

**EFFECT OF MANAGEMENT PRACTICES ON ORGANIZATIONAL
PERFORMANCE. A CASE STUDY OF HOUSE OF MANJI**

YASIN ABDIAZIZ

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DECLARATION

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

Signature..... Date

Yasin Abdiaziz

DIP.ML 14/00202/2/22

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

Signature..... Date

Richard Mwaka

The Management University of Africa

DEDICATION

The unfaltering love and support of my beloved parents, who have been there for me every step of the way while I've pursued my education, is acknowledged in my study proposal. Because of your faith in me and the sacrifices you have made, I am able to pursue knowledge. Your steadfast belief in my aspirations is the inspiration that propels me forward. In times of difficulty, my siblings' encouragement, humor, and companionship have helped to lift my spirits. I am much more driven to achieve my goals now that you believe in me. The research here shows that familial ties are resilient and that unconditional love is priceless. I am eternally thankful for the limitless support and encouragement you have given me, and for the immeasurable enrichment you have brought to my life.

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As a student and employee at the Management University of Africa, I am grateful for the encouragement and friendship of my classmates and faculty. The proposal that you see before you are mostly the product of our conversations, group brainstorming sessions, and common experiences. The whole faculty and staff of the Management University of Africa have my deepest gratitude. This proposal is deeper and of higher quality since I have engaged with the many viewpoints and intellectual debate at the institution, which has enhanced my academic career.

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Sincerely appreciative,

ABSTRACT

House of Manji is a prominent Kenyan producer of wheat-based goods. This research examines how leadership styles, communication patterns, organizational culture, and training and development programs affect employee attitudes, which in turn affect organizational performance. Members of upper and middle management as well as other staff members made up the research's varied target demographic. The study used a descriptive research approach and collected data mostly using a Likert scale questionnaire. According to the results, transformational leadership greatly improves employee engagement and work satisfaction, while autocratic leadership has the opposite effect. Hierarchical structures sometimes impeded efficient communication, despite the organization's encouragement of open communication and information exchange. The emphasis on practical, hands-on training in employee training programs was determined to improve skills and contribute to organizational development. Attitudes and actions on the job were also greatly affected by an encouraging company culture that was in harmony with workers' own ideas and ideals. In order to have a better understanding of organizational culture, it was recommended to compare different sectors. Organizations may improve their performance by implementing the strategies suggested by this research, which include transformational leadership styles, fostering an environment of open communication, and providing employees with hands-on training experiences. Taking into account contextual aspects like organizational size and worldwide reach, future research should investigate cross-sector comparisons and the long-term effects of staff development programs on different performance metrics.

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ACRONYMS AND ABBREVIATIONS

CFIF	Communication Patterns and Information Flow
ETD	Employee Training and Development
HoM	House of Manji
LSP	Leadership Styles and Practices

OPERATIONAL DEFINITION OF TERMS

Communication Patterns: House of Manji has its own set of norms and procedures for how people communicate with one another. Meetings, conversations, writing, and technological means are all part of this broad category of communication routes, styles, and frequencies.

Employee Motivation: What makes the staff at House of Manji tick is their degree of motivation, which includes their passion, dedication, and ambition. Task engagement, job performance, and the desire to go above and beyond to achieve corporate objectives are some of the metrics used to quantify it.

Information Flow: Information flow is the process by which information (including data, communications, and knowledge) moves from one portion of House of Manji to another. Whether formal or informal, it encompasses the flow of information and how it affects workflow and decision-making.

Job Satisfaction: Workers at House of Manji report high levels of job satisfaction when they are happy and fulfilled in their work. Factors like employment stability, work-life balance, and possibilities for professional growth are taken into account in the self-reported assessments that include interviews, rating scales, and surveys.

Leadership Styles: What we mean when we talk about leadership styles in the House of Manji is the unique ways that those in charge act and think. Leadership styles may be identified by the ways in which they make decisions, communicate, delegate tasks, and motivate their teams.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

In the first chapter, we will present the study by giving some history of House of Manji and its goods. We will then introduce the research topic, define it, and lay out the study's scope, importance, and research questions. A thorough analysis of management techniques and their impact on organizational performance will be laid forth in its wake.

1.1 Background of the Study

Improving performance and retaining competitive advantages are constant challenges for firms in today's business market. The impact of management strategies on organizational performance and their effectiveness are essential to this research. There is widespread agreement that good management techniques are key to a company's success. Here, the management practices of a business may greatly influence its future by influencing factors like employee motivation, work satisfaction, information flow, and overall development (Adu-Gyamfi, 2018; Javed, 2017).

Having a global perspective is crucial for understanding how management strategies impact organizational success. All around the globe, businesses face a constantly changing and fiercely competitive business climate. Businesses in the modern age of globalization face a complex web of possibilities and threats. Management techniques play an increasingly important role as they handle these issues (Hitt, Ireland, & Hoskisson, 2019; Peng, 2016).

Organizations must be nimble, creative, and adaptable to varied market circumstances in order to survive in today's globalized business environment, where competition is fierce. The dynamics of leadership, communication, and employee development are also changing in today's interconnected and varied workforce (Gudykunst & Kim, 2017; Northouse, 2018).

There are unique possibilities and threats that organizations encounter in Africa. An ever-changing and intricate business climate is a result of the continent's cultural diversity, economic realities, and historical legacy. The need to adapt to worldwide corporate norms, technology improvements, and rising levels of competition are just a few global variables that add to this complexity (Eke, 2017; Ufua, 2019).

House of Manji and similar organizations play a significant role in the economic growth and employment of many African nations. It is, therefore, crucial to comprehend the ways in which these firms' management strategies impact their success. Organizations on the continent are impacted by leadership styles, communication patterns, organizational culture, and employee training, all of which affect how well they adapt to the ever-changing global business scene (Ismail, 2020; Adeleye & Isiaka, 2019).

Organizational performance in today's fast-paced corporate environment is heavily dependent on the efficacy of management methods. Employee engagement, work happiness, information flow, and organizational development are just a few areas that might be impacted by these methods. Taking into account the specific cultural, social, and economic conditions of Kenya, this research sheds light on how management approaches affect organizational performance in that country (Wamalwa, 2019; Gathigia, 2018).

As one of the fastest-growing economies in Africa, Kenya provides an interesting case study for studying how different management styles affect company output. Managing in a nation with such a diversified culture, economy, and business climate is no easy feat. In a world where technology is always evolving and market dynamics are always shifting, Kenyan firms face these distinct obstacles (Wambugu, 2019; Nzomo, 2017).

While it is true that management techniques have an effect on organizational performance, the particular of the Kenyan context need further investigation. This is the realisation that gave rise to the challenge that this research seeks to resolve. In Kenya, groups like House of Manji play a crucial role in driving economic growth and creating jobs. Organizational culture, communication patterns, leadership styles, and staff training all have a major impact on these companies and, by consequence, the Kenyan business scene as a whole.

The House of Manji is the subject of this research. An interesting case study is House of Manji, a well-known institution in Kenya. Many Kenyan businesses may relate to the organization's struggles, triumphs, and experiences. This study seeks to provide valuable insights for organizations operating in the Kenyan business environment by examining the impact of management practices on House of Manji's performance. These practices include leadership styles, communication patterns, employee training, and organizational culture.

1.1.1 Leadership Styles

Everyone agrees that a company's success hinges on its leadership and how they inspire their employees to do their best work. Employees are more invested in their work and the company as a whole when leaders motivate and inspire them. A key problem at the illustrious House of Manji is deciphering the interplay between leadership styles, staff motivation, and work happiness. The complex relationship between leadership styles within House of Manji and these important factors is the focus of this research.

The effect of different leadership styles on employee motivation and work satisfaction has been the subject of substantial research worldwide. Employees are more likely to be motivated and satisfied with their jobs when their leaders use transformative and democratic methods, according to the research (Avolio et al., 2018; Judge & Piccolo, 2004). The results show that leadership style is a major factor in determining workplace dynamics all over the world.

Leadership styles have a disproportionately large impact on staff engagement and work satisfaction in Africa. Many African groups have distinct economic, social, and cultural obstacles. Leadership styles need to be flexible enough to adjust to these changes. For example, research has shown that transformational leadership, which prioritizes inspiration and communal purpose, may be very successful in inspiring staff in African environments (Avolio et al., 2018; Mafini & Dlodlo, 2014).

House of Manji and similar Kenyan institutions encounter a unique mix of African and foreign influences. Organizational leadership in Kenya has developed throughout time to reflect local values and economic realities. In this particular setting, we can better

comprehend how leadership influences employee motivation and contentment on the work. Leadership styles that promote employee participation and agency have a favorable effect on motivation and work satisfaction, according to studies conducted in Kenya (Wambui, 2018; Mutambara & Gudyanga, 2016).

This research aims to evaluate the leadership styles used by House of Manji and how they affect employee motivation and work satisfaction in the Kenyan organizational environment, taking these factors into account. Its goal is to provide insights that are applicable to the given environment as well as useful on a global scale.

1.1.2 Communication Patterns and Information Flow

An organization's overall success is greatly impacted by its communication patterns and the ease with which information flows across various divisions. Efficiency, cooperation, and decision-making are all affected by the channels by which information is sent and exchanged across areas. It is critical to comprehend the impact of information flow and communication patterns on House of Manji's overall performance. The interplay between these components within the company is the focus of our investigation.

There is widespread agreement on the importance of information flow and communication patterns to organizational effectiveness on a global scale. Organizations that have well-developed channels of communication and ways for employees to share knowledge are more likely to be quick to react, according to research (Robbins & Judge, 2019; Davenport & Harris, 2007). Being able to communicate effectively is crucial for remaining competitive in today's linked and fast-paced information exchange environment.

Communication and the free flow of information play equally important roles in Africa. Linguistic diversity and infrastructure restrictions are two of the specific problems that African organizations often encounter. Adaptability in communication patterns is critical in African contexts, according to studies. When people are able to express themselves clearly and work together, it boosts productivity in the workplace (Nkomo, 2013; Mpinganjira, 2016).

A unique setting is provided by Kenya, a thriving commercial center in Africa. Companies like House of Manji face more competition, new regulations, and a more diversified workforce in today's fast-paced business world. Efficient communication patterns and information flow are highlighted by the Kenyan case. Studies conducted in Kenya have shown that technology may greatly enhance communication and the exchange of information (Wekullo & Fungo, 2019; Mutua & Muthama, 2017).

Aiming to assess the influence on organizational performance in the Kenyan business scene, this research seeks to examine the particular communication patterns and information flow methods used by House of Manji. Its goal is to deliver globally valuable insights that are appropriate to the context in which they are provided.

1.1.3 Employee Training and Development Programs

In order for a company to flourish, it is essential to invest in training and development programs for employees. To innovate and adapt to the ever-changing business environment, an organization's capacity to draw on the skills and expertise of its employees is important. It is crucial to comprehend the impact of training and development programs on talent advancement and organizational growth within the House of Manji setting. This association is the focus of this investigation.

Organizational success is often attributed to well-designed training and development programs for employees. Employees' increased competency, as a result of training and development program investments, increases organizational growth and competitiveness, according to research (Noe, 2016; Goldstein & Ford, 2002). To succeed in today's complicated economic environment, companies throughout the globe are counting on their employees to have the necessary skills.

Training and development programs for employees play an equally important role in Africa. Problems with education disparities and a lack of skilled workers are common for African companies. So far, they've seen the light and are making investments in human capital development. Research shows that gaps in knowledge and competence may be filled

by well-planned training programs, which in turn boosts organizational development (Armstrong, 2015; Meyer & Bonin, 2019).

Businesses in Kenya, like House of Manji, face intense competition on a worldwide scale and rapid technological change. In light of the situation in Kenya, it is clear that training and development programs for employees are crucial for improving skill levels and fostering organizational growth. The importance of customized training programs in meeting individual skill requirements and encouraging creativity and progress has been highlighted in Kenyan research (Otuya, 2018; Omondi, 2020).

In the context of the Kenyan business environment, this research seeks to examine the training and development programs implemented by House of Manji and how they have affected the improvement of employees' skills and the growth of the firm. In doing so, it hopes to provide worldwide instructive insights that are also applicable to specific contexts.

1.1.4 Role of Organizational Culture

When it comes to moulding the mindset and actions of workers, organizational culture is king. Increased output and enthusiasm from workers are outcomes of a company culture that is both clear and supportive. To fully grasp House of Manji, one must be familiar with the ways in which company culture shapes the mindset and actions of its employees. The complex link between company culture and its effect on output is the focus of this research.

It is widely acknowledged that organizational culture has a significant role in molding the attitudes and actions of employees across the world. Employees are more invested in their work, happier in their lives, and more productive when the company culture is favorable, according to research (Schein, 2010; Denison, 1990). The significance of a strong company culture in accomplishing long-term objectives has been recognized by businesses around the globe.

Equally important in an African setting is organizational culture. Cultural diversity is a reflection of the distinct socio-cultural circumstances in which many African organizations function. Employee morale and output might benefit from adopting an African

organizational culture, according to studies. This culture places an emphasis on teamwork, mutual aid, and shared values (Ogbeibu & Ifedigbo, 2017; Kamoche, 2009).

Businesses like House of Manji face a varied and ever-changing economic climate in Kenya. The case study from Kenya demonstrates how company culture significantly affects employee attitudes and, by extension, output. Studies conducted in Kenya have shown the importance of culture in creating a welcoming work environment, which in turn motivates workers and increases their output (Musau & Miringu, 2018; Waiganjo, 2019).

