

ADAPTATION TO CHANGE IN THE HAIR DRESSING INDUSTRY:
A SURVEY OF HAIR SALONS IN LUSAKA

BY

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DEDICATION

TO MY LATE YOUNGER BROTHER, NJELEKA (JR.)
WHO DID NOT GROW TO HAVE THIS OPPORTUNITY.

This thesis represents my own work and has not previously been submitted for a degree at this or another University.

This dissertation of Joe P. Njeleka is approved as fulfilling part of the requirements for the award of the Master of Arts degree in Industrial and Organisational Psychology by the University of Zambia.

EXAMINERS:

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ABSTRACT

The present study investigated adaption to environmental change among small scale businesses in the hair dressing industry. The hypotheses that (1) adaptation to environmental change among successful hair salons would take the form of buffering, leveling and forecasting, (2) organically structured hair salon organisations would more effectively adapt to environmental changes than those that are mechanistically structured were tested. The sample comprised 24 hair salons that started their operations in or before 1980 in Lusaka.

Information in the form of hair salons' responses to the environment as indicated by the number of hair styles offered to customers, customer attracting techniques, the number of employees and profits, among others, were collected using a semi-structured questionnaire. Product moment correlation coefficients were computed among the following Independent and Dependent variables: The independent variables were the number of hair styles being offered, style determination, number of customer attracting techniques and the organisation structure; while the Dependent variables were; the number of customers, profits, number of employees and the researcher's own evaluation of how the salons were doing.

Contrary to the previous findings among large organisations, the second hypothesis was not confirmed in these small businesses investigated.

Numerous reasons, among which are the size of the organisations investigated (the largest comprised 16 employees), the nature of operation in these organisations (that is, offering of services) and the nature of interaction and proximity of employees, management and the customers, were advanced for the non confirmation of the second hypothesis. The study concluded by suggesting the possibility of extending the present findings to other small business operating in a similar manner to hair salons, which want to be viable in their business ventures.

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CHAPTER 1

ADAPTION TO CHANGE IN THE HAIR DRESSING

INDUSTRY: A SURVEY OF HAIR SALONS IN

LUSAKA

INTRODUCTION

Organisations are always in a process of continuous change. Changing of work methods to improve accomplishments of objectives, adjusting to depleting resources, shifting of competitive patterns and fluctuation in operations cycles; all these and many other types of change are always taking place in any organisation. Often these changes result from uncertainty in the organisations environments, which include the economic, social, political, cultural, legal and technological environments. These comprise the external environment, while the organisation structure-Patterns of rules and regulations, allocation of activities to separate sub-units, distribution of authority among administrative positions, and the communications network (Burns and Stalker, 1969), comprises the internal environment. For an organisation to be viable, it has to adapt to changes taking place in both the internal and the external environments. By adapting in this context, we mean that, "an organisation should possess the ability to react to environmental alterations in a way that is favourable to the continued effective

operation of the system," (Ramson, in Leavitt et. al, 1974, p.160).

This view that organisations should adapt to environmental changes is not a new notion, but is particularly important because these changes not only effect conditions under which organisations pursue their goals, but may also transform the goals (Caplow, 1976). Yet it is not unusual to encounter situations in which some organisations find it difficult to survive and grow because of their inability to adapt to environmental changes. And such inability, if left unchecked may for instance lead to the inability by the organisation to compete, loss of supplies or markets, or even poor industrial relations, to name but a few. In the worst cases the inability to adapt to the environmental changes by an organisation may lead to bankruptcy or some times the dissolution of the organisation all together (Flippo, 1969).

Recently in Zambia, it was reported that African Farming Equipment (AFE), a subsidiary of the Industrial Development Company, (Indeco) had made a loss of K2.5 million in the financial year ending March 1984 (Zambia Daily Mail, November 27th 1984, p.3). The loss was attributed to the fact that there had been very low sales of farming equipment in relation to costs during the period in question. But less attention was drawn to the fact that the loss could

have perhaps resulted from changes in customer demand for the available equipment, or perhaps from the company's inability to forecast expected sales. And even lesser attention was drawn to the fact that the loss could have resulted from the prices charged for the equipment in relation to those charged by competitors such as the Kubota group of Companies who also supply similar farming equipment. Thus it was perhaps the company's inability to adapt to such changes that could have affected the sales.

The list of organisations demonstrating an inability to cope with environmental changes is quite large; for one reason that, organisations of whatever nature operate in a relatively highly unpredictable environment. In Zambia, young entrepreneurial organisations like those in the hair dressing industry (the hair salons) may find the environment, especially the external environment, even more uncertain. In order for these organisations to survive in a dynamic environment (like Zambia's), they have to employ the necessary adaptive strategies and techniques that are used by large scale organisations. And yet despite all the changes in Zambia's environment (as will be shown later), the last decade has witnessed the coming into being of a large number of hair salons such that the hair dressing industry is slowly but effectively growing. And this growth of the hair dressing industry has

added extra uncertainty to the already changing environment such that its social and economic impacts, though minimal, are slowly being felt.

For instance, by virtue of the fact that the salon industry is growing rapidly it is employing a number of people who could otherwise have been unemployed. Like any other organisation in Zambia, the hair dressing industry and its organisation require imported materials for their operations. In this way salons use up a certain proportion of the much needed foreign exchange. Furthermore, it is common knowledge that currently, hair dressing in Zambia is consuming a large proportion of many people's incomes (more especially our women folk).

This may indicate that the services offered by salon organisations are appealing enough to warrant priority among some income earners. And thus, it appears that salon organisations are effectively meeting competition for customers from other service organisations.

Finally, it is worth noting that salon organisations (or the hair dressing industry in general) are operating on a non-monopolistic basis and do not get government subsidies, unlike most parastatal companies. In this regard the salon organisations are serving as models for small scale businesses which should survive through self sufficiency and initiative and less reliance on government provisions.

1.1. NATURE OF THE PROBLEM

The study basically addressed itself to the following problem: What adaptive strategies are the organisations in the salon industry employing in order for them to survive environmental changes? More specifically, are salon organisations in Zambia employing adaptive strategies that are employed by large scale corporations in developed countries?

1.2 AIMS OF THE STUDY

This study therefore intended to investigate how the organisations in the hair dressing industry are adapting to environmental changes and uncertainties. More specifically the study aimed at identifying specific adaptive strategies employed by the hair dressing industry to deal with changes in the environment.

1.3 SIGNIFICANCE OF THE STUDY

This investigation is important, especially in Zambia, because current literature shows that no other study of its nature has been done before in this country. Thus, the results of the study would provide information as to whether the hair dressing industry in Zambia is adapting to the organisations' environmental changes in line with models or strategies of organisational

rationality developed by scholars in the industrialised countries (Thompson 1967; Martinko et. al, 1982). Thompson, Martinko and his colleagues suggest, as will be shown later, that through buffering, leveling, forecasting, some-times active control, among other factors, an organisation would be able to adapt to its environment.

This study will also serve as some form of validation for adaptive strategies used elsewhere and see if they are applicable to developing countries like Zambia, where social, economic, political, legal and other conditions are different from those obtaining in industrially developed countries. Hence results of our study may contribute to the existing literature in the area of adaptation to change and organisation development.

From the practical view point the results of the study would provide information to the up coming small entrepreneurial organisations, and particularly the hair salons of what adaptive techniques to employ in the light of environmental uncertainty. This is of particular importance in Zambia since the government has in recent years been emphasising the development of the small scale industries or small enterprises. The Small Scale Industry Organisation (S.I.D.O.) was recently created to coordinate efforts towards setting

up of small scale industries. Findings of this study would prove useful to S.I.D.O. as it would provide a basis to advise their clientele organisations on the most effective strategies to adopt in the face of environmental uncertainty.

Having stated the aims of the study, the next section will outline a historical development of hair dressing in Zambia. This will be followed by a review of the type of environment in which the hair salons operate in Zambia. Discussion of types of organisation and adaptive strategies then follows. This is then followed by the methodological problems of studying adaptation to change. These lead into the research design and data analysis.

CHAPTER 2

THE SALON ORGANISATIONS AND THEIR ENVIRONMENT

2.1 BACKGROUND TO THE STUDY

The hair dressing industry is a relatively new industry in Zambia whose salon organisations' operations have only become commercialized in the last decade. Until the early sixties (at least for indigenous women), it was rationalized that plaiting was meant more to make the hair grow than the modern day conception of treating it for personal decoration, fashion "consciousness" and the consumer behaviour. In addition to plaiting, hair was also stretched using a hot object such as a comb or stone. This was done to make the hair more and easily manageable (that is, easier to comb and style).

Thus in addition to plaiting, the sixties saw most women straightening hair by using hot stones, while those who could afford used hot combs. To avoid burning the hair, Vaseline petroleum jelly was applied or massaged into the hair. While this was happening, plaiting was undergoing tremendous modification, with both the hair plaiting and combing styles daily changing. And as Afro-wigs came into fashion, those who straightened their hair could pattern or shape it like an afro-wig. With the realization that hair combed like an Afro-wig

should be long and straight, there was a rise in demand for both plaiting and stretching. This led those who had the means and the know-how to set up small time hair plaiting and stretching salons. This marked the beginning of commercialisation of hair dressing in Zambia.

With the commercialisation of hair dressing, hair treating styles ranging from "perm", "wet look", stretching and curling have been introduced on the Zambian market. And according to one daily News Paper, each year an average of five salon shops are opened in major towns along the line of rail (Zambia Daily Mail, May 23rd, 1984, p.5). These emerging salons will require chemicals, machines and other accompanying kit used in hair treating. The idea of hair dressing has become so pervasive that hair dressing is no longer confined to the women alone, but has extended to men, who have in the past five years taken to "treating" their hair, by adopting (wearing) such styles as wet look, perm, and curling, to mention but a few.

