notion, people like working for companies that take an interest in their personal and professional development. People do not like working for companies where their perceptions are those of feeling unvalued and manipulated by a "we versus them" management style. Rosabeth Moss Kanter (1990) former Editor of the Harvard Business Review noted that "The companies that are the best at creating a good quality of work life will be able to attract and retain the most skilled workers" (Canfield and Miller, (1996). Negative perceptions will ultimately lead to negative behaviour.

A considerable amount of time is spent at the workplace and therefore employees spend a large part of their work life attempting to fulfill their achievement and affiliation needs. It is time to weed out working conditions that contribute to feelings of alienation, frustration and discontent. Employees perceptions of management should match management practices that support cultural values and which respect employee participation in managing the organisation. The organisation should seek to enable and empower employees, they should investigate performance discrepancies and seek to help the individuals concerned and finally should nurture potential and recognize desired performance. Today's competitive business climate calls for higher productivity, improved quality, innovative products and business solutions all at reduced costs to the bottom line. Achieving results is possible through reliance on human resources driven by a leadership vision of respect and self esteem.

The major limitations of the study were travel and communication expenses between Kenya and Uganda as the researcher undertook the study.

5.3 Suggestions for further Research

The study of management practices is a dynamic field that is constantly changing with the times. As the business world becomes more and more competitive, so does the social contract between employers and employees. Employers cannot threaten and punish employees at will if they are to gain a competitive edge in their business. They must build the business hand in hand. Employees on the other hand must willingly participate in management and offer solutions to problems that crop up in the work place. They must be willing to learn and to undergo continuous training. The idea of working in a single company for life is decreasing and short term contracts are the norm in many companies. Culture must adapt to this change. A study could be conducted in the next ten years to examine if there have changes in the management arena and whether culture has adopted accordingly. Another angle that should be explored is to what extent productivity was affected during the different management eras at Nile Breweries and whether there was increase or a decrease in negative employee behaviour (e.g. absenteeism) during the different periods.

APPENDIX 1
Letter of introduction

Dear Respondent

REF: RESEARCH PROJECT

The undersigned is a student pursuing a Master of Business Administration (MBA) degree at the Faculty of Commerce of the University of Nairobi majoring in Strategic Management. Degree requirements dictate that I am required to undertake a research study. My special interest is on Management Theories and their application within Nile breweries Limited.

I wish to meet you onat.....and would be most grateful if you would accord me sometime to conduct an interview. All responses will be treated in confidence and questionnaires will be kept anonymous to maintain confidentiality. The study will result in publication of a paper, which will lead to additional knowledge in the management field of study.

I will be most grateful if you would confirm your availability at the suggested date and time.

Thank you for your cooperation.

Yours sincerely,

Gakonyo C. W.
Student

Jackson Maalu
Project Supervisor

APPENDIX 2
QUESTIONNAIRE

PART ONE - PERSONAL DATA

Please tick your answer against each question in the space provided.

1. Sex of the respondent

a. Female ()

b. Male ()

2. Age of respondent

a. Below 30 ()

b. 31-40 ()

c. 41-50 ()

d. 51-60 ()

3. Marital status

a. Married ()

b. Not married ()

c. Divorced/Separated ()

d. Widowed ()

4. How long have you worked with the Company?

a. 10-14 years ()

b. 15-19 years ()

c. 20-24 years ()

d. 25 years and above ()

5. **What is your position in the organization?**

- a. Senior management ()
- b. Middle management ()
- c. Supervisory staff ()
- d. Junior staff ()

6. **In which department are you employed?**

- a. Technical ()
- b. Finance ()
- c. Sales and Marketing ()
- d. HR and administration ()

7. **How long have you been in the present position?**

- a. Less than 5 years ()
- b. 6-10 years ()
- c. 11-15 years ()
- d. 16-20 years ()

8. **When were you last promoted?**

- a. Less than 5 years ago ()
- b. 6-10 years ago ()
- c. 11-15 years ago ()
- d. 16-20 years ago ()

9. **What is your highest level of qualification?**

- a. Phd. or Masters degree ()
- b. Bachelors degree ()
- c. Diploma ()
- d. O/A level ()

PART 2 - CULTURAL VALUES

What are the major differences between your traditions and beliefs and your work situation as regards the following on a scale of 1- 5:

