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**Employee Attitude to Management Style**  
case: International equitable association Nigeria Limited.

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## Thesis Abstract

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The aim of the study is to reveal employees' attitudes to management style in International equitable association Limited, Aba, Nigeria (IEA). IEA is a soap and detergent manufacturing company. The company uses modern management styles to drive employee performance. This study set out to investigate employee attitudes to the various management styles in use at IEA. The study used a framework which shows that employee attitude is driven by the employee's awareness, the employee's application of management styles, as well as the employee's support to and ownership of their management styles. A survey among 55 employees of IEA revealed over 50 per cent support each of these frameworks, e.g. the employee's awareness of management styles (79%), the application of management styles (85%), the employee's support to their management styles (92%), the employee's ownership of management styles (94%). It is concluded that the management styles of IEA are working or driving employees in the right direction. It is recommended, therefore, that the management of IEA give employees advanced training, thereby enhancing their ability to work effectively with management styles.

Keywords: employee attitude, management style, Nigeria

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## Terms and Abbreviations

<b>IEA</b>	International Equitable Association.
<b>Employee</b>	Human beings who exchange their competences, skills and energies for income in a contractual basis.
<b>Attitude</b>	This is the behavioral disposition in employee to take actions. Attitude is driven by employee perception or mindset. If managers want to achieve a desired level of attitude, managers must create a corresponding perception.
<b>Management Style</b>	These are various managerial or leadership behaviors directed at employees. Positive management styles will form positive perception in employees and hence influence the attitude of employees in recognizing, accepting and supporting organizational management styles.
<b>EMA</b>	This factor represents employee awareness. This is a mind state of conscious alertness and a full knowledge of received external stimuli. Awareness or perception occurs when the mind energy activates the brain energy (cerebral energy) to define all external sensations. The feedback from the brain interprets minds sensations into meaning or awareness.
<b>EAPP</b>	This variable represents employee application of management style. This is the ability of employee to adopt and apply management styles. For example, the ability of employees to form work teams in handling a challenging task.

- ES** The variable represents employees support and it is the ability of employees to successfully embrace and support the company's management styles and its objectives.
- EO** This variable represents employee ownership. This is the ability of employee to show full responsibility for their actions in embracing the management style of IEA.

# 1 INTRODUCTION

## 1.1 Background of the study

Considering today's competitive and economic environment, it is important that management develop the ability to determine the best management styles favorable for their workers.

Rapid environmental changes will necessitate continuous attention and emphasis in formulating strategies on the part of management in an organization. In essence, worker's needs, welfare and feelings are crucial for policy formulation.

The essential element required in matching the needs of workers, the organizational goals/objectives and the services of the organization lies in the development of a positioning strategy. This involves the perceptual differentiation of the organization and its services from its competitors. Thus by tailoring management strategies to focus on the satisfaction of its workers, management may be able to influence the attitude of their staff toward increased productivity. It is therefore the task of all managers in an organization to design and maintain an environment, conducive to enhance the performance of the individuals working together in groups towards the accomplishment style. Note that effective, efficient and prudent management style is crucial for the continuous existence and survival of any organization.

According to Kotler (1990), managers should possess both **leadership and managerial skills** because an organization faces huge risk of failure without these managerial qualities. We can therefore say that, management comprises of all managerial function (planning, directing, managing etc.) harmonized in actualizing organizational goals and objective.

Leadership at the other hand is the ability to control a group of people towards accomplishing a set goal(s). Kevin Freiberg further explains "Leadership as a dynamic relationship based on mutual influence and common purpose between

leaders and collaborators in which they are moved to high levels of motivation and moral development". (Tom Craig and Campbell 2012, 482).

Nevertheless, management organizes its concepts, principles, theory and technique around these management functions knowing fully well that any malfunction on the part of the managers could hinder the effective and efficient achievement of these set goals, thereby spelling doom to the entire organization.

However for any organization to achieve its set goals and objective through satisfactory performance, the organization must have a sound systematic approach towards training and development of its human resources. In fact, without manpower there will be no performance upon which any anticipation of results can be based.

The level of organizational performance (productivity and profitability) depends to a large extent on the management styles adopted by the managers of the organization. Though management success is a function of productivity and profitability but it is also the responsibility of management in any organization to make workers perform in a way that will lead to the achievement of the set goals.

Workers will perform if management influences them enough. Note that, it is the unpredictable nature of workers that has made it imperative that management should as a matter of necessity influence the performance of workers towards the achievement of organizational set goals and objectives.

There are various management styles available from which today's managers can explore in order to influence their workers. Every manager adopts one or two of these management styles, consciously or unconsciously in their daily business operation and also in relation with their workers. Every management has its own characteristics and this is important because it is this management style that defines if an organization is efficient or inefficient, effective or ineffective.

Interestingly enough management style could be classified on how managers assert their authority on their subordinate which could be categorized into autocratic, democratic or laissez-faire. It could also be classified based on the attitude of the manager towards his workers or the rate of production of goods and

services. Based on this classification, the manager could be production-oriented or people-oriented. Whatever the classification, the most important thing is that every manager exhibits a particular style of management. Note that, the success or failure of any manager or an organization as a whole is hinged on his chosen management style. This in itself is not to say that any particular management style is the best, and as such attracts the most successful result. According to Lorsch and Lawrence (1970), effective and prudent organizational management system depends on external factors and followers needs. This is supported by the works of Halloran (1981, 248-249) who developed a believe called the “*Quadika*” of leadership which is based on the belief that the group, the environment, and the problem at hand determine the best leadership style.

According to him various situations call for various styles of responses. This in essence means that the actual practice and solution of various problems will differ depending on the circumstances the manager is facing at that point in time, bearing in mind that manager’s decisions are usually based on some combinations of facts and theory.

A manager’s decision is usually an informed choices made by interpreting things observed in the light of things believed. Going by these assertions and under certain situational factors, a particular management style practiced or used by a manager may either be a success or a failure since every management style has an influence on the performance of the workers. That is to say that, the productivity and performance of the worker determines the rate of success of a manager. On this premise this study examines employee attitude to management styles using International equitable association plc. as a case study.

## **1.2 STATEMENT OF THE PROBLEM OF THE STUDY**

IEA is a modern manufacturing organization in a highly competitive soap industry in Nigeria. The leaders of the organization are young ambitious managers who are conscious of remarkable results. The ambition to become a brand name in

business, beat the market competition, make profits, and position itself in the minds of their customers as a world class best-practicing organization has created a situation where leaders apply management principles and style with great zeal and caution.

This raises the question of the attitude of employees to the management styles adopted by managers of IEA. Are employees carried along in the management styles of managers? Are employees demonstrating ownership of manager's styles?

### 1.3 OBJECTIVES OF THE STUDY

The following objectives were defined in this study.

- ✚ To find out the level of awareness of management styles among employees of IEA.
- ✚ To examine the level of application of management styles in IEA.
- ✚ To determine the level of employee support for management styles in IEA.
- ✚ To determine the level of employee ownership of management styles in IEA

### 1.4 RESEARCH QUESTION

The following research questions in forms of questionnaire were used in this study to enhance the course of investigation.

- ✚ What is the level of employee awareness of management styles in IEA?

- ✚ What is the level of employee application of the management principles in IEA?
- ✚ What is the level of employee support for management styles in IEA?
- ✚ What is the level of employee ownership of management styles in IEA?

## 1.5 CONCEPTUAL FRAMEWORK OF THIS STUDY

Employee attitude to management styles in IEA Nig. Ltd can be framed that

$$Eams_i = (ea + eapp + es + eo \dots \dots \dots n^{th})$$

Where:

Eams<sub>i</sub> = employee attitude to management styles in IEA Nig. Limited

Ea = employee awareness

Eapp = employee application of management styles

Es = employee support for eams<sub>i</sub>

Eo = employee ownership of msi

### 1.5.1 OPERATIONALISATION OF VARIABLES

This is about transforming semantic variables into data through the responses of the sample population used in the study. Table 1 shows this process.