Be this as it may, it should be recalled that these salon organisations in Zambia do not operate in a vacuum, but are surrounded by turbulent (rapidly changing) environments; the type of environments often riddled with uncertainty. It is to these types of environments that our review now turns.

2.2 TYPES OF ENVIRONMENTS

Like other organisations, salons operate in uncertain dynamic environments. And the term environment has taken a broader meaning in recent years. For instance, the external environment encompasses the economic, social cultural, political and legal, as well as the technological environments while the organisation structure, comprising people or group dynamics, interpersonal relationships, authority, organisation climate, allocation of activities, formal communications network to mention but a few, comprise the internal environment. Both these environments create turbulence which many organisations have to adapt to if they have to maintain efficiency, effectiveness and growth. By environmental turbulence in this context, we are referring to a somewhat disorderly, and relatively uncontrolled environment. Emery and Trist (1965), refer to turbulence as a dynamic and unstable environment.

In the external environment for instance salons will be faced with economic as well as competitive uncertainties, not to mention the change in the technical skills and equipment used in the provisions of these services.

In an ailing economy like Zambia's salons are not only faced with fluctuating prices of goods, especially of chemicals used in operations, but this is compounded by the fact that foreign exchange is hard to obtain for bringing in both machines and the chemicals. But even where foreign exchange is obtained, some critics argue that this foreign exchange is being misused by bringing into the country hair dressing chemicals and other related items which the country is not in dire need of. They go on to argue that such resources should be used in more productive ventures (Sunday Times of Zambia, February 3rd, 1985, p.5). Furthermore, average Zambians face hard economic times, such that they are at a disadvantage, because of the uncertain economy. In this way, an average Zambian has to weigh the probable outcome of his/her expenditure. The outcome is that the market of the salon industry becomes uncertain.

The social cultural environment is even more dynamic and turbulent, because hair dressing is regarded by some critics as representing a negative change in Zambia's social cultural values. One critic in the readers' column of a national daily, the Zambia Daily Mail (30th June, 1984, p.4) for instance wrote to express, "total disapproval of wet looks, perms and the like". He went on to argue that ---

"I feel it is time something was done about these styles, as they characterise moral decay --". And an earlier issue of the same paper had showed a picture of a swollen female face captioned ---" the sad look of wet look, ---" with the explanation that the woman was in that condition because of wearing certain hair styles and using certain chemicals, (Zambia Daily Mail, June 19th, 1984, p.4).

For effective and efficient operations, salon organisations have to cope with all the turbulence in their external environment. In other words, in adapting to their environments organisation like those in the hair dressing business should develop responses and reactions that will enable them to effectively deal with such external pressures like competition, economic fluctuations, social cultural changes (that is, shift in social cultural thinking) to mention but a few (Litterer, 1969; McCarthy, 1981).

Having briefly looked at the types of environments in which salon organisations operate, let us turn to the types of organisations and how they react to these different environments.

2.3 TYPES OF ORGANISATIONS

It is not the intention of this paper to offer an extensive discussion of types of organisations. Nevertheless, it is noted that the very idea of an organisation stems from the fact that an individual alone is unable to fulfill all his needs and wishes, mainly because he lacks the ability, strength, time, and endurance. He therefore finds that he has to rely on others for help in fulfilling these needs and wishes. And as several people co-ordinate their efforts, and through the use of the necessary technology, they find that they can do more than any one of them could have done alone.

From this we can look at an organisation as a rational co-ordination of efforts of a number of people, for the achievement of a common goal, through a division of labour and function and through a hierarchy of authority and responsibility (Etzioni, 1965). These relationships form the basis or infra-structure of almost all organisations.

There are numerous types of organisations; the productive or economic organisations, the maintenance, adaptive and the Managerial or Political Organisations (Katz and Kahn, 1978). But for our purpose here, we shall collapse these four types of organisations into two main categories: the productive and service organisations (Thompson and Mannes 1967). The

productive organisations incorporate all those that are involved in the production of tangible products. Manufacturing organisations such as Lyons Brooke Bond, Coca Cola, Rothmans of Pall Mall, fall into this category. Service organisation will encompass all those that are involved in the provision of services. The tourism industry, hospitals and the hair dressing industry fall into this category.

All organisations have a structure which enables them to cope with changes or fluctuations in the internal environment. This becomes even more significant if we recall that most organisations operate as open systems in which they exchange materials, energies and information with their environments, through taking inputs, transforming these and putting goods or services into the environment. Thus any change in internal or external environment may affect the operation of the organisation involved.

However, we realize that through rules and regulations governing the organisation, and also through chains of command, span of control and through division of labour, most organisations tend to render partially predictable the internal environmental turbulence and other operational uncertainties, (Startback, 1976). And in essence we see that it is the nature of the organisation's structure which largely "dictates" an

organisation's ability to cope with or adapt to changes, in both internal and external environments, (Burns and Stalker, 1967). By organisations structure, we are referring to the Patterns of rules and regulations, the allocations of activities to separate sub-units, the distribution of authority among administrative positions, and the formal communications network (Smith, 1980). This organisation structure can either be organic or mechanistic (Burns and Stalker, 1967). This implies that we can have two types of organisations; those that are mechanistically structured and those that are organically structured.

The structure of an organisation is mechanistic when there is centralization of authority and responsibility, narrow span of control and much emphasis on rules and procedures (that is, much adherence to formal relationships). Here it is clear that such a structure may accommodate little flexibility, especially where rapid decisions are required. Equipped with this knowledge, Shirley and Terryberry (1968) and Startback (1976), argue that mechanistic structures of organisations are mostly suitable for organisations that operate in stable environments. Such environments do not experience constant environmental changes and uncertainty. Emery and Trist (1965) reinforce the argument by pointing out that mechanistically

structured organisations are mostly effective in less turbulent or stable environments.

An organic structured organisation on the other hand has a high degree of decentralization, open communication, encouragement of informal relationships, and a greater emphasis on flexibility in the rules and regulations. In fact, these types of structures are often characterised by open communication, emphasis on commitment to task, progress, growth and team leadership.

The organic structure is further characterised by a **network** of authority, control and communication stemming from expertise and commitment to task rather than from authority with hierarchical overtones (Burns and Stalker, 1976). From all these, we note that contrary to the mechanistic organisations, organic structures are characterised by flexibility in the rules and regulations governing an organisation. Thus here, we can safely speculate that because of their flexibility organically structured organisations would more easily adapt to most fluctuation in their environments. In fact, it has been observed that under environmental uncertainty, less structured (organic) organisations tended to be more successful than mechanistic organisations (Litterer, 1967). For instance, flexibility in communication network facilitates upward feedback from, say, customers through workers to managers; which in turn facilitates

more effective forecasting of probable future changes in the environment. Friedlander and his colleagues (1974) sum it up by arguing further that, "rapid changes within organisations environments have demanded processes and structures which are far more flexible." (p.341).

In an environment like Zambia's where the economy is declining, competition is rife, technology is rapidly changing and where shifts in social cultural values are slowly but effectively taking place, it is hypothesised that organisations that are organically structured are more likely to be effective in achieving goals than mechanistic organisations.

One aim of this study therefore is to investigate whether mechanistic or organistic structures predominate among hair salon organisations.

Although we have been emphasising flexibility of structure of an organisation as a major determinant of how an organisation would adapt to environmental changes, there are other factors that might contribute to the organisation's ability or inability to adapt to changes. For instance, it may sometimes happen that despite the emphasis on the flexibility of the structure, the members of the organisation themselves may not accept new ideas within the organisation.

There are a number of reasons for this often encountered resistance to change. The reasons may among others include possible social loss as a result of structural changes within an organisation, and job insecurity, (Flippo, 1969). Similarly, changes may be resisted in some organisations because it is usually feared that such changes may only affect a certain proportion/category of people, or that some employees may be declared redundant because their specialities may no longer be required in the situation. And Whisler (1973, in Leavitt et al, 1974) reports that elders are known to resist change because of sunk costs, the emphasis on the nature of their investment (of whatever form).

The organisation that reduces resistance to change in the internal environment would cope with changes in the external environment. For instance, an organisation should explain the nature and types of change and the benefits of such change in order for change to be smooth (Bennis et. al., 1969).

However, in an attempt to adapt to both the external and the internal environments, the organisation does not entirely depend on the flexibility of its structure to abate uncertainties in the process of transforming inputs to outputs (Thompson and Mannes, 1967), but the structure should be supplemented by certain adaptive strategies that

would meet fluctuating environments, thereby creating steady conditions for carrying out the technical core (the main function of the organisation).

2.4 ADAPTIVE STRATEGIES

Martinko et. al. (1982) suggests four basic ways in which an organisation is likely to adapt to environmental fluctuations or create steady conditions for the technical core. These are buffering, leveling, forecasting and active control which are discussed below:

2.4.1 Buffering

We mentioned elsewhere, that most organisations operate as open systems whereby they receive inputs (materials, energies and information) from the external environment, which they transform into outputs such as products or services. In buffering, the transformation process (that is, the process of transforming inputs into outputs) is somewhat insulated from the fluctuations in both the input and output. Such an insulation is what is known, in this context, as buffering.

Buffering on the input side takes the form (in most organisations) of stock piling of materials and supplies required in an irregular

market, and their steady insertion into the technical core. This is ensured by buying more than is necessary for current use. Preventive maintenance, where-by machines are repaired or acquired on schedule, thus minimising surprise, is another example of buffering in the input component.

On the output side, buffering usually takes the form of maintaining warehouses of inventories and items in transit, or distribution of inventories which permit the technical core to produce at a constant rate (Thompson and Mannes, 1967). In addition, organisations control the quality, quantity and variety of either tangible products or services.

Equally emphasised in buffering is the recruitment of dissimilar personnel and conversion into reliable performers through training or indoctrination of the existing labour force.