1-Extremely opposed to my cultural values

2-Slightly opposed to my cultural values

3-Neutral

4-Slightly supports my cultural values

5-Strongly supports my cultural values

FACTOR	RESPONSE				
1 Respect for elders	1()	2()	3()	4()	5()
2 Importance of extended family	1()	2()	3()	4()	5()
3 Respect for authority	1()	2()	3()	4()	5()
4 Collectivism/team concern	1()	2()	3()	4()	5()
5 Leadership	1()	2()	3()	4()	5()
6 Work motivation	1()	2()	3()	4()	5()
7 Growth/advancement opportunities	1()	2()	3()	4()	5()
8 Nature of the work itself	1()	2()	3()	4()	5()
9 Material/physical provision elements	1()	2()	3()	4()	5()
10 Interpersonal relations	1()	2()	3()	4()	5()
11 Fairness in organizational practices	1()	2()	3()	4()	5()
12 Resistance to change	1()	2()	3()	4()	5()
13 Lifetime employment	1()	2()	3()	4()	5()
14 Inheritance of employment	1()	2()	3()	4()	5()
15 Motivation	1()	2()	3()	4()	5()
16 Measured productivity	1()	2()	3()	4()	5()
17 A varied life	1()	2()	3()	4()	5()
18 Independence	1()	2()	3()	4()	5()
19 Daring/Innovation	1()	2()	3()	4()	5()

20 Protecting the environment	1()	2()	3()	4()	5()
21 Responsibility	1()	2()	3()	4()	5()
22 Choosing own goals	1()	2()	3()	4()	5()
23 Accepting ones portion in life	1()	2()	3()	4()	5()
24 Self discipline	1()	2()	3()	4()	5()
25 Religion	1()	2()	3()	4()	5()

PART THREE – PERCEPTIONS (administered three times)

Score the statements (5 = always, 4 = mostly, 3 = often, 2 = occasionally, 1 = rarely, 0 = never) to indicate which management style prevailed during the Parastatal/MM&co/SAB eras:

1. My boss asks/asked me politely to do things, gives/gave me reasons why, and invites/invited my suggestions. 0 () 1() 2() 3() 4() 5()
2. I am/was encouraged to learn skills outside of my immediate area of responsibility. 0 () 1() 2() 3() 4() 5()
3. I am/was left to work without interference from my boss, but help is/was available if I wanted it. 0 () 1() 2() 3() 4() 5()
4. I am/was given credit and praise when I do/did good work or put in extra effort. 0 () 1() 2() 3() 4() 5()
5. People leaving the company are/were given an 'exit interview' to hear their views on the organization. 0 () 1() 2() 3() 4() 5()
6. I am/was incentivised to work hard. 0 () 1() 2() 3() 4() 5()

7. If I want/wanted extra responsibility my boss will/would find a way to give it to me. 0 () 1 () 2 () 3 () 4 () 5 ()
8. I call/called my boss/bosses by their first names. 0 () 1 () 2 () 3 () 4 () 5 ()
9. My boss is/was available for me to discuss my concerns or worries or suggestions. 0 () 1 () 2 () 3 () 4 () 5 ()
10. I know/knew what the company's aims and targets are/were. 0 () 1 () 2 () 3 () 4 () 5 ()
11. I am/was told how the company is/was performing on a regular basis. 0 () 1 () 2 () 3 () 4 () 5 ()
12. I am/was given an opportunity to solve problems connected with my work. 0 () 1 () 2 () 3 () 4 () 5 ()
13. My boss tells/told me what is happening in the organization. 0 () 1 () 2 () 3 () 4 () 5 ()
14. I have/had regular meetings with my boss to discuss how I can improve and develop. 0 () 1 () 2 () 3 () 4 () 5 ()

APPENDIX 3

Management Style and Parastatal Era

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.587	.202	1.40

- a. Predictors: (Constant), Have regular meetings with boss, Boss asks politely to do things, gives reasons, invites suggestions, Know the company's aims and targets, Given opportunity to solve problems connected with my work, Incentivised to work hard, Call bosses by their first names, Boss available to discuss my concerns, Works without interference but helped if wanted, Given credit and praise when does good work, Extra responsibility given, Encouraged to learn skills outside immediate area of responsibility, Boss tells me what is happenign with organization, Gives 'exit interview' for pple leaving company, Told the company's performance regularly

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.339	.685		6.331	.000
	Boss asks politely to do things, gives reasons, invites suggestions	2.702E-02	.323	.024	.084	.934
	Encouraged to learn skills outside immediate area of responsibility	-3.25E-02	.417	-.032	-.078	.939
	Works without interference but helped if wanted	.119	.241	.126	.494	.629
	Given credit and praise when does good work	-.576	.247	-.617	-2.329	.034
	Gives 'exit interview' for pple leaving company	.340	.554	.261	.614	.548
	Incentivised to work hard	.375	.232	.379	1.618	.126
	Extra responsibility given	-5.66E-02	.272	-.062	-.208	.838
	Call bosses by their first names	-5.87E-02	.288	-.049	-.204	.841
	Boss available to discuss my concerns	-3.31E-03	.304	-.003	-.011	.991
	Know the company's aims and targets	-.516	.303	-.615	-1.702	.109
	Told the company's performance regularly	1.111	.558	.853	1.991	.065
	Given opportunity to solve problems connected with my work	-.264	.325	-.257	-.811	.430
	Boss tells me what is happenign with organization	.246	.384	.245	.641	.531
	Have regular meetings with boss	-.434	.326	-.442	-1.331	.203

a. Dependent Variable: To increase my responsibility

Management Style and Madhvani Era

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.490 ^a	.241	-.153	1.67

a. Predictors: (Constant), Have regular meetings with boss, Given credit and praise when does good work, Told the company's performance regularly, Extra responsibility given, Boss asks politely to do things, gives reasons, invites suggestions, Call bosses by their first names, Works without interference but helped if wanted, Know the company's aims and targets, Boss tells me what is happenign with organization, Gives 'exit interview' for pple leaving company, Incentivised to work hard, Boss available to discuss my concerns, Encouraged to learn skills outside immediate area of responsibility, Given opportunity to solve problems connected with my work

