

## **AN INVESTIGATION INTO THE IMPACT OF MANAGEMENT STYLE ON EMPLOYEE MOTIVATION AT A SOUTH AFRICAN CONSULTING FIRM**

*Immaculate Tambudzai Esther Katsande & Lucy Chisoro*

*Research Scholar, Mancosa Graduate School of Business, Durban, South Africa*

### **ABSTRACT**

*Employee motivation is considered the key driver of employee turnover and business success. Employee turnover, particularly voluntary employee turnover, has always been a challenge that organisations do not wish to face, because of the adverse effects it has on an organisation's growth and performance. The purpose of this research was to evaluate management styles and their impact on employee motivation and ultimately employee turnover at, a consulting firm in South Africa. The research used a qualitative research methodology approach. The total population of 60 employees was narrowed down to a sample size of 10 participants. The study revealed that the major reasons for employee demonization were lack of respect, non-flexible working hours, lack of communication between management and employees, lack of training programmes, no fringe benefits and flawed human resources policies. These factors ultimately led to the high employee turnover rate at the company. The study recommended that the management needs to reassess their management style and look at the causes of the employee demonization and consider employee needs such as fringe benefits, training programmes and assistance with study loans. The human resources policies need to be re-examined and managers should receive training on how to implement current motivation theories relevant in today's world. It was therefore apparent that management style had a huge influence on employee motivation at the company.*

**KEYWORDS:** *Employee Motivation, Management Styles, Human Resource Policies, Staff Turnover*

---

### **Article History**

**Received: 30 Aug 2018 | Revised: 11 Sep2018 | Accepted: 20 Sep 2018**

---