Table 1: Operationalization of Variables

VARIABLES	SYMBOL	INDICATORS OF VARIABLE	QUESTIONS
Employee attitude to management styles		Dependent variable	-
Employee awareness	Ea	◆ Ability to mention some management styles in IEA.	5-8

		<ul style="list-style-type: none"> <li>◆ Ability to discuss some management styles.</li> <li>◆ Ability to identify management styles adopted by managers</li> </ul>	
Employee application of management styles	Eapp	<ul style="list-style-type: none"> <li>◆ Ability to execute task using management principles</li> <li>◆ Ability to classify management styles according to their utilities.</li> <li>◆ Ability to suggest management styles for specific tasks</li> <li>◆ Ability to choose appropriate management styles without supervision</li> </ul>	9-12
Employee support management styles	Es	<ul style="list-style-type: none"> <li>◆ Ability to positively discuss management styles</li> <li>◆ Willingness to apply existing management styles</li> <li>◆ Ability to contribute innovation in management styles</li> <li>◆ Willingness to convince other employees to adapt to organizational management styles</li> </ul>	13-16
Employee ownership of management styles	Eo	<ul style="list-style-type: none"> <li>◆ Willingness of employees to work as a team.</li> <li>◆ Readiness to carry out research on existing management styles</li> <li>◆ Willingness to implement management styles with minimum supervision</li> <li>◆ Ability to self-evaluate your application of management style on the effectiveness of</li> </ul>	17-20

		management metrics processes.	style and	
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Source: Field Survey, 2012

## 1.6 SCOPE AND LIMITATIONS OF THE STUDY

This study focus on employee attitude to management styles in IEA. The study satisfies the triangulation principle of scientific research which states that a scientific study should announce or define its subject matter vector, its study population vector and its study location vector.

The subject-matter of this study is management style and employee attitude. The study population is the employees of IEA and the study location or spatial vector is Aba Metropolis.

The limitations of this study can be deducted from the scope. Firstly this study is based on only one company – IEA which means that the results of this study can only be generalized to IEA and never to other soap companies.

Secondly the research only focused on the management styles of IEA and not a holistic study of IEA.

Finally, the research was based on IEA Aba which means that the results cannot be transplanted to any other IEA elsewhere.

## **2 REVIEW OF RELATED LITERATURE**

### **2.1 BRIEF PRESENTATION OF IEA**

IEA Nig. Ltd is a soap and detergent manufacturing company situated in Aba. The company was incorporated in the year 2005. Its head office is situated at No 1 Nicholas Road, Umingasi, Aba South Abia State. The company specializes in the production of soaps and detergent. Some of their products include key soap, Palmolive and detergents etc. The company has a work force of about 350 workers.

### **2.2 THEORIES OF MANAGEMENT STYLES**

Owing to the importance of management style to management in particular and the organization in general, a lot of research has been carried out which has subsequently resulted to a large number of propounded theories by several management theorists and authors. This section of the study is dedicated to reviewing some of these important theories that are of relevance to this study.

#### **2.2.1 THEORIES OF LEADERSHIP/MANAGEMENT STYLES**

The following are three major theories of leadership or management styles:

- ✚ Trait theory
- ✚ behavioral theory
- ✚ Situational theory and there are also other more recent ones known as transformational theory and charismatic theory.

✚ TRAIT THEORY: Leadership theories were reviewed broadly in the twentieth century and quite a number of different theories were found to capture the need for the study of leadership. These theories focused mainly on the qualities of great leaders. (Crawford, Cartwright and Bennett 2003, 27).

According to Bernard (1926), great leadership attributes are genetic. The concept behind the trait theory was that great leaders are born. He further stated that the only path to success is by discovering those destined or born to become successful leaders.

Analyzing leadership from the trait approach perspective, certain abilities such as physical, social, personal and task related qualities are inborn in leaders from non-leaders.

- ✚ **Physical Trait:** This includes being strong, tall, good looking, strength and fitness.
  
- ✚ **Personality Traits:** This includes being self-assured, flexible, emotionally sound, honesty, originality, assertiveness, dominance, eagerness.
  
- ✚ **Ability Traits:** This includes social skill, smartness and wisdom, speech fluency, cooperativeness, management ability and insight.
  
- ✚ **Task-related Traits:** This includes traits such as accomplishment, enthusiasm, energy, ambition, creativity and persistence.

## 2.2.2 BEHAVIOURAL THEORY

To a large extent, the failure of the trait approach to provide a comprehensive list of leadership traits as well as other shortcomings gave rise to the emergence of the behavioral theories.

The study of leadership took on a significant new shape during the Second World War. Researchers began to concentrate more on the behaviors of successful leaders (called leadership and management styles) rather than their personal traits.

Leadership style became the center of concentration as opposed to their attributes. (Kreitner and Cassidy 2012, 398). Leadership behavioral theory is intrigued with explaining the relationship between leaders behavior and group work performance.

These leadership behavioral theories below have been widely researched, publicized and applied in organizational settings. Each of the study attempts to identify what managers do when leading.

Behavioral theory embodies sub-theories such as:

- ✚ Two leadership roles in the group.
- ✚ The Iowa leadership studies
- ✚ The continuum of leadership behavior
- ✚ Likert's management system
- ✚ The Ohio state leadership research
- ✚ The Michigan studies
- ✚ The management grid

### 2.2.3 TWO LEADERSHIP ROLES IN THE GROUP

Prof R.F. Bales dealt with dual informal leadership roles in one of his earliest research studies conducted with a group of students. He discovered that two leadership styles tended to emerge within the study groups; the behavior of one leader was related to the task to be accomplished while the other was human relation oriented.

He pointed out that the group functions are more effective if these two roles are filled by two distinct leaders rather than the same individual. This study believes that two distinct dimensions of leadership remain whether filled with one or more leaders.

### 2.2.4 THE IOWA LEADERSHIP STUDIES

In 1939 Kurt Lewin and his students at the University of Iowa carried out a research on leadership. This research was able to identify three basic styles of leadership such as autocratic, democratic and laissez-faire.

According to Nelson, Quick and Campbell (2012, 434), leaders adopt and apply any one of these three basic styles in handling leadership issues among followers.

 **THE AUTOCRATIC STYLE:** Leaders in this style are not work friendly, they believe in command and obedience. They apply strong force on their subordinate in getting work. (Nelson and Quick 2012, 434).

Leaders who adopt this management style enforce rules and regulations on their subordinate. They do not create room for subordinate opinion and suggestion leaving the follower with little or no work freedom or choice.

According to Wehrich and Cannice (2010: 356), “An autocratic leader commands and expects compliance, is dogmatic and positive and lead by the ability to withhold or give rewards and punishment”. In this case, the employees are totally subservient to the manager.

✚ **THE DEMOCRATIC STYLE:** This is also called participative or supportive style of leadership which often requires the utilization of controlling tactics of influence. A participative leader expects his followers/subordinates to behave in certain ways and as such deliberate with them on the mode of operation. The leader also motivates his followers by applauding their successful performance.

A democratic manager shares the decision making activities among his subordinates however this is done without relinquishing his responsibility and authority. Any situation where the leader is required or forced to make a decision alone, his reasons are made known to his subordinates.

This style of leadership encourages objective criticisms and praises and it also create room for effective delegation; which is very crucial to a modern day organization.

✚ **THE FREE-REIN/LAISSES-FAIRE STYLE:** The leaders in this category allow most decisions to be made by their subordinates with minimum supervision. Note that, a situation where everybody is free to make decision on behalf of an organization can be very dangerous.

The adoption of this leadership style contributes to low productivity, sloppy work and a general lack of individual interest to perform any task. This is as a result of absence of effective supervision and sanctions for defiance.

Free rein type of management style does not appear to be adopted in Nigeria where the present economic predicament of the nation demands aggressiveness or any other approach.

### 2.2.5 THE CONTINIUM OF THE LEADERSHIP BEHAVIOUR

This leadership theory was formulated by Robert Tannenbaum and Warren H. Schmidt in 1958. Tannenbaum and Schmidt in this model, described series of factors that they thought influenced a manager's selection of the most appropriate leadership style. Their approach advocated a continuum of leadership behavior and they were of the opinion that choosing an effective leadership style should depend on the demands of the current situation.

This theory was able to determine the proper style of leadership; which was dependent on the leader, followers and the surrounding situation. They viewed leadership as comprising of different type of styles stretching from a highly boss-centered style to a highly subordinate-centered style. It is important to mention that leadership style varies as a result of the rate of freedom granted to the subordinate by the leaders.

According to Koontz (1990, 318), we don't have a right or wrong leadership style however, these systems allow managers to explore various leadership options rather than only: authoritarian or democratic leadership style.

Tannenbaum and Schmidt suggested that the following factors will influence a manager's style or decision making process in the course of leadership.

- ✚ Leader personality issue such as personal confidence and his opinion about his subordinate in terms of trust in task related issues.
- ✚ Factors surrounding subordinate ability to assume job responsibility couple with the subordinate proficiency and technical know-how.
- ✚ Internal and external factor such as organizational norms and custom, ability of subordinate to work as a team, time management issues and current environmental factors. (Koontz, O'Donnell and Weihrich 1980).