Because of the erratic supplies of materials used in their operations*, especially chemicals and new machines; and also the need to be "up to date" with the changing hair styles, successful hair salons will perhaps be using this strategy more than less successful ones.

2.4.2 Leveling

Leveling implies smoothing out any fluctuations that may occur in the environment (Shirley et.al., 1968). Thus where as buffering absorbs environmental fluctuations, smoothing, or leveling involves attempts to reduce fluctuations in the environment. In an environment full of competition, or even a decline in the image of the organisation, many organisations, especially those faced with seasonal or other fluctuations in demand, may offer inducements in the form of "special" promotions or sales during slow periods.

Therefore, more successful hair salons should perhaps be those employing leveling as a way of adapting to the environmental changes or uncertainties. They would do this by employing adverts in news media to off-set these changes in the external environment, and also by using other customer attracting techniques, such as special offers during certain periods or seasons.

2.4.3 Forecasting

For purposes of our study, we shall be using forecasting to refer to the anticipation of environmental alterations,

(Thompson, 1967). However, forecasting does not mean to foretell the future as does a "Prophet" or future teller, it is just a logical process of looking ahead undertaken by a practical entrepreneur. "The careful and continuous study of business conditions and the changes in its environs are two of the most important duties of a practical businessman", (Masatsugu, 1969, p.36). This consequently allows the technical core (that is transformation process) to respond adaptively while there is still time, and thereby reducing potential for internal operation crises in the organisation.

And this is often more plausible where organisations learn that some environmental fluctuations are patterned, thus forecasting or anticipation is possible.

For salon organisations, they would find it useful to anticipate future changes in the hair styles, and also how these changes are going to be received by the clientele. This will further help them to anticipate changes in the materials that meet the new

styles. Similarly, the salon organisations would find it benefiting to brace for changes in the demands, attitudes and even values, as a result of the changes in the hair styles and the material used in the process. This way, room is left to plan for any such eventualities.

2.4.4 Active Control

Where none of the methods mentioned above are able to meet environmental challenges, the organisation may resort to active control, where they tackle fluctuations as they come. For example, in the case of hair dressers, they might want to deal with changes in hair styles without considering the corresponding changes in the materials used in these new styles, or even the corresponding changes in demand.

But this method is not usually recommended, because often it might only succeed in closed systems, in very uncertain environments, very few organisations would want to employ this method as a way of adapting to the challenges of their environments.

These are some of the ways in which organisations may adapt to and/or cope with environmental uncertainty.

However, our study is particularly designed to find out how salon organisations in the hair dressing industry are adapting to turbulence in their environments, and what form this adaptation would take.

2.5 HYPOTHESES

Bearing in mind the above literature on the organisations adaptation to the environmental changes, it is here hypothesised that:-

1. The adaptation to change among successful hair salons will take the form of buffering, leveling and forecasting.
2. Organically structured salons will more effectively adapt to the environmental changes than those that are mechanistically structured. That is, they will more easily adapt to environmental fluctuations.

CHAPTER 3

3.1 METHOD

There are two basic methods of studying adaptation to change in the environment by different organisations (Thompson, 1967). One is to examine the variations or changes in the organisations' operations as elements in or about them change. The other is to study variations among organisations which are confronted with similar conditions. In this study, an attempt was made to intergrate the two methods, because it was intended on the one had to ascertain variations (resulting from employing various adaptive strategies) in organisations confronted with similar conditions. On the other hand it was thought to be of additional value to discover how elements in or about organisations change as a form of reaction to environmental changes. However, the study did not focus on changes in sociological and other related elements or variables, as doing so would entail going beyond the scope of the present study.

3.2 SAMPLE

The sample comprised 24 hair salons in different locations in Lusaka; Kanyama, Kabwata, Chilenje, Libala, Long Acres, Matero and the Town Centre. These areas were chosen in such a way as to be representative of the hair salon clientele in

Lusaka, Kanyama, Kabwata, Chilenje, Matero, and Libala can be said to represent and perhaps cater for people in high density housing, low income and other such related groups. Long Acres on the other hand, can be said to represent the hair dressing industry and its clientele in the low density, high income areas. The Town Centre would represent the entire hair dressing industry and its clientele in Lusaka, because salons located in this area can be patronised by people from all groups (low, medium and high income groups). However, because of the rather high cost of services in the town centre area, patrons mostly come from moderate to high income groups.

The salons that were investigated were those that were accessible to the researcher in the areas named above. In the townships, most small enterprises including hair salons are located in or around markets and shopping centres (Turner, 1985); consequently, our study was concentrated in these areas. However, only those salons that started operations in or before 1980 were included in the sample. This was done because it was thought that these salons had been in the hair dressing business long enough to experience changes which have taken place in both the hair dressing styles and the corresponding materials used for these styles. This in fact allowed the researcher to

assess the degree of growth experienced by these organisations. Of the salons that started operations in or before 1980, at least half of them were investigated in each of the locations.

3.3 THE RESEARCH INSTRUMENT

The research instrument used comprised a questionnaire which was administered as a semi-structured interview to owners or alternatively "managers" of the hair salons that were investigated. The instrument is a modification of that used/ designed for the pilot study by this researcher and three others (Machungwa, Mutale and Banda) in March 1984.¹ This instrument was designed to seek specific kind of information relating to: the growth of the salon organisations, the salon organisation structure and the customer attracting techniques. Similarly, the instrument sought information relating to the number and types of hair styles being offered, the number of employees (including those trained, if any), how styles offered to customers were being determined, the average number of customers in each of these salons per day, and the incomes or profits they often realise per month. Finally, the instrument also contained items that sought information relating to the aspect of the salon's environment where changes were experienced most. A copy of the instrument is shown in Appendix I.

3.4 THE PROCEDURE

Prior to the actual interviews, requests were made to the owners or managers of the salons on whether it was possible for them to provide some peices of information which the researcher would seek from them. Using an introductory letter from the University and student identity card the researcher identified himself as a student from the University of Zambia (Great East Road Campus) doing research for a Masters degree. After the researcher explained and emphasised the relevance and importance of the information they would provide, all the salons approached agreed to participate in interviews. On the interview date(s) efforts were made by the researcher to ensure good rapport and also to elaborate on the questions asked to the interviewees, where need arose. Probing was used to seek clarity where responses to questions seemed unclear and/or incomplete.

Some respondents were, however, suspicious of the researcher thinking that he might have come from the tax department or from the National Provident Fund. The researcher assured such respondents that he in fact was not from any one of these institutions, but a student from the University of Zambia. In spite of these assurances, however, it is likely that some respondents under-

stated their profits figures and the number of employees. This was perhaps because of the fear that if the true profit figures were high enough, they could be liable to high taxation, while a reasonably high number of employees would raise some suspicion as to why such a number would not be registered with the Provident Fund, thus making the employer liable for prosecution.

3.5 DESIGN AND ANALYSIS

The Design of the study was entirely correlational. Variables which were assumed to reflect the nature of adaptive strategies or techniques were correlated with those that reflected how well salons were doing as a result of employing these strategies or techniques. Variables which indicate adaptive strategies, which are also independent variables are:-

- i. The number of hair styles being offered by the salons.
- ii. The style determination (how hair styles offered to customers are determined); whether it is by customers themselves or by the salon owners.
- iii. The number of customer attracting techniques, (among which are advertisements, price reductions during slow periods and special offers).
- iv. The organisation structure (whether organic or mechanistic).

The variables which show how well salons were doing which also constitute the dependent

variables are the following:-

- i. The average number of customers per day.
- ii. The profits (after deducting salaries, wages, rents).
- iii. The number of employees.
- iv. The researcher's evaluation of how each of the salons investigated was doing. The evaluation was done on a five point scale, and the judgements based on:
 - a. The number of customers in the salon during the interview time (all interviews were conducted during the week days).
 - b. The quality of the services.
 - c. The quality of the furniture and facilities in relation to the number and type of hair styles offered.

Pearson Product moment correlation coefficients were computed among the variables. Where one variable was dichotomised, for example style determination (whether it was done by customers themselves or by salon owners), the point Biserial correlation coefficients were computed. And since the Point Biserial correlation coefficients depend directly on the difference between mean scores (Guilford, 1958), a t-test of difference between means was also used to test the significance (departure from a mean difference of zero) of the Point Biserial correlation. Tables "B" and "C" (McCall, 1975, pp. 352-353) were employed to determine the significance level of the t-test and product moment correlation coefficient values respectively.

CHAPTER 4

RESULTS

4.1 RAW DATA

Table 1 below gives a summary of the variables that were correlated among each other. The table also shows the locations of the salons investigated.

Table 1. Raw data of variables whose relationships were calculated using the product moment correlation coefficients.