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.916	.613		6.388	.000
	Boss asks politely to do things, gives reasons, invites suggestions	-1.26E-02	.216	-.013	-.058	.954
	Encouraged to learn skills outside immediate area of responsibility	.131	.254	.159	.518	.609
	Works without interference but helped if wanted	.157	.257	.158	.609	.548
	Given credit and praise when does good work	.111	.194	.135	.570	.573
	Gives 'exit interview' for pple leaving company	-.149	.251	-.157	-.593	.558
	Incentivised to work hard	-.121	.207	-.150	-.583	.565
	Extra responsibility given	-8.14E-03	.289	-.008	-.028	.978
	Call bosses by their first names	-.422	.268	-.359	-1.575	.127
	Boss available to discuss my concerns	-9.78E-02	.257	-.098	-.380	.707
	Know the company's aims and targets	6.385E-02	.273	.060	.234	.817
	Told the company's performance regularly	.106	.263	.108	.405	.689
	Given opportunity to solve problems connected with my work	-.312	.272	-.370	-1.149	.261
	Boss tells me what is happenign with organization	.273	.293	.226	.930	.360
	Have regular meetings with boss	.389	.311	.295	1.248	.223

a. Dependent Variable: To increase my responsibility

Management Style and SAB Era

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.713	.565	1.03

a. Predictors: (Constant), Have regular meetings with boss, Boss asks politely to do things, gives reasons, invites suggestions, Gives 'exit interview' for pple leaving company, Extra responsibility given, Encouraged to learn skills outside immediate area of responsibility, Call bosses by their first names, Boss available to discuss my concerns, Given opportunity to solve problems connected with my work, Incentivised to work hard, Boss tells me what is happenign with organization, Works without interference but helped if wanted, Given credit and praise when does good work, Told the company's performance regularly, Know the company's aims and targets

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.022	.904		1.130	.268
	Boss asks politely to do things, gives reasons, invites suggestions	6.348E-02	.161	.063	.394	.696
	Encouraged to learn skills outside immediate area of responsibility	-.269	.192	-.199	-1.401	.173
	Works without interference but helped if wanted	.557	.197	.559	2.830	.009
	Given credit and praise when does good work	-8.59E-02	.156	-.104	-.551	.586
	Gives 'exit interview' for pple leaving company	-.165	.109	-.188	-1.514	.142
	Incentivised to work hard	-.138	.126	-.159	-1.090	.285
	Extra responsibility given	-.110	.130	-.120	-.845	.406
	Call bosses by their first names	2.072E-02	.104	.026	.199	.843
	Boss available to discuss my concerns	-4.17E-02	.126	-.047	-.330	.744
	Know the company's aims and targets	.209	.234	.218	.893	.380
	Told the company's performance regularly	8.784E-02	.195	.087	.451	.656
	Given opportunity to solve problems connected with my work	.126	.127	.154	.991	.331
	Boss tells me what is happenign with organization	.368	.179	.337	2.056	.050
	Have regular meetings with-boss	4.447E-02	.169	.045	.263	.794

a. Dependent Variable: To increase my responsibility

Cultural Values Descriptives

Descriptive Statistics

	Mean	Std. Deviation	Variance
Respect for elders	4.63	.77	.588
Importance of extended family	3.97	.91	.828
Respect for authority	4.69	.77	.587
Collectivism/team concern	4.83	.45	.205
Leadership	4.56	.79	.621
Work motivation	4.61	.72	.516
Growth/advancement opportunities	4.61	.68	.462
Nature of the work itself	4.34	.88	.772
Material/physical provision elements	3.89	1.02	1.045
Interpersonal relations	4.41	.94	.880
Fairness in organizational practices	4.20	1.16	1.341
Resistance to change	2.89	1.41	1.987
Lifetime employment	2.85	1.31	1.728
Inheritance of employment	2.90	1.50	2.252
Motivation	4.29	1.04	1.076
Mesured productivity	4.05	1.23	1.511
A varied life	4.31	.92	.850
Independence	3.80	1.36	1.856
Daring/innovation	4.11	.97	.932
Protecting the environment	4.56	.75	.568
Responsibility	4.49	.79	.625
Choosing own goals	3.88	1.32	1.753
Accepting ones portion in life	3.62	1.33	1.769
Self discipline	4.78	.58	.333
Religion	4.32	1.25	1.573

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