## **2.2.6 LIKERT'S MANAGEMENT SYSTEMS**

Professor Rensis Likert, director for the institute of social research in university of Michigan alongside with his associates studied the patterns and styles of leaders for decades. Along the line they were able to come up with some important theories which helped in understanding leadership behavior. He developed a universal theory of leadership which consists of a continuum of styles ranging from autocratic to participative.

In order to validate his research work, four management systems was recommended by Likert (Wehrich and Koontz 1993, 497).

### **SYSTEM 1: EXPLOTATIVE AUTOCRATIC**

This system defines manager as highly autocratic. They practically make all the decision on their own without their employee's opinion and they only participate in downward communication. They get work done by introducing fear and punishment among their subordinate with only occasional reward and as such they have no value or trust for their employee. (Likert 1967).

### **SYSTEM 2: BENEVOLENT AUTOCRATIC**

Managers in this system still make the decisions but employees have some degree of freedom and flexibility in performing their jobs as long as they confirm to job specifics.

According to Hegar (2011, 11), management often overlook employee's behavior. Mangers allow some extent of participation from subordinate such as decision making but with close policy supervision. They also encourage upward communication and are open to their subordinate ideas.

Managers in this system occasionally introduce some degree of fear and punishment on their subordinate.

### **SYSTEM 3: CONSULTATIVE**

Managers consult with employees prior to decision making and goal establishment in work related issues although major important decision are made at the top level but subordinate still make specific decision at the lower level. Employees have a considerable degree of freedom in making their own decision as to how to accomplish their task.

Two-way communication is evident and there is a degree of confidence coupled with trust between superior and subordinates. Managers in this system according to Elsy (2009, 38) do not totally trust or confide in their subordinate.

They value Subordinate suggestion, rewards worker's performance and allow free downward and upward flow of communication although they occasionally introduce punishment.

### **SYSTEM 4: PARTICIPATION TEAM**

This is also known as Likerts recommended system or style of management. Managers in this system encourage full participation from their subordinate allowing free exchange of idea and opinion. This system permits manager-employee relationship in which managers have complete trust and confidence in their subordinate (Wehrich and Koontz 1993, 497).

According to Koontz, managers also give economic rewards on the basis of group participation and involvement in such areas as goals setting and achievement. He further said they engage in much free communication flow, encourage decision making throughout the organization and operate freely among their subordinates as a team.

According to Likert, successful leaders or managers are those who applied the system 4 approach in the course of their operation. However he observed that most productive departments and companies applied the system 4 approaches in business operations because this system creates room for both subordinate participation and manager's support. (Ghuman 2010, 399).

## **2.2.7 THE OHIO STATE LEADERSHIP RESEARCH**

A well-known and documented Ohio state leadership studies were conducted at the Ohio State University. From the research study, two primary independent factors were identified known as initiation of structure and consideration. This work was able to reveal that leadership was not necessarily genetic or inborn but rather good and effective leadership methods could be taught to employees.

### **INITIATING STRUCTURE**

Initiating Structure can be perceived as an outstanding leadership behavior which clearly defines ways of actualizing organizational goals and objective. Leaders with high initiating structure are known for their innovative ideas, job delegation, outstanding performance and time management. (Nelson and Quick 2007, 277).

### **CONSIDERATION**

Consideration can be defined as a leader-subordinate relationship, where leaders respect and value subordinate opinions and contribution as well as their feeling. These leaders are people oriented, they show concern and support for their employee wellbeing and comfort. (Organizational psychology [Cited. 10.7.2012])

A leader who is friendly, approachable, supportive and treats all employee equally is said to be a highly considerable leader. (Robbins 2009:295).

Research finding has proven that managers with high initiating structure and consideration achieves greater employee satisfaction and performance more often as opposed to those managers with low consideration and initiating structure. However, it is important to mention that the “high-high” method does not always end up in positive result.

Figure 1 below show the basic leadership styles from the Ohio state study

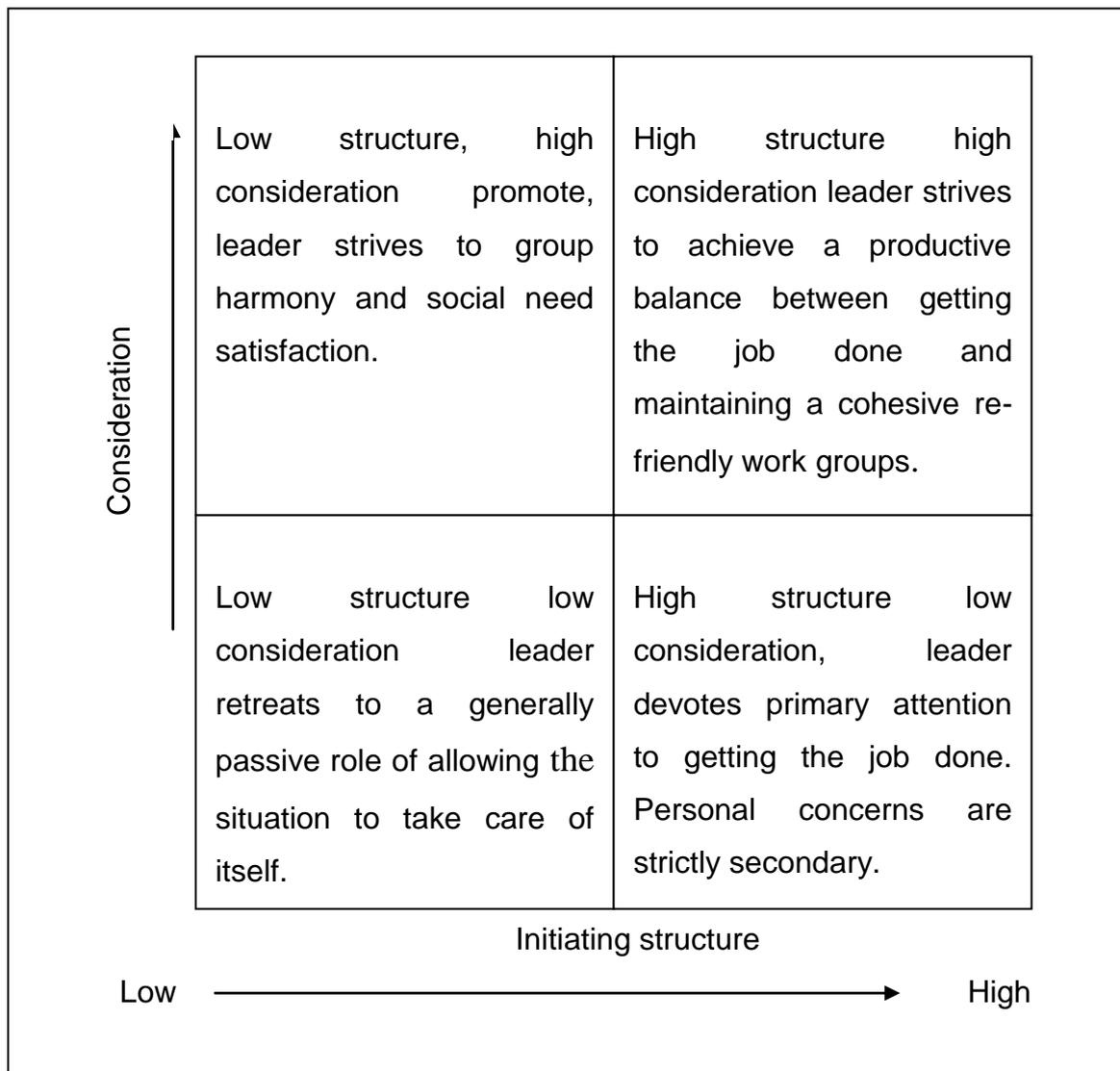


Figure 1: Basic Leadership Styles from the Ohio Studies (Kreitner, R. 1995).

### **2.2.8 THE MICHIGAN STUDIES**

Coincidentally enough, both the Michigan and Ohio studies were conducted at about the same time and they both had similar objective. The university of Michigan study classified leaders behaviors as people oriented and task oriented.

Task or production oriented leaders are more concerned about the performance aspect of the job at the expense of the group members welfare. The group members are just a means to an end while on the other hand people or employee oriented leaders are focused on human relations. The leaders in this category are more concerned about the welfare, growth and development of their subordinates. (Robbins 2009, 295).

### **2.2.9 THE MANAGERIAL GRID**

In 1964 a two factor model of leadership known as “Concern for people” and “Concern for output” was developed by Blake, Shephard and Mouton which was similar to the study found at Ohio state and Michigan. However, a third variable called flexibility was later included. (Crawford et al 2003, 28).