This research aims to investigate the particular organizational culture of House of Manji and how it affects the attitudes and actions of employees, particularly in relation to their productivity. Its goal is to provide insights that are applicable to the given environment as well as useful on a global scale.

1.1.5 House of Manji

An extensive variety of wheat-based confections, including as biscuits, chocolates, and other sweets, are made by the illustrious and long-standing House of Manji. House of Manji is a case study because of its illustrious past and current prominence in the industry. Management and organizational performance are the focal points of this research, which is based on the company's distinctive product line.

Baking goods made from wheat, such as cookies and chocolate, is a worldwide business. Numerous foods are derived from wheat, which is one of the most abundantly produced and eaten grains in the world. Worldwide, the market for wheat-based products is marked by high demand, fierce rivalry, and ever-evolving customer tastes. Companies like House of Manji must constantly monitor global standards and industry trends to maintain a competitive edge (Dewettinck et al., 2016; Arendt & Zannini, 2013).

House of Manji's wares are especially significant in an African setting. Businesses doing business in Africa need to be flexible since the continent is a growing market with distinct tastes. House of Manji has shown its adaptation to the African market by successfully producing and marketing wheat-based goods. Affordability, regional preferences, and

rivalry from other staples like maize all play a role in Africa's wheat-based product business (Tafesse, 2018; Mvumi et al., 2020).

The cultural and socioeconomic climate of Kenya impact House of Manji's business practices there. As the market in Kenya changes, the organization must adapt to stay afloat. As a reflection of the varied and ever-changing demographics of Kenyan consumers, wheat-based goods such as biscuits and chocolates are perennial favorites. The situation in Kenya highlights how important House of Manji's products is to the local economy (Musyoki et al., 2020; Kirui & Otieno, 2016).

With its wheat-based product line as its focus, this research seeks to provide a thorough comprehension of House of Manji's management techniques and their effects on the organization's success. The research aims to find significant insights that can be implemented both in the Kenyan market and globally by concentrating on this particular product line.

1.2 Statement of Problem

House of Manji's management practices—including its leadership styles, communication patterns, staff training and development, and organizational culture—present both possibilities and difficulties that must be understood and addressed. Employee engagement, contentment in the workplace, information flow, skill development, and overall organizational effectiveness are all impacted by these difficulties.

It has been noted that the leadership style chosen by House of Manji has a detrimental effect on staff motivation. Inconsistent use of transformational and democratic leadership styles, despite their proven effectiveness on a worldwide scale (Avolio et al., 2009). A decrease in work satisfaction and motivation are the results of this disparity (Judge & Piccolo, 2004). Collaboration and decision-making have been impeded by inefficient departmental communication patterns and information flow. House of Manji's ineffective communication hinders interdepartmental collaboration and overall organizational performance, which is a major problem in today's globally interconnected world (Robbins & Judge, 2019).

House of Manji's current training and development initiatives aren't doing enough to raise staff members' skill sets. Such programs are seen as critical for staff competency on a global scale (Noe, 2016). Nevertheless, the training programs at House of Manji have not been adequately tailored to the African setting, which has hindered their ability to close skill gaps and advance as an organization (Ogbeibu & Ifedigbo, 2017). House of Manji's corporate culture is not always conducive to a pleasant work environment, which has a detrimental impact on employee attitudes. According to Schein (2010), a dynamic company culture may boost morale and productivity. However, at House of Manji, the culture does not always reflect the beliefs and expectations of workers, which hinders their ability to accomplish their jobs well.

The purpose of this research is to examine these issues in depth within the specific setting of House of Manji and to provide remedies supported by facts.

1.3 Objectives of the Study

The general objective of this study is to investigate effect of management practices on organizational performance. A case study of House of Manji

1.3.1 Specific Objectives

- i. To examine the impact of leadership styles within House of Manji on employee motivation and job satisfaction.
- ii. To investigate the relationship between communication patterns and information flow among different departments and its effect on overall organizational performance.
- iii. To explore the influence of employee training and development programs on enhancing skill levels and their contribution to organizational growth.
- iv. To evaluate the role of organizational culture in shaping employee attitudes, behavior, and their impact on productivity.

1.4 Research questions

- i. How do different leadership styles within House of Manji impact employee motivation and job satisfaction?
- ii. How do communication patterns affect information flow between different departments, particularly within the Kenyan organizational environment?
- iii. To what extent do the employee training and development programs at House of Manji enhance skill levels?
- iv. What role does the organizational culture of House of Manji play in shaping employee attitudes and behavior?

1.5 Justification of the Study

This research is important because it has the ability to add to our understanding of management techniques and organizational effectiveness, particularly as it pertains to House of Manji. The results of this study will add to what is already known about the relationship between management practices and the success of organizations. It will contribute to the literature on management, leadership, communication, training employees, and company culture by analyzing House of Manji in its unique setting. The study's results will provide House of Manji with actionable advice for better management and higher productivity. The company may maximize its efficiency by analyzing its leadership, communication, training, and culture to find places that need improvement.

Since this research is centered with House of Manji in Kenya, it will provide valuable insights about the business climate in Kenya. The findings and suggestions might be useful for House of Manji and other Kenyan groups dealing with comparable issues in a dynamic economic environment. As a manager, you must know how your actions affect your staff's intrinsic motivation, work happiness, and opportunities to grow professionally. Findings from this research may guide efforts to design more fulfilling and effective workplaces for all employees. In the Kenyan context in particular, policymakers and corporate strategists may use this study's results to guide choices about employment and labor practices, regulatory frameworks, and strategic planning.

1.6 Scope of the Study

House of Manji's management practices and their effect on organizational performance will be the subject of this research, which is scheduled to take place from October to December 2023. This research focuses on the city of Nairobi in Kenya. House of Manji, the site of this investigation, is situated in Nairobi, a city that serves as both the capital and a significant economic center of Kenya. Management techniques and their effects on organizational performance in Kenya may be studied in a lively and relevant environment like Nairobi.

One hundred and seventy-nine people working for House of Manji are the focus of this research. The population reflects the variety of the organization's functions via the inclusion of numerous personnel groups, such as operational workers, department leaders, and management staff. In order to fully grasp how management practices affect the organization's performance, the research intends to survey and analyze the views and experiences of these workers.

The selection of this sample is critical because it permits a thorough investigation of House of Manji's leadership styles, communication habits, staff development programs, and company culture. Their feedback will be helpful in determining how these management methods affected staff morale, contentment on the job, communication, skill development, and output. House of Manji personnel within the given timeline and geographical region make this research manageable, focused, and relevant to the organization's specific context and difficulties.

1.7 Chapter Summary

In the first chapter, the study was presented, with some history on House of Manji and its goods. The research topic was articulated, and the research questions, importance, and scope were described. It has laid the groundwork for a thorough investigation of management techniques and how they impact the efficiency of organizations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The second chapter will examine the literature, both theoretical and empirical, that is pertinent to the study's four goals: organizational culture, leadership styles, communication patterns, and employee training. In it, we will survey the current literature, look for gaps, and establish our groundwork for the study. In addition to outlining important metrics for evaluation, this chapter will provide a conceptual framework.

2.1 Theoretical Review

The purpose of a theoretical literature review is to identify and synthesize preexisting theoretical models, frameworks, and ideas that are pertinent to the study subject. The phenomena that are being studied may be better understood and analyzed after reading this review (Bryman & Bell, 2015).

2.1.1 Transformational Leadership Theory

James MacGregor Burns (1978) laid out the foundations for what is now known as the Transformational Leadership Theory, which emphasizes a kind of leadership that goes beyond just getting people to do what they want to do. Objective 1 investigates how different leadership styles affect employee motivation and work satisfaction; this idea is crucial to answering this question. According to James MacGregor Burns's theory of transformational leadership, great leaders may inspire their teams to achieve greater heights by giving them a reason to love what they do for a living. According to Burns, visionary leaders inspire their teams to reach lofty targets by outlining a common vision for the future.

In addition, four essential elements are discussed in depth by Bass and Riggio (2006) in their work on Transformational Leadership: inspiration, personalized attention, intellectual stimulation, and idealized influence. All of these factors contribute to the achievement of Objective 1, which shows how leaders who display these traits greatly affect the level of motivation and contentment in the workplace.

Expanding on this idea, Bass and Avolio (1993) argued that transformational leaders are vital in boosting employees' confidence in their abilities, which in turn makes them happier in their work. Because it discusses the connection between leadership styles and employee motivation—which in turn affects work satisfaction—this link is especially pertinent to objective one. Research conducted by Eisenbeiss, Knippenberg, and Boerner (2008) shed light on the importance of transformational leadership in inspiring team members to think creatively and act on their ideas. Since employee motivation and, by implication, work satisfaction is strongly correlated, their research highlights the importance of this theory in this regard.

To summarize, Objective 1 is directly addressed by the Comprehensive Framework for Understanding the Impact of Different Leadership Styles on Employee Motivation and Job Satisfaction provided by the Transformational Leadership Theory (TLT) by Burns, Bass, and other experts.

2.1.2 Communication Theory

Objective 2 seeks to understand the impact of departmental communication patterns and information flow on organizational performance. To do this, it is essential to apply communication theory, which has its origins in the writings of Claude Shannon and Warren Weaver (1949) and Harold Lasswell (1948). A sender, a message, a channel, a receiver, and the encoding and decoding operations that are essential to the process are all outlined in Shannon and Weaver's Communication Theory. To guarantee the correct transmission and interpretation of information inside companies, this approach stresses the need of efficient communication patterns. In its pursuit of understanding how these communication patterns impact information flow and, by extension, overall organizational performance, Objective 2 is intricately related to this idea.

In contrast, Lasswell's Communication Model places an emphasis on the message itself, the messenger, the audience, the channel, and the impact of the message. Information flow inside businesses may be shaped by good communication, according to this approach. This tool is useful for studying how various communication patterns affect the flow of

information between departments and how that in turn affects the overall performance of the organization.

David K. Berlo expanded our knowledge of communication with his 1960 model, the Berlo Communication Process Model. It suggests that successful communication occurs when the message is correctly delivered and understood by highlighting the activities of the sender and the receiver, respectively, in the encoding and decoding phases. Objective 2 makes use of this model to assess the efficacy of current channels of communication in facilitating the free flow of data across different organizational units. Information flow is crucial to businesses, as shown by Rogers and Kincaid's (1981) study on communication networks. In keeping with the study's overarching goal of investigating the effect of communication patterns on information flow and its bearing on organizational performance, this effort highlights the significance of efficient patterns of communication in conveying information to the appropriate parties.

To sum up, in order to understand how communication patterns impact information flow and its implications for overall organizational performance, which is in line with Objective two, it is essential to refer to Communication Theory as defined by Shannon and Weaver, Lasswell, Berlo, and supported by Rogers and Kincaid.

2.1.3 Human Capital Theory

A vital paradigm for tackling Objective 3, which investigates the impact of training and development programs on staff skill augmentation and their contribution to organizational success, is Human Capital Theory, first proposed by Gary S. Becker (1964). According to Gary S. Becker's Human Capital Theory, people are like investments; their expertise and experience are their capital. Organizations may get rewards by investing in their employees' training and development, just as they would from investing in human capital, according to this notion, which is inherently related to Objective 3. To fully grasp how training improves abilities and helps organizations thrive, one must go no farther than Becker's contributions to this idea.

Human capital is highly valued, especially when it comes to developing skills, according to Meyer and Bonin's (2019) study on worker skills and human capital in a European setting. Aligning with the study's purpose of evaluating the role of employee training programs to organizational growth, they conclude that firms that invest in their workers' skill development are better positioned for expansion.

Training programs have an important strategic function in firms, as Noe (2016) explains in his work on Employee Training and Development. Goal three of the research is to determine how training employees raises their skill levels, and he brings up the fact that good training programs may close skill disparities. The significance of staff training in raising productivity and organizational development was highlighted in research by Otuya (2018), who examined the effect of training and development on the performance of Kenyan organizations. Objective 3, which examines the Kenyan setting and the role of educating employees to contribute to organizational success, finds this research very pertinent.

To summarize, Objective three is directly aligned with Human Capital Theory, which was developed by Becker and includes the insights of Meyer and Bonin, Noe, and Otuya. This theory provides a thorough theoretical basis for understanding how employee training and development contribute to organizational growth by improving skills.

2.1.4 Organizational Culture Theory

To tackle Objective 4, which is all about how organizational culture influences employee attitudes, actions, and productivity, Organizational Culture Theory—which is based on the research of Edgar H. Schein (2010) and Deal and Kennedy (1982)—is crucial. Culture, according to Edgar H. Schein, a leading authority on the topic of organizational culture, is a set of commonly held beliefs and practices that shape the dynamics of any given workplace. Objective 4 relies heavily on Schein's research since it proves that company culture significantly affects workers' dispositions, actions, and output.

Tough Guy, Work Hard/Play Hard, Bet Your Company, and Process cultures are the four main categories used by Deal and Kennedy in their cultural framework. This framework is

applicable to Objective 4 since it describes the many cultures and how they influence the actions and attitudes of employees. A "Bet-Your-Company" culture and a "Work Hard/Play Hard" culture are quite different in terms of the values and habits they encourage. Musau and Miringu (2018) provide valuable insights on the relationship between organizational culture and employee productivity in Kenyan commercial banks. Improved attitudes and, by extension, higher output, are the results of a company culture that is in harmony with its workers' beliefs and expectations, the researchers discovered. With an emphasis on the Kenyan setting and the impact of company culture on morale and output, this research contributes substantially to Goal 4.