SALONS	ORGANISATION		Customer's choice	Salon Owner's choice	Number of hair Styles	N.C.A.T	Number of employees	Researcher's evaluation	PROFITS	Number of customers (on average per day)	LOCATION	
	Mechanistic	Organic									T.S.	C.C. **
1.	*		*		6	4	8	3	K300	17		*
2.		*		*	6	5	6	5	K500	20		*
3.		*		*	3	4	14	5	K450	25		*
4.	*		*		8	5	8	5	K500	25	*	*
5.	*		*		8	5	12	5	K500	20		*
6.		*	*		8	4	4	3	K150	15		*
7.		*		*	7	4	10	3	K300	13		*
8.	*		*		8	4	13	5	K500	27		*
9.	*		*		2	2	3	2	K150	8	*	*
10.		*		*	7	4	10	5	K450	29		*
11.		*		*	2	2	5	2	K250	11		*
12.	*			*	7	2	15	5	K500	27		*
13.		*	*		8	3	6	4	K450	25		*
14.		*	*		5	2	5	3	K250	10	*	*
15.		*	*		7	3	7	2	K250	11	*	*
16.		*		*	8	3	6	3	K300	13	*	*
17.		*		*	7	4	8	3	K300	13	*	*
18.	*			*	7	3	9	4	K300	13	*	*
19.		*	*		2	2	3	2	K150	8	*	*
20.		*	*		2	2	4	2	K150	10	*	*
21.	*		*		8	4	16	5	K300	20		*
22.		*	*		8	4	8	5	K500	25	*	*
23.		*	*		8	4	8	5	K500	25	*	*
24.	*		*		7	4	6	4	K450	15	*	*
				*	6	3	6	3	K300	13	*	*

N.C.A.T. Number of Customers attracting techniques
 ** Names of these salons and of the locations are given in appendix IV
 *** Names of these hair styles are given in appendix V
 T.S. Townships
 C.C. City Centre

Table 1 reveals that of the 24 hair salon organisations investigated 9 (37.5%) were mechanistically structured, while 15 (62.5%) were organically structured. The table also shows that of the 24 salons investigated only five (20.8%) reported to have been realizing profits of more than five hundred Kwacha (500+) per month. The data also show that the highest number of customers on average per day (29) were reported from the salon located in the city centre, while the lowest (eight) was reported from a salon located in the township. In fact, of the seven (29.28%) salons evaluated as doing very well, five were located in the city centre. Finally the data indicated that the highest number of hair styles being offered by the salons investigated was 8 while the lowest was 2.

Table 2 shows correlational relationships among variables. It can be seen that all but one of the independent variables, the hair style determination correlated positively with dependent variables. The highest correlation observed was that between the number of employees and the number of hair styles being offered by the hair salons ($r=0.94$ $P<0.01$), while the lowest and non significant correlation observed was that between the organisation structure and the daily average number of customers ($r_{pb}=0.03$). As can be seen from the table

Table 2. Point biserial and Pearson Product moment correlation coefficients among variables.

VARIABLES	No. of hair Styles	Style Determination	No. of Customer attracting techniques	Organisation Structure	No. of Customers	The Profits	No. of Employees	Researcher's Evaluation
No. of hair Styles being offered								
Style Determination	0.11							
No. of Customer attracting techniques	0.02	0.15						
Organisation Structure	0.10	0.09	0.04					
No. of Customers	** 0.66	** 0.70	** 0.89	0.03				
Profits	** 0.61	* 0.44	** 0.75	0.04	0.006			
No. of Employees	** 0.94	* 0.38	* 0.56	0.17	** 0.78	* 0.0065		
Researcher's evaluation	** 0.64	* 0.55	** 0.89	0.16	** 0.94	0.013	0.72	

* P<0.05

** P<0.01

all the relationships between the organisation structure and the dependent variables were low and non significant.

The second highest significant positive correlation observed was that between the number of customers and the number of customer attracting techniques ($r=0.89$; $P<0.01$), followed by the number of customer attracting techniques and the profits ($r=0.76$; $P<0.01$). The only significant negative correlation observed was that between the profits and the hair style determination ($r_{pb} = -0.44$; $P<0.05$). The rest of the observed relationships are shown in table 2 above.

Before examining the table, it should be noted that both the organisation structure and the hair determination were treated as dichotomous variables.

I. Organisation Structure :-

These data were coded in such a way that if those organisations falling in the organic structured category (Table I) had a high mean score on the continuous variable than those in the mechanistic category, then the point biserial correlation (r_{pb}) would be positive.

II. Hair Style determination:-

Data were coded in such a way that if those organisations falling in the "customer taste" category (Table I) had a high mean score on the continuous variable, then the point biserial correlation would be positive.

Looking at the relationship among variables shown in table 2 we may conclude that adaptation to change in the hair dressing industry takes the form of buffering, leveling and forecasting. As can be seen from the table most relationships are quite high. For instance, the number of customer attracting techniques, a fundamental aspect of leveling appears to predict the profits ($r=0.76$; $p<0.01$). Similarly, the increase in the number of hair styles, an aspect that reflects an adaptive strategy of buffering appears to require more employees, and if possible with different skills to manage each of the additional hair styles introduced ($r=0.94$; $P<0.01$). Supplemented by other adaptive strategies such as advertisements, this aspect of buffering may even predict the number of customers ($r=0.66$; $P<0.05$). Seen in this perspective, we may already conclude that the first hypothesis that adaptation to change in the hair dressing industry would take the form of buffering, leveling and forecasting has been confirmed. It should, however, be pointed out that some of the high correlations noted between some variables and the researcher's evaluation could be due to some bias in the latter. This was more so, considering that the researcher's assessment of how well salons were doing was based, among others, on the number of customers and employees present during the time of the researcher's interview, and the quality and quantity of the furniture and materials, and the general cleanliness and layout of the premises.

Further examination of table 2 also reveals that there are very low and non significant correlations between the organisation structure and the dependent variables with which it was correlated. Thus, it would appear that among hair salon organisations the nature of the organisation structure does not enhance the effectiveness with which these organisations will adapt to environmental variations. This is further illustrated when we compare the average percentage increases in both the hair styles being offered and percentage increase in the number of employees between organic and mechanistic organisations (see table 3, page 38). These increases, in themselves being indicators of adaptation (buffering) leads to the conclusion that there are perhaps no significant differences in the way these organisations are adapting to the environment. Table 3, which is later explained in this chapter, provides this information. In this regard, the second hypothesis that organically structured salon organisations will more effectively adapt to environmental changes than those that are mechanistically structured is not confirmed. There are, also in table 2 some significant relationships between the way styles being offered to customers are determined (style determination) and the variables with which it was correlated. The high significant positive correlation between style determination and the number of customers ($r=0.70$; $P<0.01$) suggests that the more salon owners abide by what their customers want (customer taste)

the higher the number of customers the salon is likely to have, and perhaps the better it will be doing, as evaluated by the researcher ($r=0.55$; $P<0.05$).

The observed negative correlation between style determination and profits ($r= -0.44$ $P<0.5$) can be explained in terms of the fact that customers may be choosing styles that consume more materials and time than styles chosen by the owner or employee of the salon. It may also serve to confirm the suspicion that some salon owners were understating their profits.

Table 3: Percentage increases in the number of hair styles being offered and the number of employees in organic and mechanistic organisations.

SALON	PERCENTAGE INCREASES IN THE NUMBER OF HAIR STYLES BEING OFFERED		PERCENTAGE INCREASES IN THE NUMBER OF EMPLOYEES	
	MECHANISTIC	ORGANIC	MECHANISTIC	ORGANIC
1		200%		166.7%
2	100%		100%	
3	300%		180%	
4		166.7%		166.7%
5		166.7%		300%
6	166.7%		300%	
7	250%		233%	
8		166.7%		266.7%
9		00.00%		100%
10	133.3%		100%	
11	00.00%		66%	
12		166.7%		33%
13		300%		200%
14		150%		00.00%
15		250%		133.3%
16		166.7%		100.0%
17		250%		133.3%
18	133.3%		200%	
19		00.00%	50%	
20		00.00%		100%
21	166.9%		62.5%	
22		300%		166.7%
23		250%		200%
24	200%		200%	
MEAN% INCREASE	161.2%	168.9%	160.2%	141.1%

Turning our attention to table 3, we note that four (or 16.7%) of the hair salons investigated had not increased the number of hair styles they were offering since the inception till the time of research, while one other, had not increased the number of employees. Further examination of table 3 reveals that from the outset, the organically structured hair salon organisations show a slightly higher average percentage increase in the number of hair styles they were offering than the mechanistic organisations while the latter on the other hand showed a higher average percentage increase in the number of employees. However, when correlations among these increases and other variables in both organic and mechanistic organisations are scrutinized (table 4), we conclude that generally the organisation structure in the hair dressing industry does not appear to be related to the effective adaptability by these organisations to the environmental changes.

As we have already pointed out above, table 4 further shows that there do not appear to be any major differences in the way organic and mechanistic organisations are adapting to their environments. There are no wide variations between organic and mechanistic organisations in the correlation coefficients observed among percentage increases in the number of hair styles offered and in the number of employees and the variables of profits, number of customers, number of customer attracting techniques and the researcher's impression of how well the salons are doing.

Table 4: Correlation coefficients between percentage increase in employees and the hair styles being offered and other variables in both organically and mechanistically structured hair salon organisations.

	PERCENTAGE INCREASE IN THE NUMBER OF HAIR STYLES BEING OFFERED		PERCENTAGE INCREASE IN THE NUMBER OF EMPLOYEES	
	ORGANIC	MECHANISTIC	ORGANIC	MECHANISTIC
Profits	0.48*	0.40*	0.09	0.13
No. of customer attracting techniques	0.02	0.15	0.37*	0.41*
Evaluation of how salon doing	0.60*	0.73**	0.04	0.10
Number of Customers	0.61**	0.55*	0.36*	0.44

* $P < 0.05$

** $P < 0.01$

For instance, where significant correlations are observed between the percentage increases and other variables, they apply to both organic and mechanistic organisations. Similarly, where the observed correlation coefficients are non significant, they again apply to both the mechanistic and organic salon organisations. The high relationships between the number of customers and the percentage increase in the number of hair styles being offered in

both organic and mechanistic organisations ($r=0.66$ and $r=0.55$ respectively) support the conclusion we made earlier that both organisations (mechanistic and organic) are effectively employing buffering as an adaptive strategy to environmental changes.

2 OTHER OBSERVATIONS

The data also revealed that almost all salon organisations investigated reported that they had experienced growth and innovation, especially in terms of materials used in the operations. It was also observed that apart from the four salons (16.7%) found to have maintained the same number of hair styles (plaiting and stretching) since their inception, the remaining 20 (83.3%) reported to be offering, among their styles, the perm, wetlook and curl (appendix III), in addition to offering plaiting and stretching. In fact, these latter salons are the ones that reported that they employ a lot of stockpiling of materials such as chemicals because of the irregular supply of these materials which they use in their operations.

