

Research Article

Management Style and Subordinate Performance in Manufacturing Companies in Port Harcourt, Nigeria

Ukpong Uwem Johnson¹, Philips Wuwu Gomba Okparaji², Innocent Kelechi Nwala³

¹Akwa Ibom State University.

²Faculty of Law, Rivers State University.

³Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt.

I N F O

Corresponding Author:

Ukpong Uwem Johnson, Akwa Ibom State University.

E-mail Id:

uwemjohnson5@gmail.com

Orcid Id:

<https://orcid.org/0000-0002-7549-4098>

How to cite this article:

Ukpong UJ, Okparaji PWG, Nwala IK. Management Style and Subordinate Performance in Manufacturing Companies in Port Harcourt, Nigeria. *J Adv Res Busi Law Tech Mgmt* 2019; 2(1). 36-42.

Date of Submission: 2019-03-28

Date of Acceptance: 2019-05-08

A B S T R A C T

The study seeks to establish an empirical relationship between management styles and subordinate performance in manufacturing companies in Port Harcourt. The cross-sectional survey design was used for the research, the population of the study includes 46 employees of two studied manufacturing companies with a sample size of 46 the sampling random method was adopted to distribute the questionnaire. Forty-six (46) copies of questionnaire were distributed out of which forty six (46) were retrieved. The Chi-square (χ^2) and the Spearman Rank Correlation Coefficient Statistical tools were used at a significance level of 0.05 for the measurement of the data. Based on hypotheses tested, the findings revealed; there is a significant relationship between a manager's style of leadership and subordinate's performance. There is no relationship between the nature of job and leadership styles chosen by a manager and that, situational factors affect the style of leadership that manager's adopt. The study concludes that management is a social influencing process for the attainment of goals but in organizations managers do not exist in isolation rather they do within the larger group with subordinates. They are both collaborative in achieving organizational goals. Participative management style should be adopted by the manufacturing companies to ensure optimal performance of their workers. Leaders should vary leadership styles not relying on a particular style. A leader should be aware of subordinate motivational factors such as their needs, aspirations, interests and expectations.

Keywords: Management Styles, Subordinate Performance, Leadership Styles, Employee Productivity

Introduction

The developmental strive of organizations has notably interpreted as the results of thriving management and leadership styles which have allowed individuals to

increasingly engage in the best practices of management and crucial managerial activity. All members of an organization function as a leader when they attempt to obtain compliance, if not cooperation, from other persons in performing a task, solving a problem, or accomplishing

an objective. Singh (2007) had argued about management and organizational development and the accidental nature of the high-skill/technology-intensive nature of production and growth within the organization, he stressed that, the quality of human capital fostered the development of an advanced service sector. Furthermore, the growth trajectory in some organization followed a similar pattern of successful organizations (Nayyer 2008).

Management style has been considered a pivotal element affecting organizational performance. For a manager, leadership is the focus actively through which the goals and objectives of the organization are accomplished. Managers have significant effects on the behaviour, attitudes and performance of their subordinates.

Leadership is an important aspect of management. The essence of leadership is followership, that is, the willingness of people to follow makes a person leader. For an effective performance of subordinates, there must be the art of inspiring subordinates, to perform their duties willingly, competently and enthusiastically (Johnson *et al* 2017).

Fubara (2002) see management style as the relationship between two or more people in which one attempts to influence the other towards the accomplishment of goal(s). The key to this definition is that, management is a function of power base of the leader, the approach or behaviour of the leaders, and the correspondence of those factors with the characteristics, needs and decision role of the subordinates. Management consists of the planning, prioritizing, and organizing work efforts to accomplish objectives within a business organization. Management style is the particular way managers go about accomplishing these objectives. It encompasses the way they make decisions, how they plan and organize work, and how they exercise authority.

Management styles vary by company, level of management, and even from person to person. A good manager is one that can adjust their management style to suit different environments and employees. An individual's management style is shaped by many different factors including internal and external business environments, and how one views the role of work in the lives of employees (Barry David 1991; Gannon I, Bougszak II, Dave I, Anna II 2013).

Alvin (1989) defined management as a process of influencing the behaviour and actions of others towards the accomplishment of goals. Koontz *et al* (1988) defines leadership as the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals.

Perception is a form of behaviour and therefore, influenced by at least the following factors, characteristics of the object or source of incoming stimuli (such as a supervisor issuing a work and request) the situation and condition under which

the stimuli occur such as the timing of a message and lastly, the perceiving person. An individual motive, previous learning and personality all influence perception. Managers should take such considerations into account in predicting the way their actions and orders are perceived by others.