It can be deduced from the study that managers behavior falls into two primary categories, known as task or people. The frequent exhibited behavior determines which category a leader will be placed.

Generally speaking, the managerial grid is one of the most popularly known approaches used in illustrating leadership styles. It has a graphic representation where concern for people are plotted along the y-axis and concern for output is plotted along the x-axis with values ranging from zero to nine assigned to both axes. However, the result analysis of the co-ordinate points generated five different leadership styles.

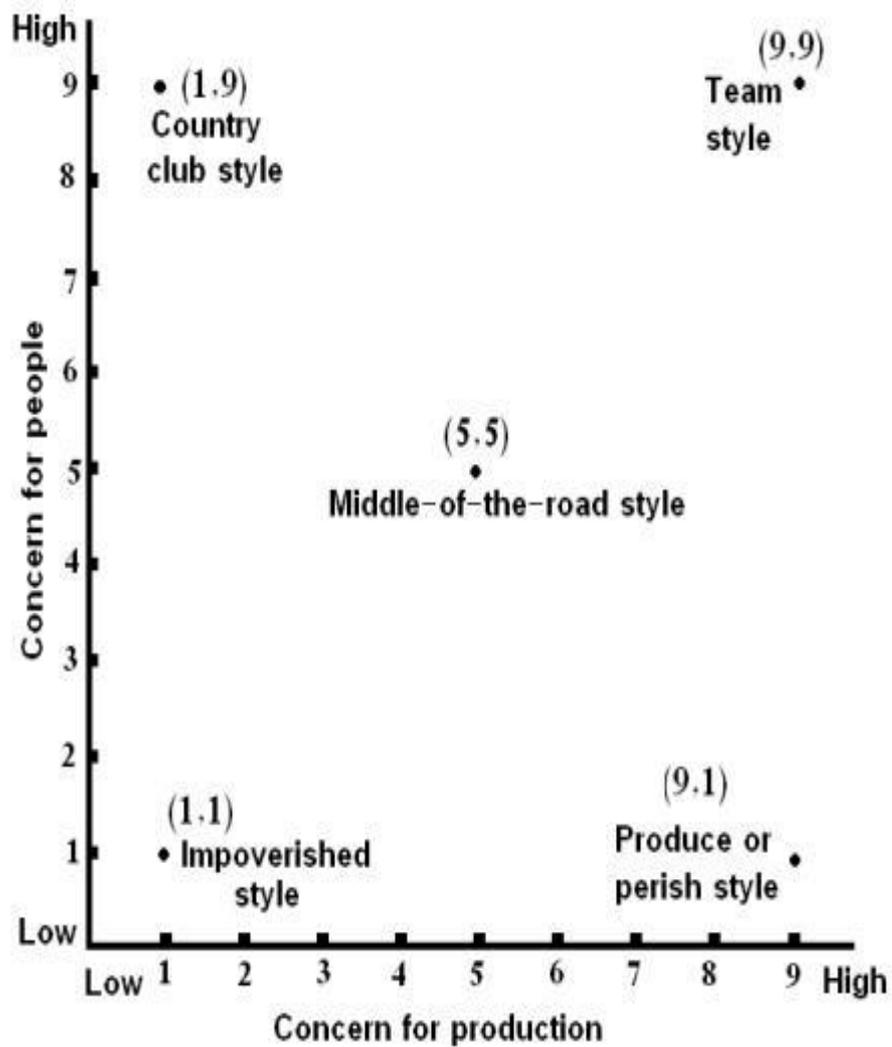


Figure 2: Managerial Grid (Blake and Mouton 1964)

Blake and Mouton believed that **concern for** meant the rate of manager's concern for both production and people, they went ahead to emphasize that *concern for production* has to do with a standard approach in respect to a lot of things such as the:

- ✚ Quality of policy standard
- ✚ Methods and processes
- ✚ Research development
- ✚ Effective work force
- ✚ Rate of productivity, consistency and work efficiency.

At the other hand they view *concern for people* as involving degree of personal commitment towards:

- ✚ Goal accomplishment
- ✚ Motivation and maintaining workers self-esteem.
- ✚ Creation of a conducive working environment.
- ✚ Establishing satisfying interpersonal relations.
- ✚ Responsibilities are based on trust rather than obedience (Murugan 2007, 342).

Figure 1 above illustrates the five major styles highlighted by the managerial grid.

### **9.9 STYLE: TEAM MANAGEMENT**

The managerial grid is a management device used to explain the ideal level of leadership by judiciously combining both concern for production and concern for people working in an organization. The 9, 9 style or team management style is generally accepted as the ideal leadership level.

In this managerial grid, the manager shows a high concern for both people and production.

### **1, 1 STYLE: IMPOVERISHED MANAGEMENT**

The style 1.1 also called impoverished management managers demonstrates little or no concern for both people and production. Here there is ignorance for the need for higher production and a good human relation.

### **9, 1 STYLE: AUTHORITY OBEDIENCE**

Managers in this level have no concern for the people; they are only interested in the level of productivity. The managers at 9, 1 style uses strong authority to make workers obey.

## **1, 9 STYLE: COUNTRY CLUB MANAGEMENT**

This is the management style in which managers have little or no concern for production but are concerned only for people.

Managers in this style encourage a relaxed free and friendly environment rather than actualizing organizational goals and objectives (Wehrich et al 2010, 359).

According to Nelson et al (2012, 223), "Good feelings are the hallmark of such managers".

## **5, 5 MIDDLE OF THE ROAD MANAGEMENT**

This style of management exhibit average concern for both production and people. They display adequate, but not outstanding moral and production standard. They do not set goals too high and they have compassionate attitude of authority toward their subordinates. (Wehrich and Koontz 2010, 359-360).

Kreitner (2008. 408) added that, the 5.5 managers settle for an average standard by a maintaining a balance between work accomplishment and human relation.

### 3 SITUATIONAL CONTINGENCY THEORIES

To become a Successful leader's one should be able to understand the factors surrounding its immediate environment as well as the needs of its followers and as such adopt proper leadership skill in solving those problems.

Contingency or situational theorist do not believe that an individual is a "good" or "bad" leader because such judgment are only made after due consideration of the surrounding factor functioning at that point in time. According to Fairholm and Fairholm (2008, 11), a good leader in time of plenty could be a bad leader in time of scarcity or vice versa.

It is true that several situational leadership theories have been propounded, but they all share one common principle. According to Kreitner (2008, 399), for a leader to become successful, the leader must adopt the right leadership style for the right situation. Additionally, he also stressed the need for flexibility in the situational leadership theory.

Contingency theory can be examined under the following theories:

- ✚ Fiedler's contingency theory
- ✚ The path goal theory
- ✚ The 3-D theory
- ✚ Vroom/Yetton/Jago decision-making
- ✚ Cognitive resources theory
- ✚ Hersey and Blanchard's situational theory
- ✚ Leader-member exchange theory

### 3.1.1 FIELDER'S CONTINGENCY THEORY

Fred Fielder developed the first comprehensive contingency model for leadership (Robbins 2003, 12). No wonder one of his tributes by Martin M. et al (1993) writes.

*“The realization that leadership effectiveness depends on the interaction of qualities of the leader with demands of the situation in which the leader functions made the simplistic “one best way” approach of earlier era obsolete”.*

Cassidy, kreitner and Kreitner (2009, 35) explains that the name contingency theory originated from the following assumption.

A leader's performance is based on two interconnected factors such as:

- ✚ Ability of a leader to handle and control leadership situation
- ✚ Is the leader basically motivated or inspired as a task oriented leader or people oriented leader.

Fred E. Fiedler contingency theory postulates that Leadership style adopted by managers depends on the current situations. This implies that there is no one best method of leadership, the best managerial style will practically depend on the factor surrounding the situation.

According to Fedler managerial task are based on three conditions:

- ✚ Interrelationship between a leader and its members.
- ✚ The nature of the task.
- ✚ Degree of work freedom; is the manager autocratic or democratic. (Van Der Heijden, De Bono, Remme and Jones 2008, 25)

In this theory, managers were rated based on whether they were people oriented or task oriented. In order to measure leadership style called LPC (the least preferred co-worker) scale-rating, he developed a questionnaire comprising of

people in a group as oppose to people they would least like or prefer to work with in the same group and the assumed similarity between opposites (ASO) scale-ratings based on the degree to which leaders see group members as being like themselves. That is to say that people will prefer to work with group members with similar character and behavior. The assumption holds that people will like best and work best with those who are seen as most like themselves.

Fiedler's work on theory of contingency were summarized in a table illustrating the classification of situational favorableness and a graphic figure that illustrates the performance of relation and task-motivated leaders in different situational favorable conditions.