All salons investigated reported that of all the customer attracting techniques they were employing advertisements and the offering of "new" styles to their clients were found to be the most effective. The form of advertisements, however differed from one hair salon organisation to another. Those hair salons

evaluated as doing very well (whether organic or mechanistic), were, in addition to using posters on their premises and other near by community halls and other public places, also making use of some mass media such as news papers and television to promote their offered styles and services.

In all salons investigated, however, good services and other related customer attracting techniques such as price reductions during certain slow periods or seasons, among others, were a common feature.

Of equal importance were findings that most of the respondents admitted that since hair dressing is a fashion, it is bound to under-go (as fashions always do) changes. Thus, there was a reported growing need to anticipate these changes so that plans can be made before hand for the consequent changes in the materials that would go with these new styles. Hair plaiting and stretching were reported as not undergoing any major changes, save the slight modifications to improve their qualities. And where these styles are the only ones being offered, like in the case of the four salons that had not changed their styles (table 3), then forecasting would not be of major emphasis.

It was also noted that in all organisations investigated, mechanistic or organic, employees reported to work as a team, and each employee had at least an idea of the work involved in each of the hair styles

being offered in their respective salon organisations. The data also revealed that all salons investigated reported the economic, social, technological (materials and machines), legal and the political environments in that order as the ones where changes are experienced most.

To examine whether location of hair salons has any relationship to the adaptive strategies and how well such salons are doing, comparisons of incomes, the number of hair styles, the number of customers and the researchers impression of how well salons in different locations are performing were made. These are shown in table 5 below.

From table 5, we note that those salons located in the city centre appear to be performing slightly better on average, especially in terms of profits that salon owners reported to be realising and the number of customers visiting these salons. In fact, there was a significant difference in terms of both profits and the number of customers between those hair salons located in the city centre and those located in the townships ($t=17.06$; $P<0.01$, $df=10$ and $t=3.3$, $P<0.05$, $df=10$ respectively). However, comparison of how the salons in the two locations were doing in the two locations, and also the the number of hair styles the salons in the two locations were offering to customers did not show any significant difference between them, ($t=2.2$; $P>0.05$, $df=10$ and $t=1.15$; $P>0.05$ respectively).

Nevertheless, salons in the city centre showed a slightly larger number of hair styles and were evaluated to be doing slightly better by the researcher.

Table 5: Comparison among salons in different locations in Lusaka of reported profits, number of hair styles being offered, the number of customers in each of the hair salons investigated and the researcher's evaluation of how salons were doing.

Salon	LOCATION							
	CITY CENTRE**			Evaluation of how salons were doing (on five PO Scale)	TOWNSHIPS**			Researcher's Evaluation on five PO scale
	Profits per month	No. of Hair Styles	No. of Customers		Profits per month	No. of hair Styles	No. of customers	
1	K300	6	17	3				
2	K500*	6	20	5				
3	K450	7	25	5				
4								
5	K500+	8	20	5	K500+	8	25	5
6	K150	8	15	3				
7	K300	7	13	3				
8	K500+	8	27	5				
9								
10	K450	7	29	5	K150	2	8	2
11	K250	2	11	2				
12	K500+	8	27	5				
13	K450	8	25	4				
14								
15					K250	3	10	3
16					K250	7	11	2
17					K300	8	13	3
18					K300	7	13	3
19					K300	7	13	4
20					K150	2	8	2
21	K300	8	20	5	K150	2	10	2
22								
23					K500+	8	25	5
24					K450	7	15	4
					K300	6	13	3
NS	K387.50	8	21	4	K300	6	13	3

Details given in appendix IV PO = Point HA= Hair

Above

CHAPTER 5

DISCUSSION

This study attempted to identify among other things, some of the adaptive strategies that enable hair salons to operate in a manner responsive to environmental changes. The study also attempted to ascertain whether hair salon organisations that are organically structured would more effectively adapt to environmental changes than those that are mechanistically structured. Our first hypothesis was that adaptation to environmental changes by hair dressing salons would take the form of buffering, leveling and forecasting. The trend of results support this hypothesis.

5.1 BUFFERING

We mentioned in our introduction (p.19) that buffering as an adaptive strategy or technique is usually characterised, among other things by stock piling of irregular materials used in the operations, control of quality of products or services, recruitment of personnel with different skills and maintaining of an alert information system regarding products or services offered. Results show that all but four of the twenty four hair salons (Table 3 and appendix II) that were investigated employed buffering techniques such as increasing the number of employees and the number of hair styles offered. These two aspects are in themselves part of the process of adaptation to environmental changes.

Stock piling, another aspect of buffering, was a common feature to all but four of the organisations that were investigated. This is important considering that supplies of materials to small scale businesses, particularly hair salons can be erratic (Ng'andwe, 1982; Kanya and Bbekele, 1982; Turner, 1985). These researchers further argue that many small firms fail because they have not undertaken a proper process of stock piling. We noted earlier that Zambia's economy is ailing and that foreign exchange to bring in materials used in the operations is hard to obtain. In this regard stock piling is very pertinent to small enterprises like the hair salons which want to be viable. It is important to note that the four salons which did not engage in the buffering technique of stock piling, only offer plaiting and stretching as their only hair dressing styles. These two styles only need cotton and hair oil (cream) as their main inputs. Since these materials are available locally, such organisations are operating in a relatively stable environment with regard to those inputs and hardly need to stock pile.

5.2 LEVELING

This implies smoothing out any probable changes or alterations that may occur in the organisations' environment. Specifically it attempts to reduce the

effect of these changes in the environment on the operations of the organisation. Advertisements and other related inducements are some of the characteristic features of the adaptive strategy of leveling.

Our results show that advertisements through posters and others through news media (news papers and Television) were employed by the salons that were investigated. Further, customer attracting techniques such as price reductions and special offers during certain slow periods were employed by almost all hair salons investigated. All these findings are in support of the first hypothesis. Although the extent to which these aspects were being applied inevitably differed from one salon organisation to another, depending perhaps on location and differences in financial positions and investment policies, they are features indicative of leveling.

We mentioned earlier that there are some critics who denounce any form of hair dressing on the ground that it is a reflection of cultural erosion (Zambia Daily Mail, June 30th, 1984, p.4). We also mentioned that the hair dressing industry is not only growing but that this growth may mean that a certain proportion of foreign exchange would be required since most of the materials used in the operations are imported. In view of this critics (ibid) further argue that the foreign exchange should not be "misused" by bringing in chemicals and other

materials intended for use in the hair salons operations, but instead they (critics) contend that the foreign exchange should be channelled to more "useful" national ventures.

Thus where there are indications of such environmental uncertainties then leveling may attempt to minimise or even smooth out such turbulence.

Advertisements in particular may enable an organisation of the hair salon nature to justify their existence by assuring their clientele that they (salons) offer and distribute services of sufficient positive value to the communities they serve. Style determination is another leveling feature which may provide additional information to support the first hypothesis. Its high relationship with the number of customers ($r_{pb} = 0.70$, table 2), may as we pointed out earlier in the results section suggest the importance for salon owners or their employees to let customers choose what styles of hair dressing they want (Customer choice), as this may lure a number of customers to these organisations.

The negative relationship between style determination and the profits ($r_{pb} = -0.44$; $P < 0.05$), however, is an observation which is difficult to explain, because we would expect that since the number of customers correlates highly with style determination, and that the researcher's impression of how well salons were doing also correlates positively with style determina-

tion (Table 2), income or profits ~~would~~ consequently have a positive correlation with style determination. This unexpected finding, however, perhaps confirms the suspicion that some respondents were giving inaccurate profit figures - possibly because of the fear that this information would be passed to the tax office.

5.3 FORECASTING

This is just a method or a logical process of looking ahead undertaken by a rational business person or any form of administrator. It is a careful and continuous study of changing conditions in the environment that are likely to affect future operations. This may help an organisation to take appropriate measures to anticipate change while there is still time, thus reducing potential for crisis in an organisation.

Data show that forecasting was of even more importance because it was accepted that hair styles, by virtue of their being an aspect of fashion, are in a continuous state of change. These changes consequently trigger a "chain reaction" of changes in materials that go with these changing hair styles. The changing hair styles may also result in possible changes or shifts in social or cultural acceptance of these new hair styles, or even changes in the organisation structure such as recruitment of personnel to execute these new hair styles. It is not surprising that most hair salons investigated

reported an increase in the number of both trained and untrained hair stylists, perhaps to make sure that they have available among their workforce, those who can possibly deal with changes in the hair styles. However, the respondents concluded by accepting that the success of forecasting may largely depend on how the entrepreneur is up to date with the changing styles. This acceptance means that the success of forecasting as an adaptive strategy or technique depends largely on how best the entrepreneur maintains alert information systems regarding not only the changes in the hair styles, but also in the environment within which these hair styles change.

Our second hypothesis was that hair salon organisations that are organically structured will more effectively adapt to environmental changes than those that are mechanistically structured. Unlike the finding, on the preceding hypothesis, correlation between the organisation structure and other variables did not bring out considerable support for the second hypothesis. The results presented in table 2 show very low non-significant correlations between the organisation structure and the variables with which it was correlated. These low correlations may imply that in the organic and mechanistic structured salon organisations there is not much difference between their means on the continuous variables with which they were being correlated. For instance, means in

income, number of employees and number of hair styles, among others may not differ greatly between the organic and mechanistic organisations.

Table 3, which gives percentage increases in the number of hair styles and the percentage increases in the number of employees does not show wide differences in the mean percentage increases in both the organic and the mechanistic organisations. Since these increases are in themselves indicators of an adaptive technique of buffering we may then conclude from those data that there is very little difference in the manner in which organic and mechanistic salon organisations are adapting to environmental changes. Similarly, table 4, which shows the correlation coefficients between the percentage increases in hair styles and employees with other variables brings us to the same conclusion.