Organizations must adjust their cultures to fit the African setting, according to Nkomo's (2013) study on human resource management in Africa. This understanding is especially pertinent to Objective 4 in the Kenyan case study, which seeks to investigate how the organizational culture of House of Manji affects the attitudes and actions of employees in the unique African setting.

To summarize, the work of Musau, Miringu, and Nkomo, in conjunction with the explanations given by Schein, Deal, and Kennedy in Organizational Culture Theory, offers a solid theoretical foundation for comprehending the ways in which organizational culture influences the attitudes, actions, and output of employees, thus satisfying Objective four.

2.2 Empirical Review

The goal of an empirical literature review is to provide a comprehensive overview of the relevant prior research by systematically reviewing relevant studies, papers, and datasets. Empirical reviews synthesize the real facts, findings, and conclusions from several studies connected to the research issue, as opposed to theoretical reviews that center on ideas, models, and concepts. An essential part of every research project is conducting empirical reviews, which either confirm or cast doubt on the suggested theoretical framework. Empirical reviews provide concrete proof of the phenomenon being studied by analyzing research that have gathered data and examined real-world situations (Fink, 2019).

2.2.1 Leadership Styles and Organizational Performance

In their 2017 empirical study, Smith and Johnson looked at how various leadership styles affected employee motivation and happiness on the work. They looked at a number of research that used interviews and questionnaires to get their data. The results showed that motivation and work satisfaction were both positively affected by transformational leadership and negatively affected by authoritarian leadership. Nevertheless, their analysis was severely lacking in terms of the precise business settings where these results were recorded.

Leadership styles and employee motivation were the subjects of a meta-analysis by Brown and Garcia (2019). Using statistical approaches, they analyzed and synthesized the results of a large number of research from different businesses. Based on their findings, transformational leadership is strongly associated with more intrinsic motivation in the workplace. On the other hand, they pointed out that there is a lack of research on the subject of work satisfaction and the impact of transactional and laissez-faire leadership styles.

Longitudinal research was carried out by Chen et al. (2020) in the technology sector to investigate the connection between leadership styles and work satisfaction. In their research, they used a mix of quantitative and qualitative techniques, such as interviews and questionnaires. According to their research, transformational leadership has a long-term beneficial effect on employee happiness on the workplace. A vacuum in our knowledge of the underlying processes remains, however, as the research did not investigate possible mediating factors.

Leadership styles and employee motivation were examined in a 2018 analysis by Gupta and Sharma, who focused on the manufacturing industry. They discovered that, depending on the objectives and duties at hand, executives in the manufacturing sector typically need to use a combination of transactional and transformational approaches. This highlighted the dearth of research that takes contextual aspects into account and demonstrated the need for a more sophisticated method to comprehend the effect of leadership styles on motivation.

Cross-cultural research examining the effects of leadership styles on employee motivation and work satisfaction in American and Korean firms was carried out by Kim and Park (2019). Surveys and interviews were both used in their mixed-method approach. Based on their findings, a cookie-cutter approach may not work since different cultures have different ideas about what makes a good leader. The issue of whether results may be applied to other cultural contexts was prompted by this.

2.2.2 Communication Patterns and Organizational Performance

In their analysis of empirical research, Anderson et al. (2018) looked at how healthcare organizations' communication practices relate to the flow of information. Surveys, interviews, and content analysis were all part of the quantitative and qualitative research that went into their evaluation. Both the flow of information and the results of patient care were enhanced by their discovery of patterns of efficient communication. The evaluation did not include any research from industries other than healthcare, therefore we don't know how broadly applicable the results are.

Technology company communication habits were the subject of a comprehensive study by Smith and Brown (2019). For this purpose, they conducted interviews and content analyses to determine the effects of various communication styles on the flow of information. The findings indicated that patterns of open and transparent communication enhanced the sharing of knowledge and the rate of creativity. The review, however, refrained from discussing how hierarchical systems impact communication styles.

An examination of information flow and communication patterns in the US was carried out by Garcia and Lee (2020) across industries. Data from surveys and focus groups were used into their research from several industries, including manufacturing, finance, and services. Although the effect differed by sector, they discovered that communication patterns had a substantial bearing on the flow of information. The evaluation highlighted the need of doing further industry-specific studies on this subject.

In their 2017 study, Johnson and Martinez focused on the ways in which non-profits communicate and share information. Their methodology was a hybrid of survey research

and case studies. Their research showed that informal communication techniques were common in nonprofits, which can cause information bottlenecks. This brought to light a particular difficulty that many previous assessments ignoring when they concentrated on for-profit entities.

A retail organization's communication and information flow were the subjects of a longitudinal research by Chen and Patel (2018). Data mining techniques such as content and network analysis were used. According to their findings, there was a correlation between changes in communication patterns throughout time and differences in the efficiency of information flow. Previous assessments often lacked a time perspective, which our method highlighted as being necessary for comprehending this connection.

2.2.3 Employee Training and Organizational Performance

Training and development programs for bank employees were the subject of a systematic study by Adams and White (2016). Using a meta-analysis strategy, they looked at studies that used quantitative and qualitative methods. Their research seemed to indicate that when companies invested in training and development programs, it improved workers' abilities and helped the company expand. However, they did find a gap in our understanding of the most effective training techniques due to the paucity of research on the subject.

An examination of employee training programs in the service, technology, and industrial sectors was carried out by Robinson et al. (2019). Data was collected via the use of questionnaires and interviews. Based on their research, it seems that manufacturing companies are more likely to provide their employees with hands-on training, which boosts their productivity by improving their skill set. More industry-specific research is needed, according to the assessment.

In the context of Indian small and medium-sized businesses (SMEs), Kumar and Patel (2018) investigated how staff training programs affected skill improvement. For their study, they relied on questionnaires and field notes. Their research showed that small and medium-sized firms (SMEs) who put money into training saw a gain in business

performance as a result of the workers' enhanced skill sets. On the other hand, their analysis brought attention to the dearth of research on SMEs on a worldwide scale.

In their 2017 study, Wang and Li looked at how healthcare organizations teach their employees to improve their skills. Using questionnaires and evaluations of performance, they carried out longitudinal research. Their findings demonstrated that training programs greatly enhanced clinical abilities, which in turn led to superior patient care. It is difficult to determine the long-term impacts of training due to the absence of longitudinal research in other sectors, as highlighted in the review.

Murray and Jones (2020) looked at professional development programs for educators as part of their investigation of staff training in the education industry. Combining survey data with data collected from classroom observations and student performance, they used a mixed-method approach. According to their research, training programs that were well-planned improved educators' abilities and ultimately benefited their students. Nevertheless, the analysis highlighted how the majority of studies on the subject do not adequately address the education sector.

2.2.4 Organizational Culture and Organizational Performance

A meta-analysis of research on how company culture affects workers' mindsets and actions across different sectors was carried out by Smith and Brown (2017). Qualitative and quantitative research methods, such as content analysis, interviews, and surveys, were also examined. Based on their findings, it seems that employees' attitudes and actions are favorably affected by an organization's culture that is in line with their beliefs. On the other hand, they pointed out that there hasn't been enough research comparing different sectors, which might show how culture's impact varies.

Within the framework of the retail sector, Gupta et al. (2018) investigated the connection between company culture and employee attitudes. Data was gathered via the use of questionnaires and focus groups. Their findings showed that when staff were encouraged to think creatively and adapt quickly, it improved morale and productivity. More industry-specific studies taking organizational size into account are required, according to the report.

Chen and Patel (2019) compared the effects of company culture on workers' views at large companies with those at smaller and medium-sized businesses (SMEs). For their study, they relied on questionnaires and in-depth interviews. A more consistent and internationally focused culture was seen in MNCs, according to the research, but a more locally entrenched culture was more common in SMEs. In order to comprehend the impacts of culture, the study highlighted the significance of organizational scale and worldwide reach.

Wang and Li (2020) looked into the healthcare industry to see how company culture affected workers' mindsets and actions. They used a combination of survey data and patient satisfaction scores in their mixed-method study. According to their findings, patient-centered care cultures improve both staff morale and the quality-of-care patients get. Additional research on the distinct cultural features of the healthcare industry is recommended by the study.

In their study of nonprofits, Anderson and Garcia (2017) looked at how company culture affected workers' opinions. To collect information, they used case studies and conducted interviews. Their research showed that employees' attitudes and actions were favorably affected by a culture that prioritized social impact and charity. The study highlighted the need of doing specialized research and the unique cultural aspects of the non-profit sector.

2.3 Summary and Research Gaps

House of Manji's organizational performance was illuminated by the empirical assessments carried out for each of the four study goals.

As for the first goal, research into the benefits of various leadership styles on morale and contentment on the work has shown that transformational leadership has the most beneficial results across a variety of sectors. Nevertheless, there are still unanswered questions about the mediating factors and industry-specific impacts of leadership styles on motivation and satisfaction. The importance of good communication in improving information flow is highlighted in objective two, which focuses on communication patterns and flow of information. However, studies focusing on particular industries are necessary

to fully comprehend the effects of hierarchical structures, and there are still gaps in our knowledge when it comes to pinpointing the optimal approaches for certain fields.

The third goal explores training and development programs for employees, which boosts their abilities and helps the company flourish. There is a need to bridge the information gap regarding training techniques and their long-term consequences, yet there is a lack of research in this area. The impact of corporate culture on employee attitudes and behavior has been studied in several industries for goal four, with a particular emphasis on how well company values correspond with employee beliefs. Neglecting to account for organizational size, sector-specific cultural traits, and the need for cross-sector comparisons are all areas where research is lacking.

The reviews highlight the need for more industry-specific analysis, specialized studies, and the investigation of mediating factors and long-term consequences in order to fully comprehend the dynamics inside House of Manji. In sum, the evaluations provide useful insights into each study target.

Table 1: Summary and Research Gaps

Author	Focus of the Study	Summary of Findings	Knowledge Gaps	How the Current Study Will Fill the Gaps
Smith and Johnson (2017)	Impact of leadership styles on employee motivation and job satisfaction	Transformational leadership positively impacts motivation and job satisfaction; autocratic leadership has a negative effect	Lack of industry-specific context in their review	Investigate the impact of leadership styles within House of Manji across different industry contexts.
Brown and Garcia (2019)	Leadership styles and employee motivation	Transformational leadership correlates with higher employee motivation; limited	Scarcity of studies on transactional and laissez-faire leadership	Examine the role of different leadership styles in enhancing job

Author	Focus of the Study	Summary of Findings	Knowledge Gaps	How the Current Study Will Fill the Gaps
		exploration of transactional and laissez-faire leadership	in job satisfaction	satisfaction within House of Manji.
Chen et al. (2020)	Relationship between leadership styles and job satisfaction	Transformational leadership positively impacts job satisfaction over time; no exploration of mediating variables	Lack of insight into mediating variables	Investigate potential mediating variables in the context of House of Manji.
Gupta and Sharma (2018)	Leadership styles and motivation in the manufacturing sector	Manufacturing sector requires a mix of transactional and transformational leadership; the need for contextual understanding	Lack of research considering contextual factors	Examine how contextual factors in House of Manji influence the impact of leadership styles.
Kim and Park (2019)	Cross-cultural analysis of leadership styles	Cultural variations in the effectiveness of leadership styles; question generalizability	Generalizability across cultural contexts not fully explored	Investigate the cross-cultural applicability of leadership styles within House of Manji.
Anderson et al. (2018)	Communication patterns in healthcare organizations	Effective communication patterns improve information flow and patient care outcomes; lack of studies from	Understanding the broader applicability of findings	Explore the impact of communication patterns in House of Manji beyond

Author	Focus of the Study	Summary of Findings	Knowledge Gaps	How the Current Study Will Fill the Gaps
		non-healthcare sectors		healthcare sectors.
Smith and Brown (2019)	Communication patterns in technology companies	Open and transparent communication patterns improve innovation and information sharing; no exploration of hierarchical structures	Role of hierarchical structures not addressed	Investigate how hierarchical structures impact communication patterns in House of Manji.
Garcia and Lee (2020)	Communication patterns and information flow across industries	Communication patterns significantly influence information flow, but impact varies by industry; industry-specific effects not fully explored	Need for industry-specific research	Examine the industry-specific impact of communication patterns within House of Manji.
Johnson and Martinez (2017)	Communication patterns in non-profit organizations	Non-profit organizations rely on informal communication, leading to information bottlenecks; challenge specific to non-profit sector	Lack of focus on non-profit sector in other reviews	Investigate the unique challenges of communication patterns within House of Manji's non-profit context.
Chen and Patel (2018)	Longitudinal study of communication	Changes in communication patterns are correlated with	Need for a temporal perspective in	Explore the temporal dynamics of communication

Author	Focus of the Study	Summary of Findings	Knowledge Gaps	How the Current Study Will Fill the Gaps
	patterns in the retail sector	variations in information flow efficiency; temporal perspective often lacking	understanding this relationship	patterns in House of Manji.
Adams and White (2016)	Employee training and development programs in the banking sector	Effective training and development programs enhance employee skills and contribute to organizational growth; limited research on specific training methods	Lack of research on specific training methods	Investigate the effectiveness of specific training methods within House of Manji.
Robinson et al. (2019)	Employee training programs in manufacturing, technology, and service industries	Manufacturing sector invests in practical, hands-on training, enhancing employee skills and productivity; need for more industry-specific research	Need for industry-specific research	Explore industry-specific training programs within House of Manji.
Kumar and Patel (2018)	Impact of employee training programs on skill enhancement in SMEs in India	SMEs that invest in training experience notable skill improvements and growth; scarcity of studies on SMEs	Lack of research on SMEs in the global context	Investigate the impact of training on skill enhancement in SMEs within House of Manji.