From the figure, it was concluded that task oriented leaders will be the most effective whether in favorable or unfavorable situations. However, in moderately favorable situations leaders that are relationship motivated tend to be more effective.

Table 2. Below Classifies of Situational Favorableness

Table 2: Classification of Situational Favorableness

SITUATION	LEADER-MEMBER RELATIONS	TASK STRUCTURE	LEADER POSITION POWER	SITUATIONAL FAVORABLENESS
1.	Good	High	Strong	Favorable
2.	Good	High	Weak	Favorable
3.	Good	Weak	Strong	Favorable
4.	Good	Weak	Weak	Moderately favorable
5.	Moderately poor	High	Strong	Moderately favorable
6.	Moderately poor	High	Weak	Moderately favorable
7.	Moderately poor	Weak	Strong	Moderately favorable

Source: Fred E. Fiedler (1967)

### 3.1.2 THE PATH-GOAL-THEORY

The path-goal-theory developed by Robert house was based on the expectancy theory of motivation. The manager is seen as a motivator to the workers, guiding them in choosing the “best” channel for reaching their goals.

“**Best**” in this context is evaluated by the achievement that accompanies organizational goals. According to the principles of goal setting theory; for an

organization to achieve a set goal, a leader will have to engage in different leadership style which invariably depends on the nature and demands of a particular situation. Furthermore it is also the job of a leader to support and direct followers in reaching goals that are compatible with that of the organization.

In this theory, a leader's behavior is accepted by subordinate when it is satisfactory and motivational especially when channeled to boost performance.

The leader also needs to facilitate training among followers and hence reward effective and outstanding performance. Four leadership styles are identified by the Path-goal-theory.

- ✚ **ACHEIEVEMENT ORIENTED:** An achievement oriented leader sets challenging goals for his followers expecting them to exhibit an outstanding performance along with self-confidence. However in theory; it is the ability to meet their target goal. This style is suitable when followers are faced with insufficient job challenges.
  
- ✚ **DIRECTIVE:** In this type of leadership, the leader tells the followers what is expected of them and how to perform their duties. This style is suitable when the follower have an ambiguous job.
  
- ✚ **PARTICPATIVE:** In this style of leadership, the leader consults his follower's opinion before making a decision. This style is suitable when followers apply wrong procedure or make bad task decisions.
  
- ✚ **SUPPORTIVE:** A supportive leader is friendly and approachable. He or she demonstrates concern for follower's psychological well-being. This style is suitable when the followers lack confidence.

Path-goal theory assumes that leaders are flexible and hence can alter their style of leadership as situation necessitates.

Environment and follower characteristics are the two contingency variables proposed by the path-goal theory.

Environmental factors evaluate the type of leadership behavior required by follower. Follower characteristics have to do with employee's personality issues, knowledge and unique qualities. In a nut shell an effective leaders assist followers in achieving their goal by clarifying the path thereby reducing road blocks and pitfalls. (Robin 2003, 249)

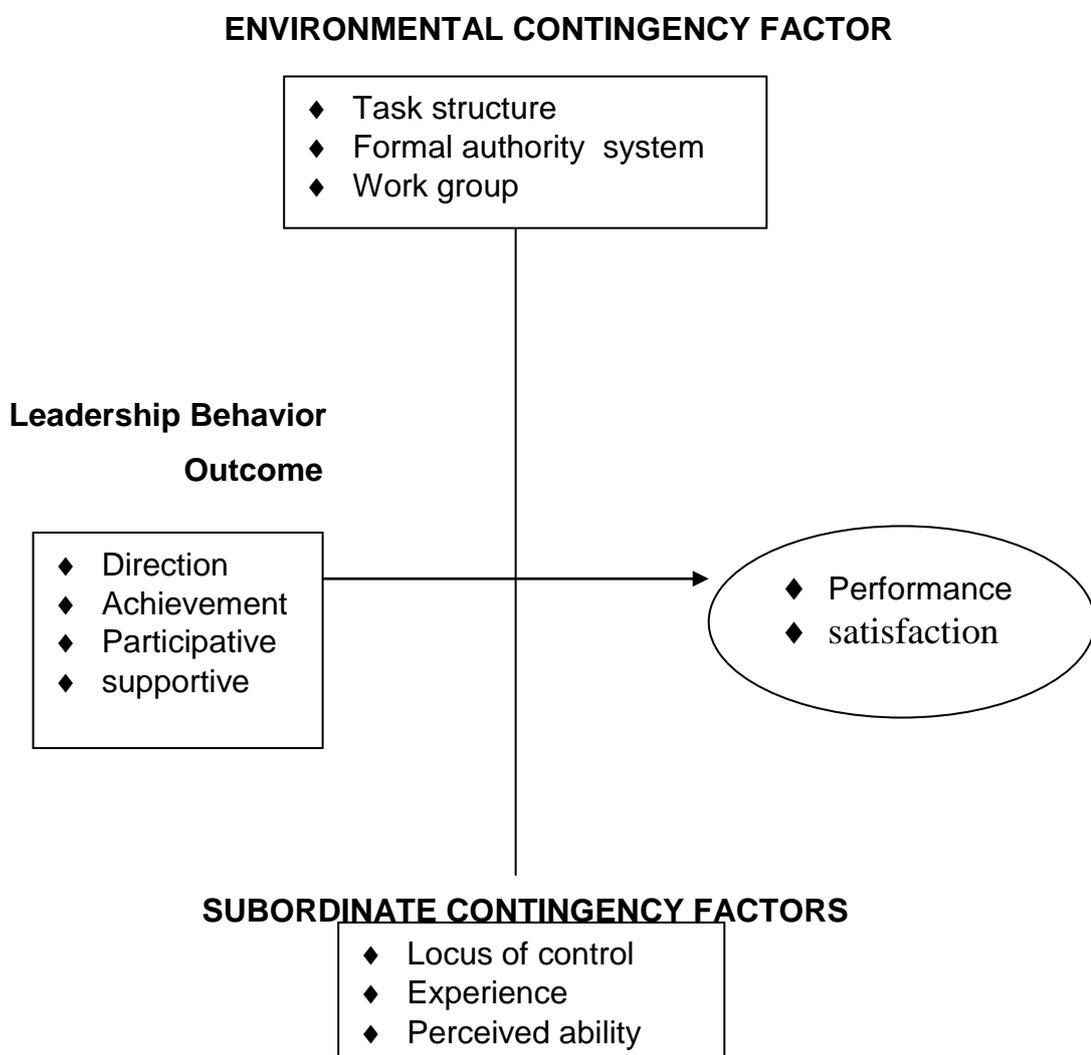


Figure 3: Path Goal-Theory. (Stephen P. Robbins 2000)

### 3.1.3 THE 3-D THEORY

Gill (2006, 48) asserted that the 3–D theory is another situational leadership theory. According to him, the theory was developed by William J. Reddin in which he identified four basic types of situational styles.

- ✚ **Separated Leader:** Such leaders are separated from both task and human considerations. They do things by the book, adhering to policies and rules without developing interpersonal relations.
- ✚ **Related Leader:** This kind of leader is highly related to people but makes a limited emphasis on tasks. They display a high relationship orientation with low task orientation. Harmonizing differences, working with people, and being inter- dependent with others are the characteristics of the related leader.
- ✚ **Dedicated Leader:** This kind of leader is highly concerned about the task with limited attention being allocated to interpersonal relationships. They are characterized by task accomplishment, rather than satisfying the needs of subordinates.
- ✚ **Integrated Leader:** This kind of leader is highly concerned with both task and relationship. He is deeply dependent on teamwork to satisfy both organizational and subordinate needs.

Obviously two type of leadership style can be identified from this theory. One that is more effective in dealing with a situation and another that is less effective.

Reddin noted that to achieve an effective leadership, the proper leadership style must be adopted. In summary, the theory stresses the importance of:

- ✚ Awareness of situational problems
- ✚ Adopting proper leadership style and

✚ Leadership flexibility

### 3.1.4 VROOM/YETTON/JAGO DECISION-MAKING MODEL

Leadership is a decision-making process as proposed by proposed by Victor H. Vroom and Philip W. Yetton and Philip W. (Krietner 2001, 472). The ability of the theory to prescribe different decisions styles for varying situations encountered by managers qualifies it as a situational-leadership theory.

The following five leadership styles were recognize by this model.

- ✚ Two autocratic leadership style labeled as AI and AII
- ✚ Two consultative leadership style labeled as CI and CII
- ✚ Leadership style based on consensus

Each of these styles requires a unique amount of subordinate participation. In addition, this model provided the proper tool (computer software programs and a set of four decisions tree calculator) in handling any leadership situation. Both the computerized and decision-tree versions are centered on several analytical questions about the situation. Vroom and Jago later established that both the computer program and the decision trees are not adequate alternative for managerial judgment.