All these indications do not support the hypothesis that organically structured hair salons will more effectively adapt to environmental changes than the mechanistic ones.

Thus, our results appear to contrast with Burns and Stalker's (1967) findings, where organic organisations were found to adapt more effectively to environmental changes than the mechanistic ones. The data also appear to contradict Pink and his colleagues'

(1971) argument that changing environmental problems such as modification of goals, shifting tasks, economic or social changes among others, require an organisation structure like the organic one which is live and growing as processes change and develop. More important, perhaps, our results are contrary to the general contention that in environments experiencing a lot of changes, organic organisations tend to be more successful than mechanistic organisations (Smith, 1980; Shirley et, al, 1968; Startback, 1969; Emery and Trist, 1965).

Our results which contradict the findings of other researchers can be explained in terms of the very small sizes of the organisations investigated and the nature of interaction, communications and feedback arrangements characterizing the operations of these enterprises. The largest of those organisations investigated had only sixteen employees at the time of research. This is much smaller than the organisations investigated by Burns and Stalker (1966), Pink et,al, (1971), Smith (1980), Startback (1976) and many others too numerous to mention. Another feature of organisations investigated in this study is that employees and managers work in close proximity, there is intense interaction and continuous communication and consequently high feed back among the employees, the management and even from the clientele they serve. And because of this

it is probable that whether the organisation is organic or mechanistic, the organisational structure would not affect the operations, let alone the level of adaptability. In fact, the nature of operations in the organisation investigated, that is the provision of services, created an atmosphere whereby personal contact among the employees, management and the customers enhances adaptability.

In the same vein, the fact that each employee had at least some knowledge of almost all styles being offered in all organisations shows flexibility that may enhance quick decisions and operations.

In this regard, we may speculate that many small organisations or businesses operating in a similar manner to those studied would have some form of flexibility and potential for innovation because of the ease with which effective communication is achieved among members of the organisation. This, in fact, fits in well with Ramstron's (1974) argument that the ease with which effective communication is made among members of the organisation increases vigilance in them to obtain feedback not only from each other, but also from clients they serve regarding the services they offer. In this regard therefore, the absence of differences between organic and mechanistic organisations in this study is explained in terms of the prevalence of intense interactions and communication

among employees and managers, the ease with which feedback from customers and colleagues can be obtained and the fact that nearly all employees can perform or have some knowledge of work of other employees. Finally, in further explaining the failure of the data to support the second hypothesis, we should mention that our scale for measuring organisational structure (Organic or Mechanistic) is of unknown validity, and that the differences noted in organisational structure may not be that discernable in practice. This may be one possible explanation for these findings.

Our results, however, which support the first hypothesis agree with the findings by other researchers (Thompson, 1967; Shirley et, al. 1968; Martinko et, al. 1982), who argue that any organisation should employ among other techniques, the adaptive strategies of buffering, leveling and forecasting to ensure viability in an uncertain environment like Zambia's. In essence, this suggests that as the environment changes, so should the organisation and its constituent subsystems.

That organisations should not be static is indisputable because, often these organisations do not operate in a vacuum. This is because organisations of whatever nature mainly operate as open system that are in continuous interaction with the environments in which

they operate. More specifically, organisations (entrepreneurial inclusive), depend on their environments for the resources they need and for the clients they serve. And to the extent that they use environmental resources and serve environmental needs, these organisations mirror outside conditions and reflect social, cultural, technical and even political changes. Because of this, organisation should take it upon themselves to increase their capabilities to withstand the stresses placed on them by these dynamic, often turbulent environments. And as results have indicated, even small enterprises like hair salon organisations are compelled to modify themselves from time to time in response to changes in their environments.

Thus we generally note that despite the fact that the hair dressing industry comprises small scale organisations that have not reached a level where they can set up functionally differentiated departments such as the promotions department, the purchasing department, among others, which will ensure efficient and effective running of the hair dressing operations, they are still organised in such a way that even at the level they are operating, they are still able to cope with changes occurring in their environments.

This means that salon organisations have recognised the fact that the rapid change in today's environment requires that organisations remain ever alert to outside forces

that are sure to affect their operations.

Finally, results (table 5) regarding the performance of organisations located in the town centre and those in the township appear to indicate that salons in the city centre are performing slightly better than those located in the townships. This slight difference appears especially prominent in the profits that the salons in the two locations realise from their operations and the average number of customers that they receive per day ($t=17.06$; $P<0.01$, $df=10$ and $t=3.3$; $P<0.05$, $df=10$ respectively). Inevitably this could have resulted from the fact that the city centre has a larger number of potential customers. This agrees with Smith's (1980) reminder that industrial location should take into account the economic potential of the areas in which organisations of a particular industry should be located. In essence what this means is that any pragmatic business person should maintain an alert information system with regard to potential customers before embarking on a business venture in any location.

5.4 IMPLICATIONS FOR SMALL SCALE ORGANISATIONS

The results of this study, especially in view of the confirmation of the first hypothesis suggest that the adaptive strategies of leveling, buffering and forecasting can be used by other entrepreneurial organisations that operate in a manner similar to hair salons.

For instance, leveling characterized by features such as product or service promotion, especially in the form of advertisements may be employed usefully in various ways by entrepreneurial organisations in such fields as tailoring, tinsmithing, soap making, shoe making, carpentry, pottery, brick making (Turner, 1985) to name but a few. To attract customers, small scale businesses like those named here may successfully employ advertisements within their operations. Those entrepreneurs involved in soap making may direct their efforts towards assuring their clientele that their products are as good as many others on the market. Similarly, those involved in carpentry or pottery may in an effort to promote their products assure quality, and also that, in fact half of the materials used in the operations are locally produced. In this regard, the possibility of erratic supply of these materials could be low.

In the same view, advertisements may be used to counter the negative image of anyone of these organisations created by conflict, shift in or acceptance of new values resulting from the innovativeness and creativity on the part of these entrepreneurial organisations.

For instance, there could be an out cry by some critics against the quality of the products from these small scale business, who may argue that it is low and thus not preferable. Others may also point

out that there is hardly any guarantee of safety, especially with products, such as soap, which need various chemicals in their production. Still others may argue that the services offered by these small scale business are not likely to be reliable.

To smooth out such uncertainty it is suggested that these small business employ advertisements, and through appropriate media, because some media are read, viewed or accepted by different classes or people with different social out-looks. Some forms of advertisements such as posters and paintings on premises and nearby public buildings such as community halls could be employed because of their relative permanence. Other forms of advertisements such as mass media could be employed like in the present circumstances because of their appeal to a larger audience among whom could be potential customers.

Through mass media, small scale businesses like those engaged in carpentry, pottery among others, can within their operational capabilities assure their clientele of the quality and reliability of any back up services for their products.

The effectiveness of these may, however, depend largely on the kind of product or service to be promoted, and the potential customers one has in mind.

Notable in our findings is the increase in the number and variety of hair styles offered by hair salon organisations that were investigated, and also the subsequent increase in the number of employees (trained or not) to execute this increased number of hair styles. These increases, which in themselves are characteristic of the adaptive strategy of buffering may, if taken in conjunction with other strategies prove equally useful to small businesses in Zambia. In an effort to be both creative and innovative small businesses like those engaged in carpentry could diversify their products, but using the same (local) material. Instead of only concentrating on making such products as chairs, beds, tables, drawers, dressing tables and sofas, to name but a few, they can increase the variety of their products by also going into the production of such products as book or suitcases, coffins, picture frames and even book shelves, among others. This could consequently require both "trained" and experienced personnel to manage these innovations on the part of these organisations.

Those small businesses involved in tailoring may employ buffering along similar lines. Instead of concentrating on men's wear or on women's wear or even children's wear, these enterprises can combine these. They may go further by embarking on producing items like curtains, wedding dresses and even uniforms among many others. As these increases in the variety of products in these

organisations may sometimes lead to increased workforce, they may in the process be helping in reducing unemployment.

The importance of buffering as an adaptive technique was also echoed in one of Zambia's daily news papers, where it was opinionised that "... there are in Zambia today small and large firms which are depressed not because they lack foreign exchange to import materials used in their operations, but because they have no foresight to break into other lines of production from available resources" (Times of Zambia, 14th May, 1985, p.7).

Forecasting, too, is an adaptive strategy which other businesses in Zambia could use to their benefit. Results of this study showed that it is pertinent that any organisations should undertake a careful and continuous study of changing environmental conditions. This may help an organisation to take appropriate measures to anticipated changes while there is still time, thereby reducing potential for management by crisis. For small businesses such as those engaged in tailoring, forecasting can be of particular importance because they too are dealing with an aspect of fashion which changes from time to time. It would, therefore, be of value for entrepreneurial organisations in the tailoring industry to anticipate such changes so that they are not taken unawares once such changes occur. Similarly, shoe making small businesses should be conscious that they

too are dealing in products which change from time to time. Forecasting such changes may not only help these organisations to quickly adapt to these changes, but may help these organisations to anticipate future demands of their products.

The recommendations by the chairman of the Zambian Federation of Employers (Z.F.E) summed up the whole of the above argument by emphasising that small scale businesses should work out effective marketing strategies - marketing here being an umbrella term covering most aspects of the adaptive strategies of buffering, leveling and forecasting. In fact, marketing appears to be the dominating theme in ten of recommendations on how to succeed in small scale business development by the Small Industry Development Organisation (Times of Zambia, 30th May, 1985, p.3 of the Agricultural Supplement). Turner (1985), echoed similar views on the importance of marketing, when she pointed out that: ".....inadequate marketing has been identified as one of the major problems facing small scale businesses," (p.16).