Another factor that influences management style within an organisation is motivation, since every individual have certain factors that influences their behavior ranging from internal and external factors. Motivation according to Stoner (1982) is that which causes channels and sustains people behaviour. This is important to leaders as they work through people. Motivation helps leaders understand why subordinates behave the way they do and can also influence subordinates performance in the work organisation.

In the light of the above, Kootnz, went on to stress that, the three styles mentioned above, depends on the situation surrounding the organisation as Baridam (1997), stated that the ability of the leader to veil leadership behaviour to suit different situational demand a set of certain attributes.

Statement of the Problem

Johnson (2017) had found that certain positive organizational outcome is primarily achieved based on the relationship created between managers and subordinates, and that the psychological steadfastness of individual is influenced by intrinsic and extrinsic values. Empirical analysis had found that organizational dwindling outcome is caused by low morals of subordinates resulting from manager's treatment of workers within the organization. (Akpotu *et al*, 2016; Johnson *et al.*, 2018). These two findings show that democratic and laissez fair leadership style is more effective than autocratic leadership style. However, these findings may be contextual and need to be examined in the organizational setting of Nigeria where manager's and his subordinate's relation is driven by particular socio-cultural settings.

In the light of the above this study is aimed at establishing an empirical link between management style and subordinate performance in manufacturing companies in Port Harcourt. The outcome of the study shall be helpful in the organizational settings of Nigeria so that the managers of other organization can practice the similar management and leadership style to achieve superior performance from the staffs.

Objective of the Study

The purpose of the study is to examine an empirical link between management style and subordinate performance in manufacturing companies in Port Harcourt

The following objectives are stated to guide the study

- To identify management styles adopted by leaders

and the effects of these management styles on manufacturing companies in Port Harcourt

- To identify management styles most suitable for manufacturing companies in Port Harcourt
- To also look at the factors that affect management styles in manufacturing companies

Research Questions

- To what extent does autocratic style of management affect subordinate performance in manufacturing firms Port Harcourt?
- To what extent does democratic style of management affect subordinate performance in manufacturing firms in Port Harcourt?
- To what extent does laissez faire management style affects a subordinate performance of manufacturing firms in Port Harcourt?

Literature Review

Theoretical Framework

The growth of the organisation also depends on the effectiveness of the managers, which leads to positive organizational outcome that enhances the strength and financial status of the organization. There are multiple names given to managers within the organization ranging from: President, Chairman, Managing Director, Chairman, Board of Director, General Manager, Chief Executive officers and others, all these people carried out the same roles of managing the organizational activities. They have the basic management skills and must select those to work under them. management skills according to Koontz *et al* (1980) seems to be a compound of three major ingredients - the ability to comprehend that human beings have different motivating forces at varying times and in different motivating forces at varying times and in different situations, the ability to inspire, and the ability to act in a way that will develop a climate for responding to and arousing motivation.

It is the duty of a manager - leader to encourage and motivate his employees. This he can do by ensuring that the phenomenon of goal congruency exists within the organization. Nwachukwu (1988:9) Lorsch *et al.*, (1978:226) Contended that:

"The leader is the focal point for the organization of his group. In his absence the members of the group can divide into a number of small groups. There is no common activity of general conversation, when the leader appears the situation changes strikingly. The small units form into one large group. The conversation becomes general and a unified action frequently follows. The leader becomes the central point in the discussion. A follower starts to say something, pauses when he noticed that the leader is not listening and begins again when he has the leaders

attention, when the leader leaves the group, unity gives way to the division that existed before his appearance".

The Concept of Leadership

The term manager-leader was used in most of this research work. To most people, management and leadership are synonymous, Pigors and Myers (1981) stressed that managing is organizational leadership. It is quite obvious that the relationship between management and leadership is not clearly defined. Analyzing management from the systems perspective, it is found out that leadership represents a sub-subset of management functions. The difference between management and leadership is further described by Donnell *et al.* (1984) as thus: "Leadership is a part of management but not all of it leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which cabins a group together and motivates it towards goals".

The Trait Approach to management

For many years a greater number people believed that effective leaders were born with personal characteristics or traits that distinguishes them from other individuals or a trait specifically inbuilt in certain breed of human others did not possess. The research is classified under "the Great Man theory of leadership" (Avelo, 2014). The theory contends that great managers are quite different from the average person in terms of personality traits such as physical characteristics, intelligence, ambition and others thus, there exist a finite set of individual trait or characteristics that can be used to distinguish successful from unsuccessful managers. This includes physical characteristics, social background, intelligence, task-related characteristics and social characteristics. Every organization need management, therefore, none can operate and survive without an effective management. A leader must be able to adopt a style of leadership at any point in time, to suit the prevailing circumstance. Leadership styles according to Baridam (1997), referred to the pattern of constellation of leadership behaviours that characterize a given leader.

