

---

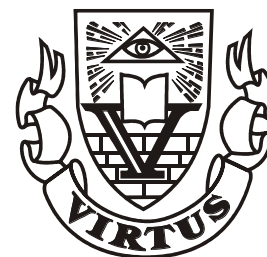
# JOURNAL OF GOVERNANCE AND REGULATION

---

VOLUME 4, ISSUE 3, 2015

## CONTENTS

---



**Editorial** 4

---

**THE (NON)-UTILISATION OF INFORMATION PROVIDED BY THE SENIOR INFORMATION OFFICERS TO THE RESEARCHERS IN THE GAUTENG PROVINCIAL LEGISLATURE** 7

*A. C. Netshivhuju, S. M. Madue*

This study was set out to investigate the extent to which researchers in the legislatures utilise the information provided by the Senior Information Officers (SIOs) and/or the reasons for non-utilisation thereof in cases where information is not utilised. The study used a qualitative research approach to establish meaning from the views of the participants. In-depth interviews were used as a key method of data collection. The findings of this study suggest that the Gauteng Provincial Legislature's researchers do not make full use of the Information provided to them by the SIOs.

---

**THE BENEFITS OF MENTORING AND COACHING IN THE PUBLIC SECTOR** 16

*Aaron Ganesh, Alec Bozas, Mogie Subban, Elias Munapo*

A project at the Frontier Hospital in Queenstown (South Africa) commenced in January 2009, and extended over a period of four months. Two mentoring and coaching workshops were held to create a broad awareness and a common understanding about mentoring and coaching as tools for learning and growth. A study was carried out to determine the effects of mentoring and coaching on managers following attendance of the workshops. The study results revealed that the race and gender of the respondents did not significantly affect mentoring and coaching.

---

**CASE STUDIES ON THE SUCCESS OR FAILURE OF FUTURES CONTRACTS** 30

*Hilary Till*

Why do some futures contracts succeed and others fail? Although the U.S. futures markets have evolved in a trial-and-error fashion, research suggests key elements have determined whether particular futures contracts succeeded or failed. This knowledge could be useful for new financial centers as they build successful futures markets. This paper shows that there are three elements that determine whether a futures contract succeeds or not: 1. There must be a commercial need for hedging; 2. A pool of speculators must be attracted to a market; and 3. Public policy should not be too adverse to futures trading.

---

**THE IMPACT OF LEADERSHIP STYLES ON PROJECT SUCCESS: CASE OF A TELECOMMUNICATIONS COMPANY** 48

*Tammy Lategan, Stanley Fore*

This research provides an overview of information and knowledge within a corporate environment with an underlying theme of defining leadership styles within the customer service projects environment to ensure successful project delivery. This research aims to investigate the perception of leadership styles required and factors that contribute to successful project delivery effectiveness within a telecommunication customer service environment.

---

---

**DO THE WOMEN MATTER IN CO-OPERATIVE BANKS' BOARDS? 57**

***Vittorio Boscia, Pietro Marchetti, Valeria Stefanelli***

This paper expands the knowledge on the issue of governance of cooperative banks. Current study proposes some indicators to assess the social and mutual performance of cooperative banks; it puts in evidence if board gender diversity may improve the amount and also the equity distribution of the value creation process to stakeholders' cooperative banks. The outcomes of the paper may indicate possible best practices with respect to bank governance in bad economic times. So the gender diversity in board cooperative bank may contribute to support better business performance and, specifically, the bank's ability to create and distribute finance customers characterized by a lower credit risk. Based on these results, some managerial implications are proposed.

---

**THE ROLE OF UNIVERSITIES IN PROMOTING SOCIAL ENTREPRENEURSHIP IN SOUTH AFRICA 67**

***Lawrence Mpele Lekhanya***

This paper aimed to examine the role of Universities in promoting social entrepreneurship in South Africa. The study also look assess the support that universities are providing to social entrepreneurship and to evaluate the extend of the support. The paper also analyses most strategies used by South African universities to help the development of social entrepreneurship. The results reveal that most of respondents are not involved in social entrepreneurship activities, or any entrepreneurship development programs.

---

**INTERMEDIACY BETWEEN POLITICAL CONTROL AND INSTITUTIONAL AUTONOMY: A TRANSFORMATIVE APPROACH 72**

***Nirmala Dorasamy, Ndiphethe Olive Mabila***

The public sector is about providing services, managing resources efficiently and securing a return on investment. Producing results and managing performance depends on adaptation, flexibility and creativity. While one may argue for greater control to achieve performance indicators, this has to be underpinned by managerial control systems both internally and externally. Post NPM reforms have tried to respond to the problem of single purpose organisations that have distanced political control. While post NPM reforms tipped the scale toward more political control, it did not restore the balance between control and autonomy. In view of the NPM and post NPM reforms and the accompanying challenges, the paper argues that it is not possible to devise a "one size fits all" response to these challenges. In trying to analyse the dilemma of balancing political control and institutional autonomy an institutional theoretical perspective is used by analysing structural and instrumental features (national political environment), cultural features (historical administrative traditions) and external constraints (technical and institutional environments).

---

**CUSTOMER SATISFACTION AS A MEDIATOR BETWEEN CAUSES (TRUST AND COMMUNICATION) AND THE OUTCOME (CUSTOMER LOYALTY) IN BUSINESS-TO-BUSINESS RELATIONSHIP MARKETING IN THE SOUTH AFRICAN CEMENT MANUFACTURING INDUSTRY 79**

***Phineas Mbang, M.A. Phiri***

The major objective of the study was to test satisfaction as a mediator between causes and outcome, the causes being trust and communication and the outcome being customer loyalty. The results show that in order to maintain customer loyalty, a cement supplier has to focus on strategies to build relationships on the basis of creating customer satisfaction and/or exceeding customer needs and wants. They also need to invest in enhancing customer trust and communication. Another important finding is that trust and communication have no direct effect on loyalty. Customer satisfaction is therefore the most important mediator as it leads to customer loyalty. Customer loyalty is crucial for business success in terms of repeat purchase, referrals (word-of-mouth marketing), retention and long-term profitability.

---

**SUBSCRIPTION DETAILS 89**