Perhaps the most notable finding of our study were the results concerning the organisations structure of the hair salons investigated. We mentioned in the last section of this paper that because of the small size of the organisations investigated, the interaction among and proximity of the members of the organisation, communication

and feedback, both mechanistic and organic salon organisations appeared to be characterised by the flexibility that is likely to enhance effective attainment of objectives.

On the basis of this finding, we would suggest that small scale businesses should not put emphasis on the developing of formalised and rigid structures; instead they should concentrate on developing flexibility. This can be done by having every member of the organisation, especially those involved with "actual" production or offering of services, available for quick feedback with regard to the needs of their clientele; and in the process flexibility would be achieved among members of the organisations and the clients they serve. For instance, those small businesses engaged in shoe making may have feedback from the customers on how both the quality and the quantity of the products could be improved. By feeding back this information to the management, flexibility may in the process be achieved. Flexibility in an organisation, especially in small entrepreneurial organisations may also be achieved by having or encouraging each member of that particular organisation to specialise in a variety of duties. For those businesses engaged in carpentry, a member of these organisations should not only, for instance, be specialised in cutting planks or making chairs and tables, but should also venture into making such items as

bookshelves, cupboards and even dressing tables, among others. This way any employee of the organisation can be called upon to perform any function. Similarly, those in tailoring business should channel their efforts towards having some knowledge in using knitting needles, sewing needles and the sewing machine itself so that they can venture into producing different items using locally obtained materials. This way, they could specialise in men's, women's and even children's wear, with some success.

Comparing the performance of those hair salons located in townships and those in the town centre, those in the latter location were found to perform slightly better. Inevitably this resulted from the fact that the town centre has a remarkably larger number of potential customers. To other small scale businesses what this means is that the entrepreneurial organisations should be located in areas where demand of their products would be relatively stable. It would be unprofitable, for instance to have a brick making enterprise in the town centre, just like it would be unprofitable for those enterprises engaged in carpentry to have a bookshelf producing enterprise in a shanty township like Kanyama (p. 26) where the demand of such a product may be very low and erratic. What this suggests is that for one to set up an enterprise or a business venture, one should do so with full knowledge regarding potential customers before embarking on such a venture in any location.

From the reasonable amount of success observed on organisations investigated in this study and considering that these organisations receive no government subsidies, organisations in the hair dressing industry are serving as a model which many small business ventures may learn from. Perhaps the importance of this is underscored when one considers the adverse economic conditions obtaining in Zambia which make it difficult for the government to subsidise industry. In such a situation only those organisations that can render a valuable service and which continue to be self sustaining can meaningfully contribute to the development of the country.

5.5 PROBLEMS IN THE HAIR DRESSING INDUSTRY AND OTHER RELATED SMALL BUSINESSES

Small scale businesses such as the hair salons, in their attempt to offer services of sufficient value to society and to justify their existence let alone adapt to environmental changes face numerous problems, many of which are related to their small size. One such problem is that any small business is at a disadvantage in securing high quality employees. This is why in most small business concerns of an average of ten employees it is often found ideal to have each employee specialize in many subdivisions.

To meet environmental changes, both with respect to

inputs and outputs, many organisations develop adaptive strategies for staffing members as in the case of research and development marketing and planning operations. But lack of research facilities and access to some sources of information regarding products or services, materials and operations methods is usually associated with small businesses. If for instance, small firms had information that would help them recall that adaptation by the firm to its local conditions or environment should be a process **contained** within the choice of proper location (Khan, 1979) they would perhaps improve their viability. The significant difference we observed between salons located in the town centre and those located in townships adds further emphasis to this argument.

Extrapolating from this it would seem that there is considerable potential for institutions like the Small Scale Development Organisation (S.I.D.O) to assist small scale business in research and development and perhaps even recommend to the government not to bypass potential entrepreneurial organisations like hair salons in the overall national industrial development plans.

For service offering small business like the hair dressers, the situation may be more complex than we envisage, for "selling" intangibles has long been recognised as more difficult than selling physical products, (McCarthy, 1981). Often it is difficult to prove to the clientele of their need for the service, or even to prove that the

service has actually been performed. This, is, perhaps the reason why leveling and its related features was of major importance to all organisations that were investigated.

5.6 LIMITATIONS OF THE STUDY

In Chapter three of this thesis (p.25) we noted that there are two major methods of studying adaptation to changes in the environment by an organisation. One is to examine the variations or changes in the organisation's operations as elements in or about them change. The other is to study changes or variations among organisations which are confronted with similar conditions. In this study, an attempt was made to integrate the two methods. However, conditions for meeting this aim are often enshrined in the overall study design which is dictated by the study objectives. Although an attempt was made to attain these objectives (through integrating the two methods) we cannot conclusively state that our design and research instrument attained the intended objectives. It was also noted perhaps throughout our discussion that we have been employing terms that could better be explained by bringing in indepth business or economic analysis. But we have deliberately, perhaps at the expense of vital information, avoided analysis inclined towards these areas; for doings so would not only have required going beyond the scope of the present study, but would

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also divert us from the intended objectives. This is why our analysis has been largely organisational with those points relating to economics or marketing just brought in to strengthen the **argument**. Notable also in our study was the size of the sample (24 hair salons) studied. Such a small sample is justified because only salon organisations that started their operations in or before 1980 were included, for reasons explained earlier in this paper. And in any case, despite this small size of the sample, more than half of all organisations meeting criterion were included.

With regard to the research instrument, it (instrument) not only created problems in terms of quantifying responses that were given by interviewees, but did not also contain enough statements for determining the structures of the organisations involved. This was a consequence of the fact that the validity and the reliability of the instrument was not statistically determined. We also mentioned earlier that some respondents were not eager to reveal how much profits they realise from their business ventures, thus the profits they were reporting are quite suspect. The provision in the research instrument for the researcher's evaluation of how salons were doing may have resulted in some bias in the latter. And this could have been the reason why very high correlation coefficients were observed between some variables and the researchers's evaluation.

Finally, it was noted that most salons investigated reported that the number of clients they serve has been increasing despite the competition that they have been experiencing. However, the research was designed such that it was not possible to establish whether this was a result of effective adaptation on the part of the organisation or the growth in population in the areas investigated, or even due to changes in tastes and needs of customers.

In fact, it would have been advantageous for the researcher to also find out through interviews, from the customers themselves, as to why they preferred certain salon organisations and hair styles to others. However, this was not done. This could have been efficiently effected by using participant observation; especially by sending trained female research assistants as customers to salons.

5.7 CONCLUSIONS

In summarising our study it is useful to refer to our original objectives. Our first objective was to establish the nature and the types of adaptive strategies employed by organisation in the hair dressing industry in the face of environmental changes. Our second objective was to ascertain that the organically structured salon organisations would more effectively adapt to environmental changes than those that are mechanistically structured.

Findings suggest that organisations in the hair dressing industry employ among other things, the adaptive techniques of buffering, leveling and forecasting within their limits of operations in their drive for viability. These, as we have pointed out earlier on are widely used devices for reducing negative influences on the technical core of the organisation. Often, they are not only effective but are also manouvering devices which provide organisations with some self control despite their interdependence with the environment.

Our main argument here is that these adaptive strategies to environmental changes, though commonly employed by large scale organisations, have been observed in this study to operate effectively among small business enterprises in the hair dressing industry and could possibly be extended to other related small business ventures operating in a similar manner to hair salons.

The organisations investigated have demonstrated a fair measure of success, in that hair salon enterprises have survived and provided not only their operators with an income above subsistence, but have also emerged as a potential employment sector.

Furthermore, the hair salons investigated have exhibited organisation structures that demonstrate flexibilities that appear to lead to effective responsiveness by each member of the organisation to the feedback that

results from the clientele they serve. In this regard, our results did not differentiate the effectiveness with which the organic and mechanistic organisations adapt to changes in the environment. But rather, because of the small size of the organisations investigated, the interaction, proximity and communication among members of these organisations, these small business ventures, in their quest for viability are not so departmentalized as to reflect formal or informal structures. This is perhaps, why no differences were found between organic and mechanistic organisations in terms of their overall performance.

Thus, on the basis of the results it was suggested that the findings be extended to other small business ventures, both with regard to strategies that may be employed in the face of environmental changes, and with regard to the emphasis on a "fluid" organisation structure that has the small scale advantage of quick feedback and interaction among members of these organisations as well as with their clientele. The identified adaptive strategies and the compared organisation structures cannot, however, in themselves be more helpful. They may only promote viability in some small scale industries, but may not ensure it.

In the end, only the overall vigour of the entire economy combined with innovation and creativity on the part of the entrepreneurs themselves can ensure development in

these small businesses.

However, in terms of creating potential for growth in any small scale concern, the strategies suggested in this study do not only comprise salient characteristics, but are also practical and possible to achieve within small scale existing resources.

In the final analysis, what all these seem to imply is that it is important for organisations, especially those operating on entrepreneurial basis to consider employing these strategies. It would also be commendable for institutions like the Small Industry Development Organisations (S.I.D.O) to consider the possibility of advising their clientele organisations along the lines of our findings to enhance chances of success and development in their ventures.

Finally, we should here submit that our study was essentially exploratory in the sense that it was more concerned with finding out what is happening in the hair dressing industry. However, it included some explanations of how and why some of these observations came to be what they are, such that although our findings can be considered as largely descriptive we accorded them explanation and analysis that we did.

The purpose of our study was to relate its findings to the wider theoretical field (of adaptation to environmental change) in which it started and to set open the stage for

further research in this area.

In this regard, this study is perhaps, one of the few which have been done in a new but rapidly growing and potentially rich area of adaptation to change in the environment by a selected industry comprising small scale organisations.

Thus, the future research in this area not only needs a longitudinal study, but also ought to observe a variety of small scale organisations in different industries for meaningful validation and applicability of these adaptive techniques to small businesses. And for this to be achieved, future research should take into consideration some of the problems encountered in this study in order for future findings to be build on a pillar of existing reality.