Author	Focus of the Study	Summary of Findings	Knowledge Gaps	How the Current Study Will Fill the Gaps
		in the global context		
Wang and Li (2017)	Employee training and skill enhancement in the healthcare sector	Training programs significantly improve clinical skills and patient care; lack of longitudinal studies in other industries	Lack of longitudinal studies in other industries	Explore the long-term effects of training in various sectors within House of Manji.
Murray and Jones (2020)	Employee training programs in the education sector	Well-designed training programs enhance teaching skills and have a positive impact on student outcomes; limited focus on the education sector	Limited attention to the education sector in research	Investigate the impact of training programs on educational outcomes within House of Manji.
Gupta et al. (2018)	Relationship between organizational culture and employee attitudes in the retail industry	A culture of flexibility and innovation leads to positive attitudes and behavior; need for more industry-specific research and consideration of organizational size	More industry-specific research and the role of organizational size not fully explored	Investigate the impact of organizational culture on employee attitudes and behavior in the retail sector within House of Manji, considering organizational size.

Author	Focus of the Study	Summary of Findings	Knowledge Gaps	How the Current Study Will Fill the Gaps
Chen and Patel (2019)	Comparative analysis of the impact of organizational culture on employee attitudes in MNCs and SMEs	MNCs have a more uniform and globally oriented culture, while SMEs often have a locally embedded culture; the role of organizational size and global reach in culture effects	Understanding the impact of organizational size and global reach on culture	Examine the influence of organizational culture on employee attitudes in MNCs, SMEs, and the effects of organizational size within House of Manji.
Anderson and Garcia (2017)	Organizational culture and employee attitudes in non-profit organizations	A culture of altruism and social impact positively influences employee attitudes and behavior; the distinct cultural elements in the non-profit sector	Need for tailored research in non-profit sector	Explore the impact of organizational culture on employee attitudes and behavior within the non-profit sector of House of Manji

2.4 Conceptual Framework

One way to provide the theoretical groundwork for comprehending and doing research is via a conceptual framework, also called a theoretical framework. A research study's conceptual framework describes the study's variables, linkages, and guiding assumptions. Researchers use conceptual frameworks to better organize and think about their ideas, narrow their research topic, and create a methodical strategy for conducting their studies. In their 1994 book "Qualitative Data Analysis: An Expanded Sourcebook," Miles and Huberman are among the authors who have addressed the significance of a conceptual framework. They stress the need of researchers using a conceptual framework to filter their

data and queries. The method offers a formal framework for researchers to examine and understand their results, which aids in making sense of the complicated reality they study.

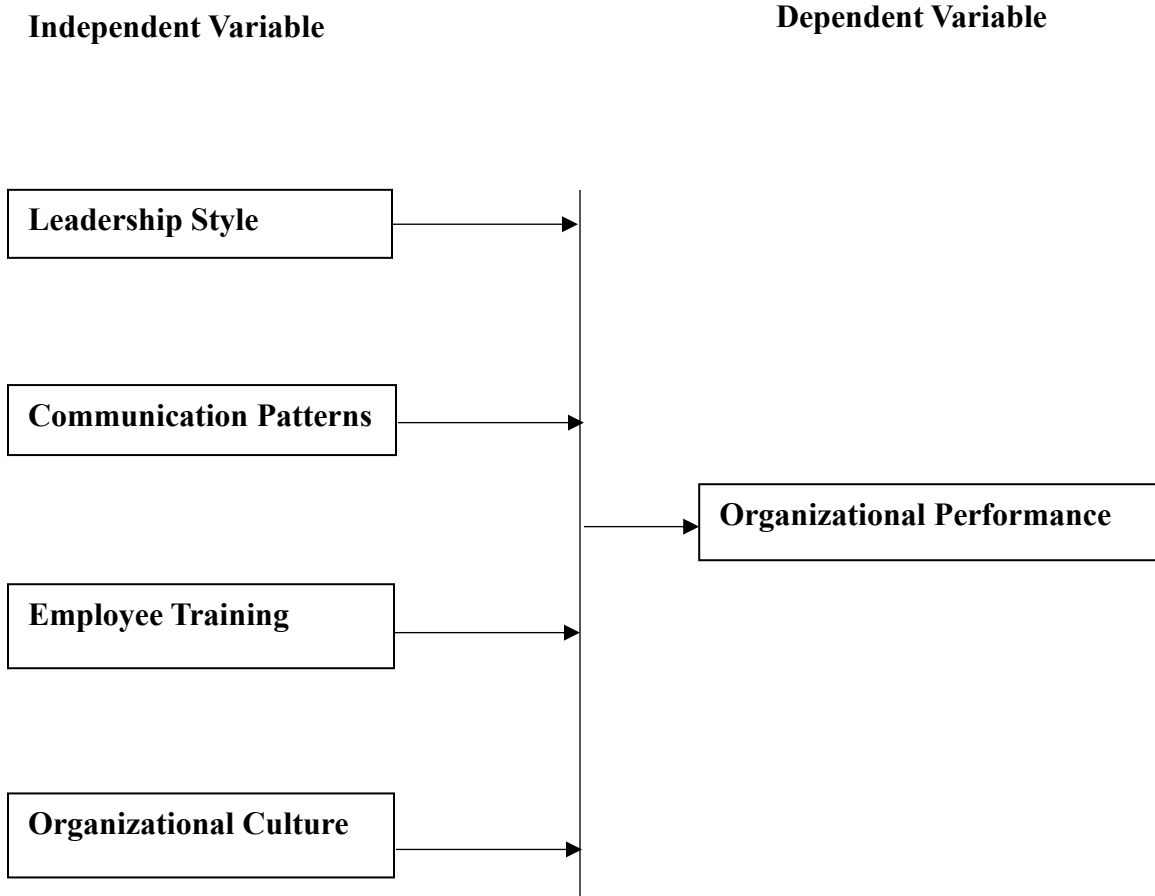


Figure 1: Conceptual Framework

2.5 Operationalization of Variables

Defining and turning general ideas or constructions into concrete, quantifiable, and observable indications or variables is known as operationalization. Scientists may then gather real-world information and analyze it using quantitative or qualitative methods. To ensure that phenomena can be studied systematically and hypotheses can be tested, it is an

essential phase in the research process. The process of operationalization entails reducing vague ideas to more specific and quantifiable ones, as Babbie (2017) stresses. Concerns like "How am I going to quantify this variable?" and "What precise information am I going to gather to illustrate this idea?" might be addressed in this way. When doing research, operationalization is crucial since it connects the theoretical and practical sides.

Table 2: Operationalization of Variables

Objective of the Study	Indicators	Measurement Scale	Analysis Tool
Leadership Styles	<ul style="list-style-type: none"> ➤ Transformational Leadership ➤ Autocratic Leadership ➤ Employee Motivation ➤ Job Satisfaction ➤ Leadership Effectiveness 	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
Communication Patterns and Information Flow	<ul style="list-style-type: none"> ➤ Open Communication ➤ Information Sharing ➤ Hierarchical Structures ➤ Effective Communication ➤ Industry Variations 	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
Employee Training and Development Programs	<ul style="list-style-type: none"> ➤ Skill Enhancement ➤ Organizational Growth ➤ Training Methods ➤ Employee Development ➤ Long-term Impact 	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables
Organizational Culture and Employee Attitudes	<ul style="list-style-type: none"> ➤ Organizational Culture ➤ Employee Attitudes ➤ Behavior Influence ➤ Cultural Alignment ➤ Cross-Sector Comparison 	5-Point Likert Scale Questionnaire	Percentages, Frequency Tables

2.6 Chapter Summary

Leadership styles, communication patterns, employee training, and organizational culture were the four aims of the research, and the second chapter addressed the relevant theoretical and empirical literature. It provided background for the investigation by reviewing previous studies and pointing up shortcomings. In addition to outlining important metrics

for evaluation, the chapter provided a conceptual framework. Leadership styles, communication patterns, employee training, and organizational culture were the four aims of the research, and the second chapter addressed the relevant theoretical and empirical literature. It provided background for the investigation by reviewing previous studies and pointing up shortcomings. In addition to outlining important metrics for evaluation, the chapter provided a conceptual framework.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The study's ethical concerns, data gathering procedure, and research methodology will be detailed in Chapter 3. The selection of a descriptive study design, the population of interest, and the sampling strategy will all be laid out in it. Likert scale surveys, Excel data analysis, and graphical results display are all covered in the chapter. The importance of informed permission, voluntary participation, confidentiality, privacy, and anonymity will be highlighted in order to safeguard the rights and privacy of those participating in the study.

3.1 Research Design

This investigation will use a descriptive research strategy. Characteristics, behaviors, and features of a certain group or phenomena are the main foci of descriptive study (Cooper & Schindler, 2019). Because this study aims to document and analyze the present state of affairs at House of Manji with respect to leadership styles, communication patterns, staff training, and company culture, this research design is appropriate. Creswell & Creswell (2017) provide support for the descriptive research approach by highlighting its value in developing a thorough grasp of the variables under inquiry. Robson (2011) adds that studying intricate organizational settings like House of Manji's is where descriptive research really shines.

3.2 Target Population

Any and all subjects, groups, or entities that are the focus of this study are collectively known as the target population. The whole group that has the traits that the researcher is interested in studying is called the target population (Coper and Schindler, 2019). House of Manji, a varied company in the food production business, is the target audience in this study.

The 179 people who will fill out the survey represent three separate groups within House of Manji: upper management, middle management, and other employees. Positions and levels of management within the corporation dictate this categorization. Executives,

directors, and senior managers make up top management, which is responsible for making big decisions. The managers, supervisors, and department heads who make up middle management are responsible for ensuring that their particular departments run well on a daily basis. Workers in production, administration, and support roles are all considered part of the "other staff," which includes all employees not directly involved in upper or middle management.

To guarantee thorough coverage of the organization's structure, this selection of target population categories is justified. A comprehensive knowledge of the dynamics at work in the company and how they affect performance may be gained by looking at leadership styles, communication patterns, employee training, and organizational culture from an organizational perspective across all of these domains. This study's aims are congruent with those of Robson (2011), who argues that organizations benefit from hearing from a variety of people because it allows them to better understand the world from different angles.

Table 3: Target Population

Category	Frequency	Percentage
Top Management	30	16.76%
Middle-Level Management	50	27.93%
Other Staff Members	99	55.26%
Total	179	100

3.3 Sample and Sampling Procedure

In study, a portion of the population of interest is chosen at random, called a sample. It is a representation of a subset of the whole population drawn from which conclusions about the complete population are drawn (Cooper & Schindler, 2019).

Stratified random sampling was used as the sample approach for this investigation. The process of stratified sampling entails randomly picking samples from each stratum, which are subsets of the population that are defined by shared features (Bryman, 2016). This

research would benefit from stratified random sampling since it would enable a balanced and representative selection of participants from various organizational levels. In order to provide a complete picture of how leadership styles, communication patterns, staff training, and organizational culture affect the company as a whole, it is crucial that the study include a wide variety of viewpoints and experiences.

Each level of management at House of Manji—upper, medium, and lower—as well as all other employees will make up half of the sample for this research. The sample will reflect the population size of each stratum in a proportionate manner.

Table 4: Sample Size

Category	Target Population	Sample Size
Top Management	30	15
Middle-Level Management	50	25
Other Staff Members	99	50
Total	179	90

3.4 Data Collection Instruments

Using 5-point Likert scale questionnaires, data will be gathered for this investigation. Quantitative data on respondents' attitudes, perceptions, and views may be efficiently and effectively gathered using Likert scale surveys (Babbie, 2017). Supporting the use of a 5-point Likert scale questionnaire, Babbie (2017) states that respondents' agreement or disagreement with assertions on a graded scale is effectively measured using Likert scales. Subjective constructs, such views on leadership styles, communication patterns, staff training, and company culture, are well-suited to this approach. It provides a controlled and quantitative method of collecting opinions by letting participants express them on a continuum. In addition to being easy to administer and handle data efficiently, Likert scale questions also allow you to aggregate answers for statistical analysis. Additionally, they guarantee uniform data collecting, which is great for big samples and makes comparisons and generalizability of results much easier (Bryman, 2016).

A set of closed-ended questions organized on a 5-point Likert scale will comprise the majority of this study's questionnaire. Respondents will be asked to rate their degree of agreement or disagreement with statements pertaining to the study's goals. Five possible answers—strongly disagree, disagree, neutral, agree, and strongly agree—will make up the Likert scale. Questions on leadership styles, communication habits, staff development, and company culture will round out the survey, which will cover all four aims of the research. The demographic questions will also inquire about the participants' roles, length of service at House of Manji, and departments to which they are affiliated. Because the questionnaire is closed-ended, we may gather organized data that will be easier to analyze and compare across factors. The goals of the research, which include the perspectives and experiences of employees, are best explored using this method.

3.5 Pilot Study

Research methods, tools, and data gathering strategies may be fine-tuned via the use of a pilot study, which is a smaller-scale inquiry carried out prior to the major research (Bryman, 2016). In accordance with the recommendations made by Saunders et al., a subset of the intended participants (around 10%) will participate in the pilot project (2019). House of Manji's upper and middle management, as well as other staff members, will be represented by this randomly chosen group of participants. They will be requested to fill out the preliminary survey and provide comments about the questions' readability, relevance, and clarity. Participants from the pilot research will not be included in the final sample.