The program is intended to provide nothing more than a standard against which one's choices or oriented choices can be compared. Sometimes such standard is not required. An awareness of the benefits and liabilities of participation or decisions coupled with a clear understanding of the contingencies involved, are often enough to help the manager select the proper decision method.

Figure 4 below attempts an explanation of the five district decision-making styles identified by Vroom, Yetton and Jago.

DEGREE OF SUBORDINATE PARTICIPATION	SYMBOL	DECISION-MAKING STYLE
<b>AUTOCRATIC LEADER</b>		
None	A1	You solve the problem or make the decision yourself, using information available to you at any time
Low	All	You obtain the necessary information from your subordinate(s), and then decide on the solution to the problem yourself. You may not tell your subordinate what's the problem is while getting the information from them. The role of your subordinates in decision making is by only providing the necessary information to you, rather than generating or evaluating alternative solutions.
<b>CONSULTATIVE LEADER</b>		
Moderate	CI	You share the problem with relevant subordinates individually, getting their ideas and suggestions without bringing them together as a group. Then you make a decision that may or may not reflect your subordinates influence.
Moderate	CII	You share the problem with your subordinates as a group; collectively obtaining their ideas and suggestions. Then you make a decision that may or may not reflect your subordinates influence.
<b>GROUP DIRECTED</b>		
High	GII	You share a problem with your subordinates as a group. Together you generate and evaluate alternatives and attempt to reach agreement (consensus) on a solution. Your role is much like that of a chairman. You do not try to influence the group to adopt "your" solution and you are willing to accept and implement any solution that has the support of the entire group.

Figure 4: Alternative decision-making styles in the vroom/yetton/jago model (Robert Kreitner 1995).

### **3.1.5 COGNITIVE RESOURCE THEORY**

According to Robbins (2001), “the cognitive resource theory is the reconceptualization of Fiedler contingency model as developed by Fiedler and his associate Joe Garcia”.

This theory points out that stress limits the work performance of a manager and as such mitigate a leader level of thinking, decision making and goal achievement. Obviously it is difficult for people to think rationally and analytically when faced with stress and pressure.

This theory reveals that the rate of a leader’s intelligence and knowledge depends on the degree of stress in a particular situation. Fiedler and Garcia noticed that intelligence and experience interfere with each other and this led to two conclusions:

- ✚ In high stress situation, there is a positive or negative relationship between job experience and performance.
- ✚ The intelligence abilities of a leader correlate with group performance in situation that the leader perceives as low in stress.

### **3.1.6 HERSEY AND BLANCHARD’S SITUATIONAL THEORY**

This is a situational leadership theory developed by Paul Hersey and Kenneth Blanchard. It has attracted considerable attention on the part of managers. This theory suggests that leader’s behavior should be adjusted to the majority level of the follower. (Hersey, Blanchard and Johnson 2008, 131-157). This theory center of concentration was on follower’s readiness (French, Rayner and Sally Rumbles 2011, 459).

According to Robin (2003, 247), “successful leadership is achieved by adopting and applying the right leadership styles and technique but in contrast Hersey and Blanchard argue that, leadership style is contingent on the level of the followers’ readiness”.

This theory recognized two dimension of leadership behavior known as; production-oriented and people oriented.

The follower’s ability to accept task responsibility is known as follower’s maturity and it is categorized into four levels such as;

- ✚ Willing
- ✚ Able
- ✚ Unwilling
- ✚ Unable.

The *willing and able followers* is the most matured, while the *unwilling and unable followers* is least matured.

According to the theory, every leadership styles adopted is contingent on those four levels of follower’s maturity and hence four leadership styles can be identified:

- ✚ Telling
- ✚ Selling
- ✚ Participating and
- ✚ Delegating leadership

- ✚ **Telling Style:** A leader should use this style with immature followers who are unable and unwilling to take responsibility for completing their work. This style is characterized by high concern with the task and strong initiating structure behavior, coupled with low concern with relationships and little consideration behavior.

- ✚ **Selling Style:** This style is evident when followers are willing and unable to take responsibility for completing their work. It is characterized by high concern with both task and relationships.
  
- ✚ **Participating Style:** This style is appropriate for the able and unwilling followers. It is characterized by high concern with relationships and low concern with task.
  
- ✚ **Delegating Style:** Mature followers fall under this category. The followers are both willing and able basically because the followers accept responsibility. The leader shows low concern with the task and relationship.

One obvious pitfall associated with the situational leadership model is the lack of central hypothesis tool for proper theory validation. However, the theory has an initiative appeal and is widely used for training worker's appeal and development in corporation. In addition, the theory centers on followers as an important participants, if not determinants of leadership process. (Nelson and Quick 2012, 201-203).

### 3.1.7 LEADER-MEMBER EXCHANGE THEORY

Robbins (2009, 307) recognizes that the leader-member exchange theory believes that leaders often act very differently from people. As a result of limited time factor, the theory argues that a leader initiates a special relationship with some of his followers. These followers are been favored more by the leader and they are known as the in-group. In contrast the other followers who are not been favored are known as the out-group and they get fewer privileges from the leader.

### 3.2 TRANSFORMATIONAL THEORY

According to Jones and George (2004, 513-520), transformational leadership helps in defining subordinate job responsibility in the organization as well as setting the right path to both achieving organizational and subordinate goals. Leaders in this theory are visionaries.

Kreitner (2008, 411) observed that James McGregor Burns considered transformational leader as creative thinker who charges subordinate to work harder in achieving exceptional result and standard. He believed that transformational leaders are capable of adapting to any suitable because they are flexible.

Jones and George (2004, 512-514) added that transformational leadership occurs when managers change (or transform) their subordinate in three important ways:

- ✚ By enlightening subordinate about their job responsibility and the need to perform those task in order to achieve organizational goal.
- ✚ By enlightening subordinate of their own personal goal and development and how to accomplish those set goals.
- ✚ By motivating subordinate to use all their energy not for personal benefit but rather in accomplishing organizational goals and objective.

### 3.3 CHARISMATIC LEADERSHIP THEORY

As observed by Lussier and Achua (2009, 335) charismatic leadership theory reveals that exceptional leadership behavior is usually applauded by followers. In their view, Jones, George and Fane (2005, 290) pointed out that,

transformational managers are charismatic leaders. They envision sound working environment among groups and the organization in general.

Their vision usually entails dramatic improvements in groups and organizational performance as a result of changes in the organization's structure, culture and strategy, decision-making, other criteria processes and factors. This vision paves way for gaining a competitive advantage.

Speaking further, they added that charismatic leaders are excited and enthusiastic about their visions which are clearly communicated to their subordinate. The excitement, enthusiasm and self-confidence of a charismatic leader contribute to the leader's ability to inspire followers to strongly support his or her vision.

Conger and Kanungo (1998, 31, 48-49) observed the following characteristics of charismatic leader:

- ✚ They are creative thinker , visionaries and articulate
- ✚ Ability to take personal risk.
- ✚ Ability to access, understanding and respond to changes in the environment.
- ✚ They are sensitivity to follower needs.

### **3.4 SITUATIONAL FACTORS THAT AFFECT LEADERSHIP STYLE**

All theories that have been reviewed in this work have all pointed to a singular fact proving that there is no best leadership style. The effectiveness of any leadership is dependent on some factors, which the situational theorists regard as situational factors. The most effective leadership style is one that meets the needs of the particular situation at hand.

According to Sunita (2005, 222-233), integrated approach to leadership explained that forces on the leader, followers and the situation all inter-related to determine

the most effective leadership style. These forces according to them are regarded as the situational factors that determine leadership style effectiveness.

These factors include:

**Leaders:**

- + Abilities, traits, characteristics.
- + Behaviors, task oriented or people oriented or people oriented.
- + Experience
- + Expectations

**Follower:**

- + Abilities, traits and characteristics
- + Experience
- + Expectation
- + Task relevant maturity

**Situation:**

- + Structure
- + Technology
- + Objectives
- + External environment

## 4 RESEARCH DESIGN AND METHODOLOGY

### 4.1 RESEARCH DESIGN

This study used both desk and survey methods. A sample population was used to collect primary data using the instrument of a structured questionnaire.

### 4.2 SOURCES OF DATA

This study is carried out using mainly the primary data gathered through the administration of questionnaire. Primary data refers to data collection from their original sources and for a particular purpose. However, secondary data were also used. This refers to data that were collected from books, journals, magazines, academics thesis and the company's website. This formed the framework of the desk component of this study.