APPENDICES

APPENDIX I

THE RESEARCH INSTRUMENT

1. Location of the premises-----

2. Owner(s) Name(s)-----

Age(s)-----

3. When was the salon started?

----- 3 years ago

----- 4 years ago

----- 5 years ago

----- More than 5 years ago

4. How many employees did you have when you started the Salon?

----- One

----- Two or Four

----- Four, to Six

----- Six to Ten

How many of these were male -----

5. How many employees do you have now? -----

6. Of these how many are Males?-----

Are the employees qualified?-----

6. What type of Hair styles were you offering before 1980.

----- stretching ----- perming & stretching

----- plaiting ----- Dyeing

----- perming ----- Braides

----- Wetlook ----- Any other (state)

7. What styles are you offering now?

----- Perming ----- Perming & Stretching

----- Wetlook ----- Curling

----- Stretching ----- Dyeing

----- Braides ----- Any others (State)

- 1 -
8. When did hair styles begin to change?-----
 Why -----
 Which one(s) -----
 9. How many salons are located in this area? -----
 How many have collapsed? -----
 How many new ones have emerged? -----
 Why?-----
 10. Has the size of your premises increased since you
 started, in terms of size, number of rooms, chairs, etc.

 Why (not)? -----
 11. Are there some styles which you were offering before
 1980 and you are still offering now? -----

 12. Are there any styles which have been abandoned? -----
 Why were they abandoned? -----
 13. What new styles have been introduced?-----
 Why? -----
 14. Approximately how many customers do you have:-
 ----- in a day ?
 ----- week end ?
 ----- month ?
 ----- Festive season?
 ----- Special occasions?
 15. What is the average age of your customers?
 ----- under 20 ----- 20 years
 ----- 25 years ----- 30 years
 ----- over 30 years

16. How do you determine the style to offer to your customers?
----- Customer tastes
----- We decide and ask them to choose
----- We offer what other salons offer
----- Any other (State)
17. Has the number of Customers Increased or decreased since you started?-----
Why?-----
18. After paying for wages, materials, rent, how many money do you make?
----- Not more than K100 per month
----- Between K100 and K200 per month
----- Between K200 and K400 per month
----- Between K400 and K500 per month
----- More than K500 per month
19. Does this mean an increase or decrease?-----
Why?-----
20. What materials and tools do you use?-----

21. Which of these materials were you using before 1980?

22. Are there any materials you would like to buy in the near future?

Why?-----
23. Is the number of hair salons increasing or decreasing?

24. Does this mean more or less customers for you?

25. What do you do to attract (get) customers?

Which of these customer attracting techniques to you consider most effective

26. Do you think you can get more customers if you were located else where? Why?

27. When the hair styles began to change, what did you do to ensure that you remain in business?

- Advertisement
- Change location
- Reduce prices
- Adopt new styles
- Train more specialised workers
- use new instruments & materials

28. In general, what makes you stay in the business for such a long time?

29. What do you plan to do in the near future to increase the number of customers, and improve your business?

30. Do you have more male or female customers?

more females ----- more males-----

31. Which one of these affects your operation more (list order of effect)-

- Nature of Economy
- "Political interferences

- Changes in materials and Technology
- Social cultural changes
- Legal interference
(Threats of taxes)

32. Which customers do you normally encourage to your premises?

- The older generation
- The younger generation

Why? -----

33. Are you (workers) free to talk to the owner (you) of the salon if a need arises?

Yes ----- No -----

If no, Why not? -----

34. Is each worker given specific responsibilities, or things are done as a group?

Individual responsibilities -----

Collective responsibilities -----

35. Are workers free to do something out side governing rules and regulations, but might benefit the operations of the hair salons?

Yes ----- No -----

If No, Why Not? -----

36. How much do you charge for ----- Plaiting?

----- Perming?

----- Wet look?

----- Stretching

----- Braides?

----- Curling?

37. Are there times when you buy more chemicals than your immediate requirements?

----- Yes ----- No

38. Researcher - In your interview, note whether the salon organisation and its dynamics appear Mechanistic or Organistic. You may need to ask how flexible the set up is.

SALON	NO OF HAIR STYLES OFFERED		PROFITS	HOW SALON WAS DOING	STYLE DETERMINATION			NUMBER OF CUSTOMERS ON AVERAGE PER DAY	NO. OF EMPLOYEES		ADVERTS	TYPES OF CUSTOMER ATTRACTING TECHNIQUES				ORGANISATION STRUCTURE	
	BEFORE A	NOW B			CUSTOMER TASTE	WHAT OTHER S. OFFER	ADVICE		BEFORE A	NOW B		TRAINED	UNTRAINED	TRAINED	UNTRAINED	LOWERING OF PRICES	OFFERING NEW STYLES
1	2	6	K300	3	*		17	1	2	2	*1	*	*	*	*	*	*
2	3	6	K500+	5	*		20	1	3	1	*	*	*	*	*	*	*
3	2	7	K400	5	*		25*	1	4	4	*	*	*	*	*	*	*
4	3	8	K500+	5	*		25	1	3	4	*	*	*	*	*	*	*
5	3	8	K500+	5	*		20	1	2	5	*	*	*	*	*	*	*
6	3	8	K150	3	*		15	1	1	4	*1	*	*	*	*	*	*
7	2	7	K300	3	*		13	3	3	2	*1	*	*	*	*	*	*
8	3	8	K500+	5	*		20	3	3	4	*	*	*	*	*	*	*
9	2	2	K150	2	*		18*	1	2	3	*	*	*	*	*	*	*
10	3	7	K450	5	*		20	1	2	4	*	*	*	*	*	*	*
11	2	2	K250	2	*		11	2	3	4	*	*	*	*	*	*	*
12	3	8	K500+	5	*		27	2	7	5	*	*	*	*	*	*	*
13	2	8	K450	4	*		10	1	1	2	*	*	*	*	*	*	*
14	2	3	K250	3	*		13	3	3	4	*	*	*	*	*	*	*
15	2	7	K250	2	*		11	3	3	3	*1	*	*	*	*	*	*
16	3	8	K300	3	*	*	13	3	3	6	*1	*	*	*	*	*	*
17	2	7	K300	3	*	*	13	3	3	5	*1	*	*	*	*	*	*
18	3	7	K300	4	*	*	13	3	3	7	*1	*	*	*	*	*	*
19	2	2	K300	2	*	*	8	2	2	3	*1	*	*	*	*	*	*
20	2	2	K150	2	*	*	10	2	2	4	*1	*	*	*	*	*	*
21	3	8	K300	5	*	*	20	1	7	13	*1	*	*	*	*	*	*
22	2	8	K500+	5	*	*	25	3	3	4	*1	*	*	*	*	*	*
23	2	7	K450	4	*	*	15	2	3	5	*1	*	*	*	*	*	*
24	2	6	K300	3	*	*	13	2	2	6	*1	*	*	*	*	*	*

APPENDIX III: TYPES OF HAIR DRESSING STYLES OFFERED BY THE HAIR SALONS INVESTIGATED

SALON	PERM	WET LOOK	** PLAITING	DYEING	** STRETCHING	CURLING	SHAMPOO AND SET	BRAIDING	TOTAL
1.	*	*	*		*	*	*		6
2.	*	*	*		*	*		*	6
3.	*	*	*	*	*	*	*	*	8
4.	*	*	*	*	*	*	*	*	8
5.	*	*	*	*	*	*	*	*	8
6.	*	*	*	*	*	*	*	*	8
7.	*	*	*		*	*	*		6
8.	*	*	*	*	*	*	*	*	8
9.			*		*				2
10.	*	*	*		*	*	*	*	7
11.				*	*	*			2
12.	*	*	*	*	*	*	*	*	8
13.	*	*	*	*	*	*	*	*	8
14.	*	*	*			*	*		5
15.	*	*	*		*	*	*	*	7
16.	*	*	*	*	*	*	*	*	8
17.	*	*	*		*	*	*	*	7
18.	*	*	*		*	*	*	*	7
19.				*		*			2
20.				*		*			2
21.	*	*	*	*	*	*	*	*	8
22.	*	*	*	*	*	*	*	*	8
23.	*	*		*	*	*	*	*	7
24.	*	*	*		*	*		*	6

** Hair dressing styles which all salons reported to have started with.

APPENDIX IV: NAMES AND LOCATIONS HAIR SALONS INVESTIGATED

SALON	NAME	LOCATION	
		CITY CENTRE	TOWNSHIPS
1	Kinky Hair Salon	Society House	
2	Mwanawina Hair Stylists	Opposite 20th Century	
3	Carlitas	Cairo Road	
4	Masia Hair Stylists		Chilenje Shopping Centre
5	Mirumbe Beauty Salon	Society House (Cairo Road)	
6	City Hair Dressing	City Market	
7	Masia Hair Stylists	ChaChaCha Road	
8	Lady Sarah	Freedom Way	
9	Kuseniseni Hair Dressing		Kanyama (Market)
10	Erza Hair Stylists	Lusaka Hotel	
11	Rock Hair Stylists	City Market	
12	Buizza Hair Salon	Freedom Way	
13	Chez Eve Hair Salon	Society House	
14	Tina Hair Stylists		Matero (Shopping Centre)
15	Doris Hair Salon		Kabwata (Market)
16	Kabwata New Hair Stylists		Kabwata (Market)
17	Salon Lorette		Libala (Chilimbulu Road)
18	Irresistable Hair Salon		Libala (Chilimbulu Road)
19	Petauke Hair Stylists		Kanyama (Market)
20	Zambezi Hair Salon		Kabwata (Market)
21	Moye Hair Salon	Cairo Road	
22	Vera's Hair Salon		Kabwata Shopping Centre
23	Gee's Hair Salon		Kabwata Shopping Centre
24	Shee Hair Salon		Kabwata Shopping Centre

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