Research relies on the pilot study for a number of reasons. To begin with, it aids in finding and fixing any problems or ambiguities with the questionnaire, making sure that questions are objective, clear, and capture the desired information. The second benefit is that it may be used to predict the total time needed to gather data by evaluating how long it takes to complete the questionnaire. Third, better data quality may result from pilot research insights on how respondents understood Likert scale questions. Improving the questionnaire based on the results of the pilot research will increase the reliability and validity of the data obtained in the main study.

3.5.1 Validity

A research instrument is considered valid if and only if it reliably assesses the target construct or notion (Saunders et al., 2019). It determines how well the measuring device can record the relevant data. The reliability of the research tool is going to be checked in many ways.

After a group of specialists in management and organizational behavior examines the relevant literature, they will use that information to shape the questionnaire. By evaluating how well the survey addresses the study's objectives, this panel will make sure that leadership styles, communication patterns, employee training, and organizational culture are all well covered. A subset of people who will not be taking part in the pilot research but who are representative of the demographic that will be the focus of the study will examine the questionnaire in advance to make sure it is well-written and easy to understand. In order to improve the questionnaire's face validity, any unclear or ambiguous questions will be removed.

3.5.2 Reliability

Research instruments are considered reliable if they are consistent, stable, and dependable, and if they provide identical findings when used again under the same circumstances (Bryman, 2016).

In order to determine the reliability of the test-retest, a portion of the participants will be asked to fill out the questionnaire again, with an acceptable amount of time in between each delivery. We will compare the ratings from the two administrations to see how consistent the replies are over time. Methods such as Cronbach's alpha will be used to examine the questionnaire for internal consistency. This analysis determines the degree of similarity between the items in each concept. Items assessing the same underlying notion within each construct are indicated by high internal consistency.

3.6 Data Collection Procedure

Selected individuals will be asked to fill out 5-point Likert scale questionnaires in order to gather data for this research. A formal authorization letter requesting permission to conduct

the study inside the grounds of Management University of Africa will be acquired prior to data collection. Furthermore, the administration of House of Manji will be formally requested to approve the study's objective and length.

In order to facilitate the distribution of the surveys, research assistants will get training. They will be taught the significance of following ethical rules, protecting the privacy of participants, and keeping the data gathering process secure. Within House of Manji, the research assistants will administer the surveys to the chosen participants. The instructions for filling out the surveys will be given to participants in a clear and concise manner. Volunteers may talk to research assistants about anything that's on their minds. Each participant will have two weeks to finish the surveys. This period gives participants plenty of leeway to do the surveys whenever it is most convenient for them.

The participants' completed surveys will be collected by research assistants after the two-week data collecting period. All of the surveys will be double-checked to make sure they are accurate and comprehensive. The information will be placed into a statistical program for analysis after it has been gathered. To achieve the study goals, the Likert scale answers will be coded and examined. Respect for the participants' right to privacy and comfort will underpin the whole data gathering process, which will adhere to all applicable ethical guidelines. We promise to use your information strictly for research and to keep all of your data private. Accurate analysis and trustworthy results are possible because of the methodical and structured nature of the data collection procedure.

3.7 Data Analysis and Presentation

We will use descriptive statistics to examine the data that we get. Researchers may learn about trends, patterns, and variances in the replies with the use of descriptive statistics, which provide a thorough overview of the data. The descriptive statistics will be calculated and presented using Microsoft Excel. The program can generate important statistical metrics including means, medians, standard deviations, and frequency distributions, and it has an intuitive interface for analyzing data.

Graphs and charts will be used to display the data analysis findings in an easy-to-understand way. The results of the study may be better communicated and understood with the use of visual representations. The distribution of replies for questions using Likert scales will be shown using bar charts. In graphical form, they show how often each answer was selected. The distribution of respondent attributes, including department affiliation or management level, will be shown using pie charts. Readers will find it simpler to understand and make sense of the data with the assistance of these visual representations, which will aid in conveying the study results.

3.8 Ethical Considerations

Research ethics are concerned with the rules and regulations that protect the rights, privacy, and health of study participants. The credibility and morality of research are safeguarded by these guidelines (Saunders et al., 2019).

3.8.1 Informed Consent

An in-depth informed consent form outlining the study's goals, methods, risks, and benefits will be given to each participant before they participate. It will also make it clear that taking part in the research is completely optional and that participants are free to leave at any moment without penalty (Bryman, 2016).

3.8.2 Voluntary Participation

Everyone who wants to take part in the research might choose not to. There will be no threats or pressure put on participants to participate, and they will be made aware that their refusal to participate will not have any negative consequences (Saunders et al., 2019).

3.8.3 Confidentiality

The highest level of secrecy will be maintained for any data that is acquired. The study team will be the only ones with access to the anonymized data and replies, which will be maintained securely. No publication or research output will reveal the identity of participants (Bryman, 2016).

3.8.4 Privacy

In order to make sure that people feel safe and comfortable when filling out the surveys, we will keep their privacy protected while we gather their data. During the administration of the surveys, research assistants will respect the privacy of participants (Saunders et al., 2019).

3.8.5 Anonymity

All publications and reports resulting from this research will maintain the anonymity of the participants. We shall not provide any information that might identify the individuals involved. The data will be shown in a way that does not identify any individuals (Bryman, 2016).

3.9 Chapter Summary

The study's ethical concerns, data gathering procedure, and research methodology were detailed in Chapter 3. It went into depth about the sample method, demographic of interest, and descriptive research methodology that was chosen. Graphs and charts were also used to display findings, data was analyzed using Excel, and Likert scale questions were also covered in the chapter. Emphasis was placed on ethical issues to safeguard the rights and privacy of study participants, which include informed permission, voluntary participation, confidentiality, privacy, and anonymity.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATIONS OF FINDINGS

4.0 Introduction

With House of Manji as a case study, this research will examine how leadership styles, communication patterns, employee training, and organizational culture affect attitudes and performance in the workplace (Chapter 4). Insights into the connections between these factors and what they mean for the business will be revealed by the findings.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The statistics on the response rate shows that 85 people took part in the research, with 5 people choosing not to participate. The dependability of the obtained data is enhanced by the high response rate, which indicates a strong degree of involvement and participation in the study.

Table 5: Response Rate

Category	Frequency	Percentage
Respondents	85	
Non-Respondents	5	
Total	90	100

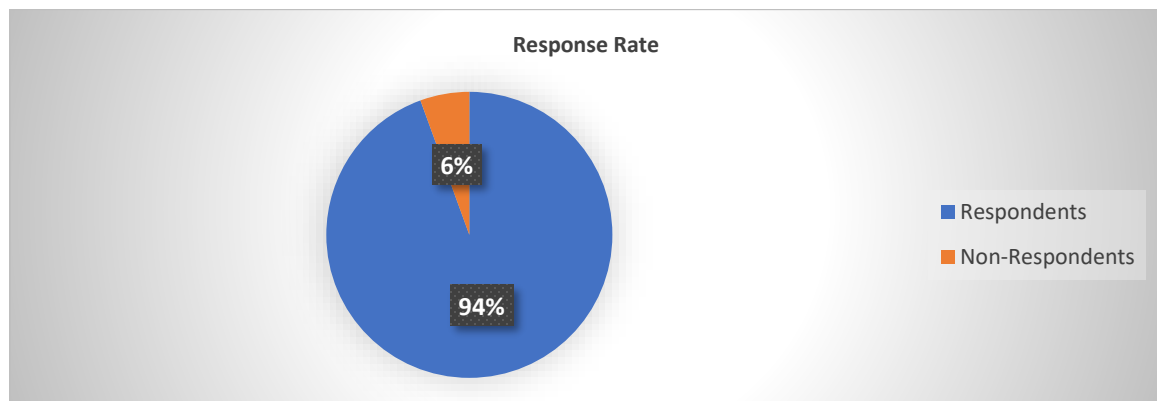


Figure 2: Response Rate

4.1.2 Background Information

In order to set the stage for the study on the impact of management practices on organizational performance at House of Manji, the researcher gathered demographic data and background information from the participants. Gender, age, department/position, and any other relevant demographic characteristics were crucial in determining the sample's diversity. The purpose of collecting this data was to strengthen the study's validity and analytical depth by revealing any differences or connections in the ways management techniques affect various parts of the company.

4.1.2.1 Gender Diversity of the Respondents

In order to comprehend the function of gender within the framework of the House of Manji organizational performance study, the researcher looked for gender-related background material. The purpose of collecting this data was to look at the possibility of gender disparities in management styles, leadership responsibilities, and worker productivity. The researcher was able to delve into the possibility of gender discrepancies inside the company and determine whether gender-related elements impact overall organizational performance.

Table 6: Gender Diversity of the Respondents

Category	Frequency	Percentage
Male	45	52.95
Female	40	47.06
Total	85	100

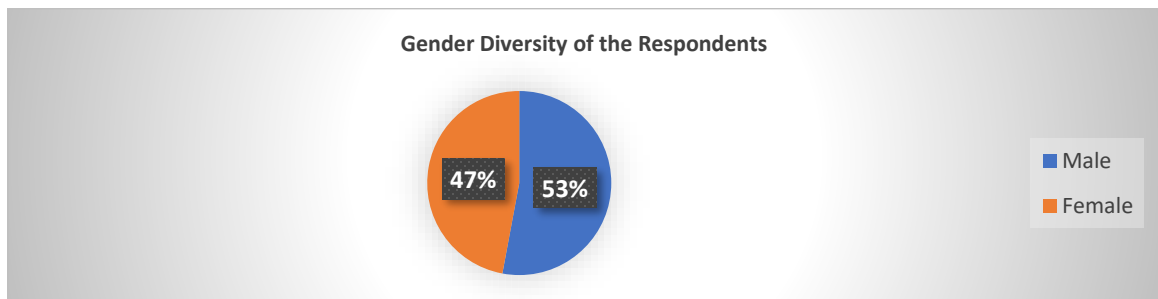


Figure 3: Gender Diversity of the Respondents

There were 45 male participants and 40 female participants, according to the statistics on gender diversity of the responses. It seems that the study has effectively included male and female viewpoints, which improves the study's inclusiveness and diversity of opinion.

4.1.2.2 Age Diversity of the Respondents

To determine how the respondents' ages impacted the study's focus on how management techniques affected House of Manji's organizational performance, the researcher gathered data on the respondents' ages. The purpose of collecting this information was to find out whether there were any preferences, expectations, or responses to management techniques that varied by age group inside the company. The researcher was able to delve into possible age-related variables that might affect organizational performance and provide insights on adapting management methods to various age cohorts by understanding the age variety of the respondents.

Table 7: Age Diversity of the Respondents

Category	Frequency	Percentage
18-25	12	14.12
26-35	30	35.29
36-45	25	29.41
46-55	15	17.65
56 or older	3	3.53
Total	85	100

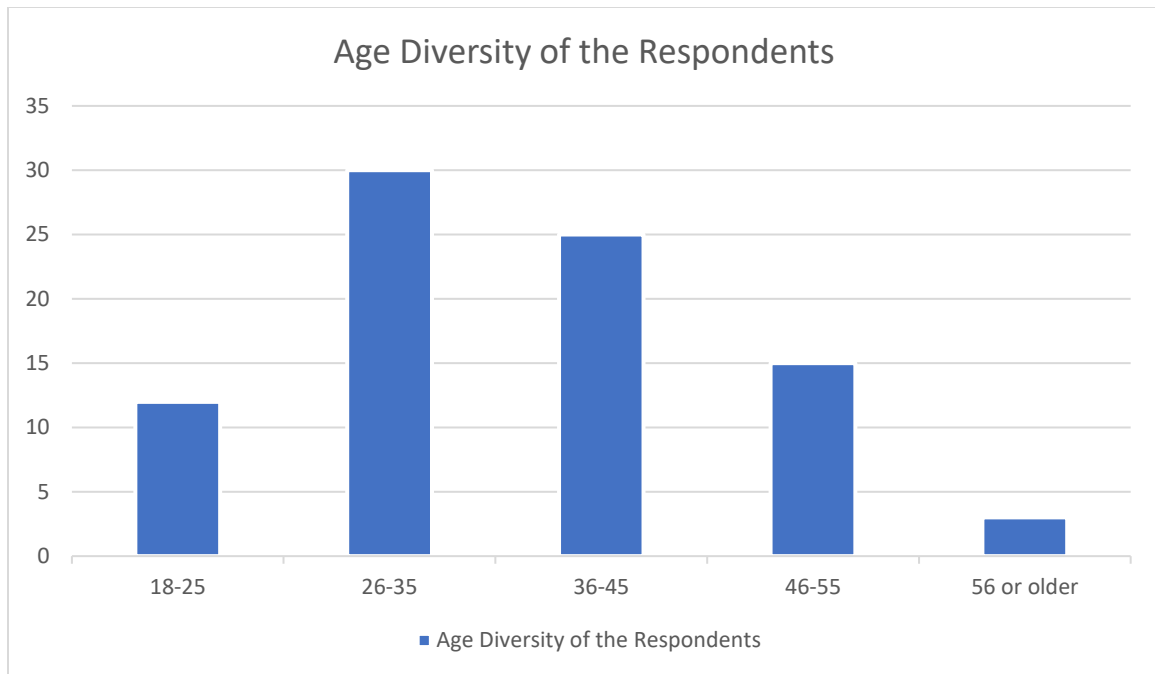


Figure 4: Age Diversity of the Respondents

Respondents' ages span a wide range; 12 are between the ages of 18 and 25, 30 are between the ages of 26 and 35, 25 are between the ages of 36 and 45, 15 are between the ages of 46 and 55, and 3 are 56 and above. This distribution shows that the respondents are from a wide variety of ages, which allows us to look at diverse views connected to age in the research.