### 4.3 POPULATION OF THE STUDY

The population of this study is the employees of IEA. This population is estimated at 120 and was distributed into Senior Management, Middle Management and Junior Management categories.

Table 4 Illustrate this distribution.

Table 3: Distribution of the Population of the Study

<b>LEVEL OF MANAGEMENT</b>	<b>NUMBER</b>	<b>%</b>
Senior management	10	8.3
Middle management	30	25.0
Junior management	80	66.7
<b>Total</b>	<b>120</b>	<b>100</b>

SOURCES: Field Survey, 2012

#### 4.4 DETERMINATION OF SAMPLE SIZE

The population of this study is a finite one. This makes it possible to apply Yamane (1964:20) formula for determining sample size from a finite population.

The formula states that:

$$n = \frac{N}{1 + N(e)^2}$$

where;

n= required sample size

N= population of the study (120)

1= statistical constant

e= maximum margin of error at 5% level of confidence

Therefore

$$n = \frac{120}{1 + 120 \times (0.05)^2}$$

$$n = \frac{120}{1.3}$$

$$n = 92$$

As the researcher, I decided to distribute the sample size according to the strata of the population of the study using the principle of proportional stratification. Groves, Fowler Jr, Couper, Lepkowski, Singer and Tourangeau (2011) and Butcher (1966, 7- 8).

Table 4: Proportional stratification of sample

Level of Management	Number	%	Proportional Stratification
Senior management	10	8.3	0.083 x 92=8.0
Middle management	30	25.0	0.25 x 92=23.0
Junior management	80	66.7	0.667 x 92=61.0
<b>TOTAL</b>	<b>120</b>	<b>100</b>	<b>92</b>

Sources: Field Survey 2012

#### **4.5 INSTRUMENT OF THE STUDY**

The instrument adopted to collect data from the respondent was a structured questionnaire which was organized in sections. The questionnaire consists of 20 questions excluding four background information. The questioning method was Yes  No  indifferent

Each section of the questionnaire was design to capture each of the objectives of the study.

#### **4.6 VALIDATION AND RELIABILITY OF THE INSTRUMENT OF STUDY**

This research study was validated by subjecting the questionnaire to a small group of respondents who knew nothing about the study. From them, I gathered that some of the questions were not clear. Consequently such question was dropped from the final questionnaire.

Reliability is meant to determine if the results of the research study will stand a test of time. Meaning that, the test results generated should be consistent, stable even when measure over time or carried out by another researcher.

To enhance the reliability of this study, series of applicable theories have been stated to support this research study coupled with proper generated research questions and carefully analyzed test results.

Every step of this study have been carefully monitored and evaluated to maintain its course of study and hence achieve its target goal

#### **4.7 ADMINISTRATION OF THE QUESTIONNAIRE**

The research question was administered to the sample population by the help of a close friend because of proximity issue. This strategy was adopted to enable persuade respondents to volunteer responses to the questions.

According to him the administration lasted for three weeks of visits, reminders, calls, discussions, verbal encouragement which all aimed at motivating respondents to volunteer responses.

#### 4.8 QUESTIONNAIRE COLLECTION AND RETURN RATE

The researchers administered a total of 92 questionnaires. A total of 55 questionnaire representing 60% return was collected.

#### 4.9 ANALYSIS OF THE RETURN OF QUESTIONNAIRE

Table 5 illustrates this analysis

Table 5: Analysis of Questionnaire Return

<b>Level of Management</b>	<b>Number distributed</b>	<b>Number returned</b>	<b>% Return</b>
Senior Management	8	4	50%
Middle Management	23	15	65%
Junior Management	61	36	59%
<b>Total</b>	<b>92</b>	<b>55</b>	<b>60%</b>

Sources: Field Survey 2012

##### 4.9.1 METHOD OF DATA ANALYSIS

The frequency distribution of respondents was determined in order to calculate its percentage and also to test its hypothesis.

## 5 DATA PRESENTATION AND ANALYSIS

This chapter is about the analysis and presentation of the data generated in the field survey. This chapter contains three sections:

- 5.1 (Analysis of introductory Responses)
- 5.2 (Analysis of Research Questions)

### 5.1 ANALYSIS OF INTRODUCTORY RESPONSES

This section presents the introductory responses from the questions in section 1 of the questionnaire used in this study (appendix 1). The value of this section is to measure the willingness of the respondent to supply open and sincere opinion on the research questions.

Table 6: Introductory Responses

QUESTIONS	RESPONSES	NUMBER	%
Q1. How long have you worked in the organization?	0-1 yr.	14	25
	2-3 yrs.	20	35
	3 yrs. Plus	21	40
	<b>Total</b>	<b>55</b>	<b>100</b>
Q2. Are you in the manufacturing or service sections?	Manufacturing	35	64
	Service function	20	36
	<b>Total</b>	<b>55</b>	<b>100</b>
Q3. Are you excited working for a soap company?	Yes	55	100
	No	0	0
	Indifferent	0	0
	<b>Total</b>	<b>55</b>	<b>100</b>
Q4. Can you proudly say that IEA is one of the best practicing production companies?	Yes	45	81
	No	8	15
	Indifferent	2	4
	<b>Total</b>	<b>55</b>	<b>100</b>

Source: Field Survey, 2010

From table 6, it is noticed that hundred percent of the respondents opined that working for a soap company is exciting.

In question 4, 81% agreed that IEA Nig. Ltd is one of the best production practicing companies, 15% of the respondents do not agree while 4% remained indifferent.

## 5.2 ANALYSIS OF RESEARCH QUESTIONS

This section handles the analysis of the research questions used in this study. This makes this section the brain-box of this study. This is because this section generates the data used in the analysis of this study. This section contains table 8 to 11.

Table 7: Employee Awareness of Management Styles

<b>QUESTION</b>	<b>RESPONSES</b>	<b>NUMBER</b>	<b>%</b>
<b>Q5.</b> Ability to mention management styles	Yes	44	<b>80</b>
	No	11	<b>20</b>
	Indifferent	0	<b>0</b>
	<b>Total</b>	<b>55</b>	<b>100</b>
<b>Q6.</b> Ability of employees to discuss management styles	Yes	39	71
	No	11	20
	Indifferent	5	9
	<b>Total</b>	<b>55</b>	<b>100</b>
<b>Q7.</b> Ability of employee to mention just one manager and the particular management style the manager is associated with?	Yes	41	75
	No	10	18
	Indifferent	4	7
	<b>Total</b>	<b>55</b>	<b>100</b>
<b>Q8.</b> Ability of employees to recognize management styles elsewhere	Yes	49	89
	No	5	9
	Indifferent	1	2
	<b>Total</b>	<b>55</b>	<b>100</b>

Source: Field Survey, 2012

From table 7, it is seen in question 5 that percentage respondents of 80% have the ability to mention management styles, 20% do not have the ability to mention management styles while 0% respondents is indifferent.

In question 6, 71% of the employees have the ability to discuss management styles, 20% of the employees do not have the ability to discuss management styles while 9% of the respondents is indifferent.

In question 7, 75% of the respondents claim that they can mention managers and the management styles associated with them, 18% says no while 7% is indifferent.

In question 8, 89% of the employees claim to have the ability to recognize management styles elsewhere, 9% says No and 2% indifferent.

Table 8: Employee Application of Management Style

<b>QUESTION</b>	<b>RESPONSES</b>	<b>NUMBER</b>	<b>%</b>
<b>Q9.</b> Ability of employees to execute some task using some of the principle of management styles	Yes	42	<b>76</b>
	No	10	<b>18</b>
	Indifferent	3	<b>5</b>
	<b>Total</b>	<b>55</b>	<b>100</b>
<b>Q10.</b> Ability of employees can classify management styles into simple and complex	Yes	48	87
	No	5	9
	Indifferent	2	4
	<b>Total</b>	<b>55</b>	<b>100</b>
<b>Q11.</b> Ability of employees to suggest specific management styles for specific tasks?	Yes	51	93
	No	3	5
	Indifferent	1	2
	<b>Total</b>	<b>55</b>	<b>100</b>
<b>Q12.</b> Ability of employees to adopt and apply their own management style without supervision?	Yes	46	84
	No	4	7
	Indifferent	5	9
	<b>Total</b>	<b>55</b>	<b>100</b>

Source: Field Survey, 2012

From table 8, it can be seen in question 9, that 76% of the respondents have the ability to execute some task using some of the principle of management styles. 18% says No while 5% indifferent.

In question 10, 87% of the employees claim that they can classify management styles into simple and complex, 9% says they cannot while 4% is indifferent.