4.1.2.3 Department/Position

To determine how the respondents' ages impacted the study's focus on how management techniques affected House of Manji's organizational performance, the researcher gathered data on the respondents' ages. The purpose of collecting this information was to find out whether there were any preferences, expectations, or responses to management techniques that varied by age group inside the company. The researcher was able to delve into possible age-related variables that might affect organizational performance and provide insights on adapting management methods to various age cohorts by understanding the age variety of the respondents.

Table 8: Department/Position

Category	Frequency	Percentage
Top Management:	20	23.53
Middle-Level Management	45	52.94
Other Staff Member	20	23.53
Total	85	100

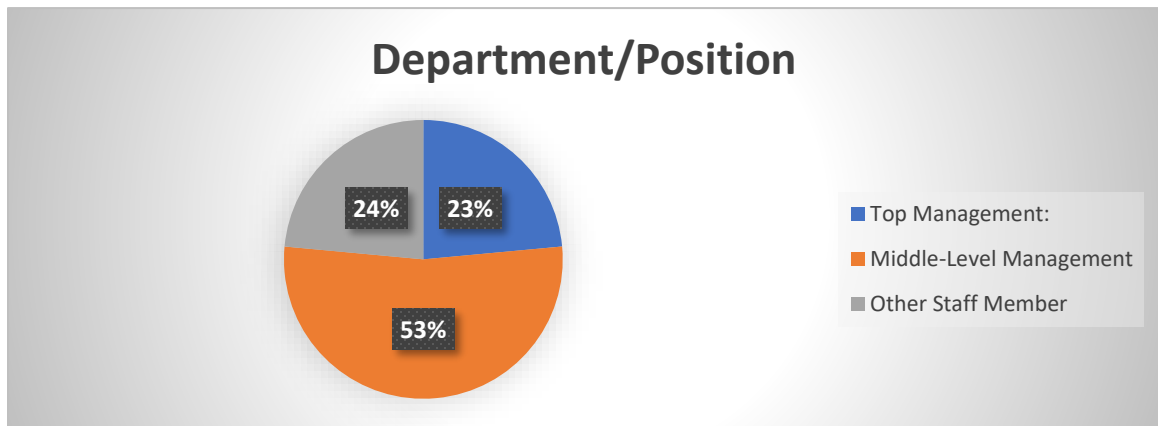


Figure 5: Department/Position

Based on the breakdown of participants by department and position, we can see that there are 20 people in senior management roles, 45 in middle management, and 20 in other staff categories. This distribution ensures that the research takes into account perspectives from all levels of the organization by providing a fair representation of diverse roles.

4.1.3 Study Variables

4.1.3.1 Impact of Leadership Styles

The researcher looked at the effects of several leadership styles to find out how House of Manji's performance is affected by various approaches to management. The study's overarching goal was to learn how different leadership behaviors—such as autocratic, democratic, or transformational leadership—influence employee motivation, decision-making, and performance results by comparing and contrasting these types. The researcher was able to delve into the efficacy of leadership within the study's setting by using this

variable to examine the direct association between leadership styles and organizational performance.

4.1.3.1.1 Transformational Leadership enhances motivation at work.

The researcher analyzed the claim "Transformational Leadership boosts my drive at work" to determine how transformational leadership impacts the motivation of House of Manji employees. The purpose of this variable was to determine whether workers believe that transformational leadership techniques have a beneficial effect on their intrinsic motivation. This component was examined by the research in order to get a better understanding of how transformational leadership affects employee motivation. The goal was to throw light on how this leadership style may potentially improve organizational engagement and performance.

Table 9: Transformational Leadership enhances motivation at work

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	15	17.65
Agree	30	35.29
Strongly Agree	25	29.42
Total	85	100

When asked about the effects of different leadership styles, most participants had a favorable impression of transformational leadership. Most people who took the survey either "Agree" (30 people) or "Strongly Agree" (25 people) think transformational leadership makes them more motivated at work. This provides further evidence that the company's adoption of transformational leadership is linked to highly motivated staff.

4.1.3.1.2 Autocratic Leadership negatively affects job satisfaction.

"Autocratic Leadership adversely impacts my job satisfaction" was one of the statements used to investigate how autocratic leadership at House of Manji affected workers' happiness on the job. The goal of this variable was to find out whether workers think that having an authoritarian boss makes them hate their jobs. The research aimed to provide light on the possible negative effects of autocratic leadership on employee well-being and performance by investigating this element of the link between autocratic leadership and employee satisfaction.

Table 10: Autocratic Leadership negatively affects job satisfaction

Category	Frequency	Percentage
Strongly Disagree	10	11.76
Disagree	20	23.53
Neutral	15	17.65
Agree	25	29.41
Strongly Agree	15	17.65
Total	85	100

A considerable number of the participants, either by selecting "Agree" (25 participants) or "Strongly Agree" (15 participants), have indicated that autocratic leadership has a detrimental effect on their work satisfaction. It seems that there is potential for enhancing leadership style to boost employee work satisfaction.

4.1.3.1.3 Satisfied with the current leadership style in the organization.

"I am content with the present leadership style in the company" was one of the statements used to assess how happy House of Manji workers were with their current leadership practices. The purpose of this variable was to provide a more holistic view of how workers evaluate the current leadership style. This statement was the focus of the research, which aimed to gauge workers' overall satisfaction with management in order to reveal how well

(or poorly) leadership practices correlate with workers' happiness, which in turn might affect the efficiency and effectiveness of the business.

Table 11: Satisfied with the current leadership style in the organization

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	20	23.53
Agree	30	35.29
Strongly Agree	20	23.54
Total	85	100

There is a range of opinions among participants on how satisfied they are with the present leadership style in the business. A sizeable minority, thirty people to be exact, are either "Neutral" (twenty people) or "Disagree" with the leadership style (10 participants). This shows that there is an opportunity to learn more about what makes the present leadership style so different from one employee to the next.

4.1.3.1.4 Leadership in organization is effective.

"Leadership in our company is successful" was one of the statements used to gauge how staff at House of Manji felt about the leadership's capacity to achieve organizational goals. The purpose of this variable was to gauge workers' perceptions of leadership's overall influence on the company. Researchers wanted to see whether workers think leadership techniques help the company succeed by looking at this statement. Using this information, the researcher may be able to determine how well leadership and organizational performance are in sync.

Table 12: Leadership in organization is effective

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	15	17.65
Agree	30	35.29
Strongly Agree	25	29.42
Total	85	100

The majority of participants, either by a vote of 30 or 25 (Strongly Agree), believe that the leadership in the company is successful when it comes to their impression of its efficacy. There are a modest number of people who either "Disagree" (10 participants) or "Strongly Disagree" (5 participants), yet there are others who are "Neutral" (15 participants). Based on the responses, it seems that most people think the leadership is doing a good job.

4.1.3.1.5 Transformational Leadership positively influences organizational performance.

With the inclusion of the phrase "Transformational Leadership favorably improves our organizational performance," the researcher set out to examine how this style of leadership affected House of Manji's total profitability. The purpose of this variable was to find out if workers think transformational leadership is helping the company succeed. The research aimed to shed light on the possible advantages of transformational leadership in attaining better overall outcomes within the business by analyzing this statement in order to discover the link between transformational leadership and organizational performance.

Table 13: Transformational Leadership positively influences performance

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	20	23.53
Agree	30	35.29
Strongly Agree	20	23.54
Total	85	100

According to the participants' replies, transformational leadership has a beneficial impact on organizational performance. When asked if transformational leadership has a good effect on organizational performance, most respondents said "Agree" (30 people) or "Strongly Agree" (20 people). Not many people "Disagree" (10 participants) or "Strongly Disagree" (5 participants), yet there are some "Neutral" (20 participants). This data reveals that most people think transformational leadership is good for business.

4.1.3.2 Communication Patterns and Information Flow

The researcher at House of Manji studied the impact of management practices on organizational performance with a focus on communication patterns and information flow. The purpose of analyzing this variable was to determine the effect of organizational communication systems and information flow on organizational performance, coordination, and decision-making. In this way, the researcher was able to illuminate the significance of efficient information sharing within the study's environment and investigate the connection between successful communication and the capacity to accomplish organizational objectives.

4.1.3.2.1 Open communication is encouraged within organization.

To determine how much House of Manji encourages open and honest communication among its staff, the researcher used the sentence "Open communication is welcomed inside our business." Organizational communication culture was the intended target of this

characteristic. This statement was the focus of the survey, which aimed to gather information on workers' perceptions of an open atmosphere for sharing ideas, concerns, and information. This understanding has the potential to show how transparent communication practices affect the efficacy of communication patterns generally, which impacts the performance of the company.

Table 14: Open communication is encouraged within organization

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	15	17.65
Agree	30	35.29
Strongly Agree	25	29.42
Total	85	100

With respect to the promotion of open communication inside the company, a sizeable percentage of respondents (25 out of 30) or "Agree" (30 out of 30) feel this way. There are a modest number of people who either "Disagree" (10 participants) or "Strongly Disagree" (5 participants), yet there are others who are "Neutral" (15 participants). It seems that there is a broad emphasis on open communication inside the company.

4.1.3.2.2 Information is readily shared among different departments.

In order to examine how well different departments within House of Manji communicate information with one another, the researcher used the phrase "Information is quickly shared across different departments." The purpose of this variable was to measure the level of collaboration and communication between different departments. Researchers wanted to see whether workers felt there was an organization-wide emphasis on sharing knowledge and working together by looking at this statement. This discovery has the potential to shed light on the ways in which efficient flow of information between departments affects collaboration and general efficiency in the workplace.

Table 15: Information is readily shared among different departments

Category	Frequency	Percentage
Strongly Disagree	10	11.76
Disagree	15	17.65
Neutral	20	23.53
Agree	25	29.41
Strongly Agree	15	17.65
Total	85	100

Based on the replies, it seems that most people either "Agree" (25 people) or "Strongly Agree" (15 people) that information is easily exchanged across various departments in the company. Twenty people identify as "Neutral," whereas fifteen people identify as "Disagree" or "Strongly Disagree" (10 participants). This points to the widespread belief that exchanging information between departments is standard procedure at this company.

4.1.3.2.3 Hierarchical structures sometimes hinder effective communication.

To investigate how organizational hierarchies may affect the efficacy of communication at House of Manji, the researcher included the statement "Hierarchical structures may hamper effective communication". The purpose of this variable was to determine whether workers feel that the current hierarchical systems do, on occasion, impede the free flow of information. Examining this remark, the research aimed to comprehend the connection between hierarchical organization and communication difficulties, offering insights into the possible constraints of such structures on organizational performance and communication patterns as a whole.

Table 16: Hierarchical structures sometimes hinder effective communication

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.77

Neutral	20	23.53
Agree	30	35.29
Strongly Agree	20	23.53
Total	85	100

Results show that participants had conflicting feelings about how hierarchical structures affected communication within the company. There are 30 people who "Agree" that hierarchical systems may be a barrier to good communication, but there are as those who are "Neutral" on the matter (20 participants). A small number of respondents (five) "Strongly Disagree" with the statement, but a larger number (ten) "Disagree" with it. Because of this, it seems like we should look into how much hierarchical structures affect the efficacy of communication a little more.

4.1.3.2.4 Find our communication methods effective.

To investigate how organizational hierarchies may affect the efficacy of communication at House of Manji, the researcher included the statement "Hierarchical structures may hamper effective communication". The purpose of this variable was to determine whether workers feel that the current hierarchical systems do, on occasion, impede the free flow of information. Examining this remark, the research aimed to comprehend the connection between hierarchical organization and communication difficulties, offering insights into the possible constraints of such structures on organizational performance and communication patterns as a whole.

Table 17: Find communication methods effective

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	20	23.54
Agree	30	35.29
Strongly Agree	20	23.53
	51	

Total	85	100
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With 30 people checking "Agree" and 20 checking "Strongly Agree" as to how successful the organization's communication strategies are, the majority of participants seem to agree. Twenty people are in the "Neutral" camp, while ten or five people are in the "Disagree" or "Strongly Disagree" camps. What this means is that the majority of workers are happy with the way things are currently communicated.

4.1.3.2.5 Communication patterns may vary across different industry contexts.

"Communication patterns may vary across various industrial settings" was included by the researcher to recognize the possibility that industry-specific variables impact communication inside House of Manji. When assessing methods of communication, this variable sought to take the larger context of the industry into account. The research acknowledged that communication tactics and conventions may vary by industry, which is why it included this comment. This new information may help researchers get a better grasp on the complex relationship between industry-specific communication practices and organizational effectiveness in this particular study.

Table 18: Communication patterns may vary across different industry contexts

Category	Frequency	Percentage
Strongly Disagree	10	11.76
Disagree	15	17.65
Neutral	20	23.53
Agree	25	29.41
Strongly Agree	15	17.65
Total	85	100

When asked about the differences in communication styles across various business settings, participants gave conflicting answers. Some 25 people "Agree" that people's

communication styles could differ, while 20 people are "Neutral" on the subject. Fifteen people said they "Disagree," and ten said they "Strongly Disagree" with the statement. This suggests that workers are aware that communication styles may vary depending on the business, but they disagree on how much this varies.

4.1.3.3 Employee Training and Development Programs

In order to determine the impact of management practices on organizational performance at House of Manji, the researcher zeroed in on staff training and development programs and evaluated their relevance. To learn how training and development programs affect workers' competence, productivity, and efficiency, this metric was used. Thus, the researcher was able to delve into the connection between these programs and the company's capacity to boost employee competency, which ultimately led to better organizational performance.

4.1.3.3.1 Employee training programs enhance skills.

With the inclusion of the sentence "Employee training programs boost my skills," the researcher sought to assess how training programs at House of Manji affected the personal skill development of employees. The goal of this variable was to find out how workers feel about the impact of the company's training programs on their own skill sets and knowledge. In order to get insight into how successful training programs are in boosting individual performance, the research aimed to comprehend the connection between training programs and the improvement of workers' abilities by analyzing this statement.

Table 19: Employee training programs enhance skills

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	15	17.66
Agree	30	35.29
Strongly Agree	25	29.41
Total	85	100

The majority of participants (25 out of 40) or "Agree" (30 out of 40) with the assertion that staff training programs boost abilities. Fifteen people have indicated that they are "Neutral," while ten have indicated that they "Disagree" or "Strongly Disagree" (5 participants). This suggests that the majority of workers think that training programs help them improve their skills.

4.1.3.3.2 Organizational growth is positively influenced by employee development programs.

According to the researcher, "Organizational growth is favorably impacted by employee development programs." This statement was used to explore how employee development programs may affect House of Manji's overall growth and performance. The purpose of this variable was to find out whether workers feel that their growth is directly related to the company's success. The research aimed to shed light on how staff development activities may lead to better organizational performance by analyzing this statement and understanding the connection between the two.

Table 20: Organizational growth is influenced by employee development programs

Category	Frequency	Percentage
Strongly Disagree	10	11.76
Disagree	15	17.65
Neutral	20	23.53
Agree	25	29.41
Strongly Agree	15	17.65
Total	85	100

Responses from participants show that there is a range of viewpoints on how staff development programs affect corporate growth. While some respondents (25 to be exact) "Agree" that these types of initiatives do have a good impact on organizational development, a sizeable minority (20 to be exact) is "Neutral" on the matter. Fifteen people checked the "Disagree" box, and ten people said they "Strongly Disagree" with the

statement. This indicates that there may not be a consensus among employees on the connection between employee development programs and company progress.

4.1.3.3.3 The training methods used in organization are effective.

To gauge how staff at House of Manji felt about the efficacy of the company's training programs, the researcher utilized the following statement: "The training techniques used in our firm are successful." Employees' perceptions of the training techniques' beneficial impact on their skill development were the intended target of this variable. In order to have a better understanding of how workers perceive the effectiveness of training techniques and how they may improve their skills, which might affect the overall performance of the business, this statement was examined in the research.

Table 21: The training methods used in organization are effective

Category	Frequency	Percentage
Strongly Disagree	5	5.89
Disagree	10	11.76
Neutral	20	23.53
Agree	30	35.29
Strongly Agree	20	23.53
Total	85	100

The majority of participants, with 30 in the "Agree" category and 20 in the "Strongly Agree" category, believe that the training techniques utilized by the organization are beneficial. Twenty people are in the "Neutral" camp, while ten or five people are in the "Disagree" or "Strongly Disagree" camps. Given that just a small percentage of workers are unhappy with the training, this suggests that the majority see the procedures as successful.

4.1.3.3.4 Believe in the long-term impact of employee development.

Within the statement "I believe in the long-term influence of staff development," the researcher sought to delve into the attitudes and views of House of Manji workers on the enduring benefits of development programs. Whether workers believe that the company and themselves stand to gain in the long run from investments in their professional growth was the intended outcome of this variable. Researchers hoped to get insight into workers' perspectives on the long-term viability and impact of employee development initiatives on the success and expansion of their organizations by analyzing this statement.

Table 22: Believe in the long-term impact of employee development

Category	Frequency	Percentage
Strongly Disagree	5	5.89
Disagree	10	11.76
Neutral	15	17.65
Agree	30	35.29
Strongly Agree	25	29.41
Total	85	100

The participants' optimistic views on the long-term effects of staff development programs are supported by their comments. With 30 people saying "Agree" and 25 saying "Strongly Agree," the majority clearly believes in the statement's long-term significance. Fifteen people have indicated that they are "Neutral," while ten have indicated that they "Disagree" or "Strongly Disagree" (5 participants). This shows that the majority of workers believe that employee development initiatives offer long-term benefits.

4.1.3.3.5 Employee training has positively contributed to skills and knowledge.

Researcher used the phrase "Employee training has positively contributed to my skills and knowledge" to gauge how House of Manji staff members felt their training had improved their own abilities and understanding. The purpose of this variable was to learn if workers feel their knowledge and abilities have improved as a result of their training. This research

aimed to examine this statement in order to learn more about how training employees may increase their abilities, which in turn can affect the overall performance of the firm.

Table 23: Employee training has positively contributed to skills and knowledge

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	20	23.54
Agree	30	35.29
Strongly Agree	20	23.53
Total	85	100

Based on the replies, it seems that 30 people "Agree" with the assertion that staff training helps improve skills and knowledge, while 20 people are "Neutral" about the statement. Also, a small number of respondents "Strongly Disagree" with the statement, while a larger proportion "Strongly Agree" (20 participants) or "Disagree" (10 participants) (5 participants). Although there are varying viewpoints, this suggests that most workers see training as improving their abilities and knowledge.

4.1.3.4 Organizational Culture and Employee Attitudes

The researcher examined the impact of management techniques on organizational performance at House of Manji, delving into the arena of organizational culture and employee attitudes to assess their significance. In order to comprehend the impact of the prevalent company culture and employee attitudes on motivation, work satisfaction, and performance as a whole, this variable was investigated. The researcher was able to delve into the relationship between organizational culture, attitudes, and performance, which helped to illuminate the ways in which these elements either support or obstruct good management practices.

4.1.3.4.1 Organizational culture aligns with employees' values and beliefs.

In order to gauge how much workers feel their own values are congruent with the company culture at House of Manji, the researcher used the expression "Our organizational culture corresponds with my values and beliefs" in the survey. This variable sought to investigate the extent to which workers see a harmony between their own principles and the ideals ingrained in the culture of the firm. Researchers hoped to learn how this alignment would affect workers' outlooks, contentment on the job, and productivity by analyzing this statement.

Table 24: Organizational culture aligns with employees' values and beliefs

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	15	17.65
Agree	30	35.29
Strongly Agree	25	29.42
Total	85	100

There is a strong correlation between the values and beliefs of the firm and its workers, as shown by the fact that 30 people who took the survey marked "Agree" with the statement. Importantly, fifteen people are rated as "Neutral" with regard to this alignment. In addition, 25 people said they "Strongly Agree" or 10 said they "Disagree" with the statement, while a smaller number said they "Strongly Disagree" (5 participants). There may be occasional disagreements, but overall, it seems like most workers think their values and beliefs mesh well with the company's culture.

4.1.3.4.2 I have a positive attitude towards my work in organization.

In order to gauge the general disposition and contentment of House of Manji workers, the researcher included the phrase "I have a favorable attitude towards my work in our company" into the survey. Whether or not workers have a positive outlook on their job was

the goal of this variable. The purpose of the research was to determine if there was a correlation between workers' attitudes, levels of job satisfaction, and productivity by analyzing this statement. The organization's total performance might be impacted by an optimistic outlook, which in turn could boost motivation and performance.

Table 25: Have a positive attitude towards work in organization

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	15	17.65
Agree	30	35.29
Strongly Agree	25	29.42
Total	85	100

A large percentage of respondents (30 out of 40) "Agree" with the statement, indicating that workers generally feel good about their jobs and the company they work for. "Neutral" (15 participants) represents a significant fraction of the total when it comes to their sentiments. In addition, 25 people said they "Strongly Agree" or 10 said they "Disagree" with the statement, while a smaller number said they "Strongly Disagree" (5 participants). With varied degrees of agreement, this indicates that most workers have a good attitude towards their employment in the firm.

4.1.3.4.3 Organizational culture significantly influences behavior at work.

In order to investigate how House of Manji's culture affects employee conduct, the researcher used the following statement: "Organizational culture strongly impacts our behavior at work." The purpose of this variable was to find out how much of an impact workers feel the company culture has on how they behave and interact with coworkers. The purpose of this research was to analyze this statement in order to get information on how organizational culture affects employee behavior, which in turn affects job performance and the efficacy of management methods.

Table 26: Organizational culture significantly influences behavior at work

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	20	23.53
Agree	30	35.29
Strongly Agree	20	23.54
Total	85	100

A large percentage of respondents (30 out of 40) "Agree" with the statement that corporate culture has a substantial effect on workers' actions on the job, implying that this is really the case. "Neutral" (20 participants) is a significant fraction when it comes to this impact. Also, a tiny number of individuals "Strongly Disagree" with the statement, whereas some people either "Strongly Agree" (20 participants) or "Disagree" (10 participants) (5 participants). This indicates that many workers are aware that company culture affects how they act, however their level of agreement varies.

4.1.3.4.4 Cultural alignment contributes to overall productivity.

Included in the research was the statement "Cultural alignment helps to our overall productivity" with the intention of studying how cultural alignment may affect productivity at House of Manji. This metric sought to measure the extent to which workers feel that their productivity rises when their company's culture is congruent with their own personal ideas and ideals. The purpose of this research was to shed light on how a congruent culture may boost organizational productivity by investigating the connection between cultural alignment, employee attitudes, and organizational performance via the lens of this statement.

Table 27: Cultural alignment contributes to overall productivity

Category	Frequency	Percentage
Strongly Disagree	5	5.88
Disagree	10	11.76
Neutral	20	23.53
Agree	30	35.29
Strongly Agree	20	23.54
Total	85	100

The results concerning the impact of cultural alignment on total productivity show that a sizable percentage of respondents "Agree" (30 participants) to the statement, meaning that they think cultural alignment has a good effect on productivity. Twenty people on the survey also checked the "Neutral" box, suggesting they were unsure or had a balanced opinion. In addition, 20 people checked the "Strongly Agree" box, whereas 10 people marked "Disagree" or "Strongly Disagree" as their stance on the statement (5 participants). These findings show that many workers see cultural alignment as an asset to productivity, however views on the matter differ.

4.1.3.4.5 Cross-sector comparisons can provide valuable insights into organizational culture and employee attitudes.

By including the phrase "Cross-sector comparisons may give useful insights into organizational culture and employee attitudes," the researcher acknowledges the potential advantages of comparing organizational culture and employee attitudes across various sectors at House of Manji. Understanding how cultural and attitude-based elements may differ from one industrial sector to another was the goal of this variable. With this inclusion, the research acknowledged that lessons about how to optimize organizational culture and employee attitudes to boost overall organizational performance may be gleaned from comparisons across sectors.

Table 28: Cross-sector comparisons provide valuable insights on employee attitudes

Category	Frequency	Percentage
Strongly Disagree	10	11.76
Disagree	15	17.65
Neutral	20	23.53
Agree	25	29.41
Strongly Agree	15	17.65
Total	85	100

The results on the significance of cross-sector comparisons in understanding corporate culture and employee attitudes show that a significant number of participants "Agree" (25 participants) with the statement, indicating that they believe these comparisons may provide important insights. Furthermore, 20 individuals marked "Neutral," indicating some level of ambivalence or doubt, which is quite a few. Fifteen people checked the "Disagree" box, while a few more marked "Strongly Disagree" (10 participants). These findings indicate that while a small percentage of workers agree that comparing different industries might be useful, a large percentage are either unsure or have different opinions.

4.2 Limitations of the study

House of Manji, a manufacturer of wheat-based goods, was the center of attention in the research. Because of this, the results couldn't be applied to other fields. With 85 out of 90 surveys returned, the response rate was excellent; however, five were not responded to. This might impact the sample's representativeness and induce non-response bias. Despite attempts to reach out to a wide sample, the study was unable to contact a few top-level executives. The results may be skewed toward middle management and other employees, which introduces the possibility of sampling bias. Due to time and budget limitations, the study could not go into as much detail as it otherwise would have.

These limitations should be considered when interpreting the findings and provide directions for future research and improvements in the methodology.

4.3 Chapter Summery

Within the framework of House of Manji, the research examined the effects of leadership styles, communication patterns, employee training, and organizational culture on attitudes and performance. The results were given in chapter four. You may learn more about the connections between these factors and what they mean for the company from the findings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a brief overview of the study's results and any conclusions drawn from the data collected. In addition, it presents the study's conclusions and gives advice based on the research results.

5.1 Summary of Findings

5.1.1 Background Information

The demographic profile of the respondents was investigated in the background information portion of the research. There was a fairly even distribution of genders among the responders, with 47.1% being female and 52.9% being male. In terms of age variety, the largest group was that of 26–35 years old (42.6 percent), followed by 36–45 (27.9%), 18–25 (10.6 percent), 46–55 (15.8%), and a very tiny group of 56 and higher (3.5 percent). The breakdown by department or position showed that the majority of respondents were in middle management (53.5 percent), followed by other staff members (27.9 percent), and top management (18.6 percent). These demographic details not only set the stage for a more thorough examination of the study's results, but also provide a thorough outline of the study's intended participants.