In question 11, it is observed that 93% of the respondents claim they can suggest specific management styles for specific tasks. 5% of the respondents say No while 2% of the respondents are indifferent.

In question 12, 84% of the respondents say that they can adopt and apply their own management style without supervision. 7% says No while 9% remains indifferent.

Table 9: Employee Support for Management Styles

<b>QUESTION</b>	<b>RESPONSES</b>	<b>NUMBER</b>	<b>%</b>
<b>Q13.</b> Ability of employees to discuss the benefits of a specific management style with team members?	Yes	51	<b>93</b>
	No	2	<b>3.5</b>
	Indifferent	2	<b>3.5</b>
	<b>Total</b>	<b>55</b>	<b>100</b>
<b>Q14.</b> Ability of employees to explain the customer care business model of the company to a team of Youth Corp members	Yes	55	100
	No	0	0
	Indifferent	0	0
	<b>Total</b>	<b>55</b>	<b>100</b>
<b>Q15.</b> Ability of employees to willingly volunteer their own ideas as to correct the ill-informed opinions of his colleague that is complaining about the management style of IEA.	Yes	55	<b>100</b>
	No	0	<b>0</b>
	Indifferent	0	<b>0</b>
	<b>Total</b>	<b>55</b>	<b>100</b>
<b>Q16.</b> Which of these management styles tickles your fancy most?	Energetic and communicative leadership.	40	<b>73</b>
	Employee autonomy and trust.	15	<b>27</b>
	<b>Total</b>	<b>55</b>	<b>100</b>

Source: Field Survey, 2012

From table 9, it can be deduced in question 13, that 93% of the respondents claim that they have the ability to discuss the benefits of a specific management style with team members. 3.5% says yes while 3.5% remained indifferent.

In question 14, 100% of the employees say that they can explain their customer care business model to a team of youth service members.

Also in question 15, 100% of the respondents claimed to have the ability to willingly volunteer their own idea as to correct ill-informed opinions to a group in their organization that is complaining about the management style of IEA.

In question 16, 73% of the respondents chose energetic and communicative leadership as their preferred management style which 27% chose employee autonomy and trust as their suitable management style.

Table 10: Employee Ownership of Management Style Application

QUESTION	RESPONSES	NUMBER	%
Q17. Ability of employee to willingly belong to a team in support of some management style e.g. quality management, cost reduction.	Yes	55	100
	No	0	0
	Indifferent	0	0
	<b>Total</b>	<b>55</b>	<b>100</b>
Q18. Ability of employees to have small work team in their organization.	Yes	51	93
	No	4	7
	Indifferent	0	0
	<b>Total</b>	<b>55</b>	<b>100</b>
Q19. Ability of employees and their team to implement or apply some management styles without supervision from their head of department.	Yes	51	93
	No	4	7
	Indifferent	0	0
	<b>Total</b>	<b>55</b>	<b>100</b>
Q20. Ability of employees to measure their application of management styles with their own initiative.	Yes	49	89
	No	2	4
	Indifferent	4	7
	<b>Total</b>	<b>55</b>	<b>100</b>

Source: Field Survey, 2010

From table 10, it can be seen in question 17 that 100% of the respondents claim that they are willing to belong to a team in support of some management style.

In question 18, 93% of the respondents agreed that they have small work team in their organization. 7% says no.

In question 19, 93% of the employees claimed that they and their team are capable of implementing or applying some management styles without supervision from their head of department. 7% says no.

In question 20, 89% of the respondents claimed to have the ability to measure their application of management styles with their own initiative. 4% of the respondents say no while 7% remains indifferent.

## **6 SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**

### **6.1 SUMMARY OF FINDINGS**

The research study on the Attitude of Employees to Management Styles in IEA Nig. Ltd precipitates the following findings.

Firstly the study reveals that the level of employee awareness of management styles in IEA Nig. Ltd is high.

Secondly the research study revealed that application of management styles by the employees of IEA Nig. Ltd is equally high.

Thirdly the study found out that employee support for management styles in IEA Nig. Ltd is high.

Lastly the study revealed that employee ownership of management styles in IEA Nig. Ltd is high.

### **6.2 CONCLUSIONS**

The following conclusions have been arrived by this study:

Firstly, employee's involvement in decision making by their managers influences their performance and attitude positively. Every employee wants to feel a sense of belonging in the company where he or she works by being involved in the firm's decision-making process. But when this is contrary, the motivation to perform is decreased thus exerting a negative influence on the subordinate's attitude and performance.

Secondly, managers feel accomplished as leader when they are able to satisfy both the organizational goal and the needs of their employees. Every organization is characterized by two major goals: that of the organization and that of the workers. And any manager should only feel accomplished as a leader when he is able to satisfy these goals.

Finally it is concluded that management styles of IEA Nig. Ltd is working or driving employees in the right direction.

### **6.3 RECOMMENDATIONS**

The following recommendations have been given by the study:

The management of IEA Nig. Ltd should give employees advanced training and development programs on management styles and principles. The different management styles adopted by managers of IEA Nig. Ltd should be documented and made available both on soft and hard copy. This will strengthen and assist researchers that would want to conduct further research on the management styles of IEA Nig. Ltd.

This study also recommends that managers should hold tenaciously to the principles of management, "by objectives which are goal-setting program based on interaction and negotiation between employees and managers". (Nelson, Quick and Campbell 97, 2012).

Finally, this study recommends that managers should direct all attention and energy to achieving both organization and subordinates goals and objectives.

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## **APPENDICES**

Appendix 1. Structured Questions for the Respondent

Appendix 2. Cover Letter for Respondent

## APPENDIX I

### QUESTIONNAIRE

#### SECTION 1: INTRODUCTION

1. How long have you been in your present organization?  
 0-1 year       2-3 years       3 yrs. plus
  
2. Are you in manufacturing or service sections?  
 Manufacturing       Services
  
3. Are you excited working for a soap manufacturing company?  
 Yes       No       Indifferent
  
4. Can you proudly say that IEA is one of the best practicing production companies?  
 Yes       No       Indifferent

#### SECTION 2:

#### EMPLOYEE AWARENESS OF MANAGEMENT STYLES

5. Can you mention some management styles existing in your Company?  
 Yes       No       Indifferent
  
6. Are you capable of discussing some current management styles in IEA?  
 Yes       No       Indifferent
  
7. Can you mention just one manager and the particular management style the manager is associated with?  
 Yes       No       Indifferent
  
8. Can you recognize a management style if you encounter it?

Yes  No  Indifferent

### **SECTION 3:**

#### **EMPLOYEE APPLICATION OF MANAGEMENT STYLE**

9. Can you execute some task using some of the principle of management styles?

Yes  No  Indifferent

10. Can you classify management styles into simple and complex?

Yes  No  Indifferent

11. Can you suggest specific management styles for specific tasks?

Yes  No  Indifferent

12. Can you adopt and apply your own management style without supervision?

Yes  No  Indifferent

### **SECTION 4:**

#### **EMPLOYEE SUPPORT FOR MANAGEMENT STYLES**

13. Can you discuss the benefits of a specific management style with team members?

Yes  No  Indifferent

14. If you are asked by your manager to explain the customer care business model of the company to a team of Youth Corp members, will you be willing to take the task?

Yes  No  Indifferent

15. If you run into a group in your organization that is complaining about the management style of IEA, will you be willing to volunteer your own ideas as to correct their ill-informed opinions.

Yes  No  Indifferent

16. Which of these management styles tickles your fancy most?

Energetic and Communicative leadership

Employee autonomy and trust

### **SECTION 5:**

#### **EMPLOYEE OWNERSHIP OF MANAGEMENT STYLE APPLICATION**

17. Are you willing to belong to a team in support of the management style e.g. quality management, cost reduction?

Yes  No  Indifferent

18. Do you have small work team in your Organization?

Yes  No  Indifferent

19. Can you and your team implement or apply some management styles without supervision from your head of department?

Yes  No  Indifferent

20. Can you measure your application of management styles with your own initiative?

Yes  No  Indifferent

## Appendix 2: Cover Letter for Respondent

8th July, 2012

Dear Respondent,

My name is Osondu ikechukwu Marshall and I am currently running a degree programme in International Business Administration at Seinajoki university of Applied sciences

I am currently conducting a study on Employee Attitude to Management style in IEA.

Kindly complete the questionnaire attached to this letter. Please help me with your candid opinion on the issues raised in the questionnaire. Your responses will be treated with strict confidentiality and used for the purpose of the intended Project and never for any competitive motive.

Thank you very much for your Cooperation.

***Osondu ikechukwu Marshall*** (Researcher)

**END! THANK YOU! MERCI!**