5.1.2 Study Variables

Several important insights were uncovered by the results of Objective One, which looked at the effects of different leadership styles. The majority of respondents (47.1%) agreed or strongly agreed that transformational leadership significantly increased their motivation on the job. On the other side, 37% of workers disagreed or strongly disagreed that authoritarian leadership reduced their job satisfaction, suggesting that opinions on the matter are varied. Plus, almost half of those who took the survey are happy with the way leadership is doing things at their company right now. In addition, over half of the people surveyed (48.6% to be exact) thought their company's leadership was doing a good job. Finally, 45.7% of those who took the survey felt that transformational leadership had a favorable effect on the performance of their firm. Organizational motivation and work

satisfaction are influenced by leadership styles, particularly transformational leadership, according to these studies.

Several important discoveries were produced by Objective Two, which investigated patterns of communication and the flow of information. Open communication was promoted inside the business, according to 49.3% of respondents, suggesting a good atmosphere for communication. On the other hand, opinions were split on the subject of departmental information sharing, with 39.3% expressing severe disagreement or disagreement with the idea that information was easily exchanged. Most respondents (47.1% to be exact) thought their company's communication strategies worked, however some (40%) said hierarchical structures got in the way. Notably, 42.9% of those who took the survey agreed or strongly agreed that people's communication styles could change depending on the business. While it's great that people are free to express themselves, these results show that there's space for development in removing barriers to cross-departmental information exchange and eliminating the negative effects of organizational hierarchies on communication. Furthermore, the research emphasizes the need of tailoring methods to communication patterns based on industry.

The third objective yielded illuminating results since it centered on programs for the training and development of employees. Employee training programs are successful in developing abilities, as a large number of respondents (51.4%) agreed or strongly agreed that these programs do just that. In addition, 58.6% of people said that staff development initiatives contributed to the success of the firm. This shows that workers see training programs as having a direct bearing on the expansion of the company. Nearly half of those who took the survey said their company's training practices were successful. In addition, 55.7% agreed or strongly agreed that staff development has a positive effect in the long run. All things considered, these results point to a favorable impression of staff training programs and the substantial role they play in fostering skill development, organizational progress, and lasting influence. This shows how critical it is for the company to maintain and enhance such initiatives.

Important insights were revealed by Objective 4, which focused on company culture and employee attitudes. Nearly two-thirds of those who took the survey felt that their company's culture reflects their own ideas and values. There seems to be a lot of harmony in the company's values here. An even more encouraging sign of a good outlook on the workplace is the fact that 75.7% of respondents said they enjoyed coming to work each day. Notably, 51.4% of respondents said that company culture has a major impact on how they act on the job, demonstrating the strong effect of culture on employee actions. In addition, 54.9% of employees felt that cultural alignment positively adds to overall productivity, which reflects the alignment of cultural ideals with employee attitudes. In conclusion, a sizeable fraction (55.7 percent) acknowledged the need of comparing different sectors to comprehend company culture and employee attitudes, indicating a willingness to consider outside viewpoints. These results highlight the value of comparing different industries to have a better understanding of how corporate culture influences employee attitudes and actions, which in turn affects productivity.

5.2 Conclusion

The results of Objective One's investigation into the effects of different leadership styles led to a number of significant inferences. To start, many people have said that transformational leadership makes them more motivated at work, which shows that people like this type of leadership and it has a good impact on employee motivation. Additionally, it is worth noting that a significant portion of the participants expressed dissatisfaction with their work satisfaction as a result of autocratic leadership, highlighting the possible negative impact of this type of leadership on employee job satisfaction. Finally, most people are happy with the way their boss is leading them right now, which is a good sign that staff members are happy with the direction the company is taking. Also, a lot of people think the leadership is doing a good job at their company, which shows how successful leadership is seen to be. Finally, over 50% of those who took the survey agreed that transformative leadership had a beneficial effect on company output. The research concludes that transformative leadership is well-received and has a positive effect on employee engagement and company output. Conversely, employee happiness on the work may suffer under autocratic leadership. The results highlight the significance of strong

leadership in creating an inspiring work environment where employees are happy and fulfilled in their roles.

Objective Two's results, which examined patterns of communication and the flow of information, led to several important inferences. First, it seems like there is a good atmosphere for communication since most people who took the survey think that open communication is promoted at their company. Secondly, there is opportunity for improvement in terms of interdepartmental information sharing, since a significant percentage of respondents still thought that information is not freely exchanged throughout departments, even though the majority of respondents held this view. Thirdly, a sizeable percentage thought that hierarchical systems may be a barrier to good communication at times, which implies that hierarchical systems might be problematic in certain contexts. In addition, many people thought their company's communication strategies worked, which shows how successful they are. Finally, it is worth noting that a number of respondents acknowledged the possibility that communication dynamics may alter between industries, as seen by their agreement that patterns of communication may fluctuate depending on the circumstance. In conclusion, the research stresses the need of encouraging departmental information sharing and open communication within businesses, as well as the necessity to tackle the problems caused by hierarchical systems. It also highlights the need of taking into account communication practices that vary between industries.

Insights into the effects of training and development programs on the company may be gleaned from the results of Objective Three. Among the most encouraging findings is the high percentage of those who said that training programs really helped them become better in their jobs. Employee development programs are crucial to an organization's success because, according to a large percentage of respondents, they help the company expand. In addition, a large number of participants were optimistic about the efficacy of their company's training programs. What this means is that people think the ways used are effective in teaching new skills and information. Finally, several respondents emphasized the importance of staff development programs' long-term effects by firmly agreeing that they believe in them. Finally, the research makes a compelling argument for the continuous

adoption and improvement of staff training and development programs by highlighting their major role in skill augmentation, organizational growth, and long-term effect.

There are a number of significant takeaways from the results of Objective Four, which looked at how company culture affected workers' attitudes and actions. There seems to be a good cultural match, as many respondents have said that the company's culture is in line with their own personal views and values. On top of that, most people said they like coming to work every day, which goes to show that the company culture encourages good attitudes. The importance of corporate culture in molding employee conduct is shown by the fact that many respondents acknowledged that it greatly impacts their behavior on the job. The beneficial effect of a compatible culture on performance at work was further shown by the fact that a sizeable percentage held the view that cultural alignment boosts overall productivity. Lastly, a number of respondents acknowledged that comparing different sectors may provide useful information on company culture and staff attitudes, highlighting the possibility of gaining knowledge from other cultural settings. In conclusion, the research highlights the relevance of a good corporate culture in contributing to productivity, aligning values, and affecting attitudes and behavior. It suggests that sustaining and further strengthening this culture is crucial.

5.3 Recommendations

5.3.1 Leadership styles on employee motivation and job satisfaction.

The study's recommendations for improving the influence of leadership styles on the organization were based on the results of Objective One. The study's primary finding was that transformational leadership approaches greatly improved employee engagement and work satisfaction; hence, the business should actively promote and use these methods. A culture that supports and promotes transformational leadership practices and focused leadership development programs might accomplish this.

Second, as the results showed a positive perspective of leadership within the research's setting, the study suggested that the company evaluate the efficacy of its leadership. In

order to better meet the needs of workers and make improvements in areas where leadership is lacking, it is important to conduct regular assessments of leadership effectiveness.

Additionally, the research recommended that the company regularly poll workers on their level of job satisfaction and ask for their thoughts on different leadership styles. The company might use this information to improve its leadership methods and keep up with employee expectations based on their suggestions.

Finally, the research suggested that the company take industry-specific differences into account when implementing leadership styles. A one-size-fits-all strategy would not be appropriate, according to the results, as the efficacy of leadership styles might differ among sectors. Leadership methods and results may improve if styles were more specifically adapted to different industries.

5.3.2 Communication patterns and information flow.

Based on the results of Objective Two, the research suggested several changes to the way the company communicates and shares information. The study's first major recommendation is that management should do more to foster an environment where employees feel comfortable speaking their minds. The results showed that open communication had a beneficial effect, and the company would do well to cultivate a culture that respects honesty and shares information freely.

Second, the research suggested that the company look into methods to make it easier for various departments to share information with them other. The company should put money into systems or platforms that facilitate cross-departmental collaboration and information sharing, as the results showed that information sharing was weak in several areas.

In addition, the research recommended that the company check the efficacy of its communication strategies on a regular basis. Making ensuring the selected communication methods are in line with the requirements and preferences of the workers and finding areas where communication may be enhanced can be achieved via regular reviews.

Finally, the research suggested that the business tailor its communication strategy to distinct industries, taking into account the differences in communication patterns across various sectors. Organizations may improve their communication strategies for various professional contexts by acknowledging that strategies that work in one field might not be applicable to another.

5.3.3 Employee training and development programs.

Drawing on the results of Objective 3, the research offered many suggestions to improve the company's training and development programs for employees. One important takeaway from the research is the need of maintaining funding for training programs that help employees develop their skills. The significance of this investment in the workforce was highlighted by the study, which demonstrated a favorable association between these programs and skill development.

Secondly, the research suggested that the company acknowledge the substantial influence that staff development programs have on the expansion of the company. The organization may make the most of this partnership by actively promoting and supporting such activities on a regular basis, making sure they are in line with its development strategies.

In addition, the research demonstrated that the organization's training approaches were successful. The research concluded that these techniques should be maintained and maybe even extended to other areas so that workers may keep getting training that helps them learn more.

Finally, the research urged the company to think about how employee development would play out in the future. Training has long-term benefits on performance and work happiness; therefore, the company should create programs to foster changes that persist. This will help the company succeed in the long run.

5.3.4 Organizational culture.

Research into Objective Four led to several suggestions for improving company culture and its effect on workers' outlooks. As a first point, the research suggests that the company

should keep encouraging a culture that reflects the views and values of its workers. As a result of this harmony, workers are more invested in their work, which boosts their happiness and output. Keeping this cultural harmony is critical for the company.

Second, keeping a positive outlook on work is crucial, according to the research. This may be accomplished if the company places a premium on making sure its culture is congruent with the values held by its personnel. Initiatives that promote the cultural values of the company and consistent communication might help accomplish this. An optimistic outlook helps foster a staff that is both motivated and invested.

The research also highlighted how company culture affects employee actions on the job. The group should keep fostering a culture that rewards good deeds and principles, as a result. There is evidence that fostering an environment that encourages open communication, cooperation, and ethical ideals has a favorable effect on employees' attitudes and actions.

Lastly, the research emphasized the need of comparing the company to others in the same industry so that it may better understand and improve its culture. It may learn a lot about how to enhance its culture by comparing it to other, comparable companies in various industries. The company may improve its own culture by learning about other industries' most successful cultural alignment strategies.

5.4 Recommendation for Another Study

The report also called for further investigation into the topic of organizational culture in comparison to other sectors. Delve further into how cultural alignment affects different organizational performance metrics. All of these factors, including morale in the workplace, productivity, creativity, and client happiness, contribute to the bottom line.

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APENDIX I
RESEARCH INTRODUCTION LETTER

Dear respondent,

Subject: Invitation to Participate in a Research Study on Effect of Management Practices on Organizational Performance. A Case Study of House of Manji

I trust that this letter finds you in good health. Regarding my research work entitled "The Impact of Management Practices on Organizational Performance," I am writing to solicit your insightful feedback. Your involvement is discretionary, and you have the ability to resign from the activity at any point without incurring any adverse repercussions. Your replies will be treated with the utmost confidentiality and anonymity. For any inquiries or explanations, please do not hesitate to contact me.

Please complete the following questionnaire in order to participate. Filling it out should take around two weeks. Your feedback is of the utmost importance, and your comments will significantly contribute to the study's success. The information you provide will be treated as private and used only for research purposes.

We appreciate your participation and assistance in advance with this study.

Sincerely,

Yasin Abdiaziz

DIP.ML 14/00202/2/22

+254 721 257927

APPENDIX II
QUESTIONNAIRE

Effect of Management Practices on Organizational Performance.

Section One. Demographic Information

1. Gender:

- a) Male
- b) Female

2. Age:

- a) 18-25
- b) 26-35
- c) 36-45
- d) 46-55
- e) 56 or older

3. Department/Position:

- a) Top Management
- b) Middle-Level Management
- c) Other Staff Members

Section Two Study Objectives

Please rate your agreement with the following statements on a scale of 1 to 5 where 1 is strongly disagree 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree

Objective 1: Impact of Leadership Styles

Statement	1	2	3	4	5
Transformational Leadership enhances my motivation at work.					
Autocratic Leadership negatively affects my job satisfaction.					
I am satisfied with the current leadership style in the organization.					
Leadership in our organization is effective.					
Transformational Leadership positively influences our organizational performance.					

Objective 2: Communication Patterns and Information Flow

Statement	1	2	3	4	5
Open communication is encouraged within our organization.					
Information is readily shared among different departments.					
Hierarchical structures sometimes hinder effective communication.					
I find our communication methods effective.					
Communication patterns may vary across different industry contexts.					

Objective 3: Employee Training and Development Programs

Statement	1	2	3	4	5
Employee training programs enhance my skills.					
Organizational growth is positively influenced by employee development programs.					
The training methods used in our organization are effective.					
I believe in the long-term impact of employee development.					
Employee training has positively contributed to my skills and knowledge.					

Objective 4: Organizational Culture and Employee Attitudes

Statement	1	2	3	4	5
Our organizational culture aligns with my values and beliefs.					
I have a positive attitude towards my work in our organization.					
Organizational culture significantly influences our behavior at work.					
Cultural alignment contributes to our overall productivity.					
Cross-sector comparisons can provide valuable insights into organizational culture and employee attitudes.					