Awujo (1977) posits that the foundation for the "style of management" approach was the belief that effective management utilized a particular style to lead individuals and groups to achieving certain goals resulting in high productivity and moral. Also, a more detailed definition of management style was given by Mescon *et al* (1977) stated thus: "management style in a managerial context is the general way a manager behaves towards subordinates in order to attain objectives. The degree to which a manager delegates authority, the modes of power a manager employs and his or her relative concern for human relationship or task orientation, all tend to reflect the managers leadership style".

Douglas McGregor's Theory "X and Y"

McGregor suggested that managers should know how they see themselves in relations to others. The theory 'X' is based on the assumption that the power of leaders is derived from the position they occupy and that people are innately lazy and unrealizable. This is an authoritarian style. The theory 'y' which is a democratic way of behavior assumes that the power of managers is granted by the group they are to lead and that people can be basically self directed and creative at work if properly motivated.

McGregor (1960) maintain that leaders use management styles consistent with their personalities. According to him, someone who has trouble in trusting other people's judgment will tend towards an authoritarian leadership style. People placed in an organization climate will behave in a particular manner based on the assumption of theory X, McGregor, (1960).

The Concept of Performance

Individual performance within the organization leads to high productivity which in turn leads to growth and success of an organization. The ability of an individual or organization to accomplish activities that will lead to achieving a desired or stated goal is called performance (Hamilton 2006). Once goals and objectives are achieved, then the individual or organizations have performed. Put in another way, performance is the achievement or score on a given event. Drucker (1980) defined performance as follows: In the organization, performance is a measured of group task completion, quality and efficiency. At the individual level performance is seen as the behaviours and actions that are geared towards achieving operational or organizational goals. The purpose of an organization is to enable ordinary human to do extraordinary things. It is a means to make strength productive and weakness irrelevant. No organization can depend on genius; the supply is always scares and unreliable. It is the test of an organization to make ordinary people perform better than they seem capable of, to bring out whatever strength there is in its members, and to use each person's strength to help all other members perform. It is the task of the organization at the same time to neutralize the individual weaknesses of its members. The test of an organization is the spirit of performance (Drucker, 1999; Johnson, 2017).

Research Hypotheses

- **H₀₁:** There is no significant relationship between benevolent autocratic style and employee productivity in manufacturing companies in Port Harcourt.
- **H₀₂:** There is no significant relationship between Autocratic and Quality of work in manufacturing Companies in Port Harcourt.
- **H₀₃:** There is no significant relationship between

Autocratic style and timely delivery in manufacturing Companies in Port Harcourt.

Methodology

Research design has been described as being at the very heart of scientific methodology and useful in answering practical questions or testing theoretical propositions/hypothesis. Research design directs the researcher on the nature of data required while conducting a scientific inquiry. Further, the experimental design offers the best possibility of establishing a cause-and-effect relationship which is the fundamental aim of any research. It is concerned with the manipulation of independent and dependent variables using a control group to measure their effect of change of one on the other (Yin, 1993). Experimentation design has been described as the pursuit of scientific positivism, the development of theories through rigorous experiments and based on research and hypotheses/proposition formulated from the on-set.

The survey design on the other hand is designed to gather data appropriate for quantitative or statistical analysis (Irvana-Ho, 1997). It consists of methods of gathering data from usually large number of respondents who themselves constitute a sample. The survey design is noted for the definitive nature of its conclusions which easily allow for reliability and generalization. Generalization of findings from the survey design is also referred to as its strength, and it allow for the use of questionnaire and interviews as instruments for generating data when used. The study therefore has adopted the cross-sectional survey approach allowing for analysis and eventual results which can also be generalized within the sector.

Data for the study were collected through primary and the secondarily sources. The primary sources of data involved collection of fresh data hitherto non-existing. They are collected from the field by the researcher for the purpose of analysis. Nachmias & Nachmias (2009) posit that primary data describe raw data usually obtained through the questionnaire, interviews or observation. Primary data collected through designed questionnaire to be distributed to women entrepreneurs Denzin, (1989) posits that triangulation minimizes the bias that originates from a single methodology, therefore the need for secondary data to reinforce data from primary sources, secondary data include information that are obtained from researches already conducted by other researchers relating to the study mainly from a review of literature such as journals, articles, text books and academic writing on the internet.

Baridam (2001) describes validity test as the degree to which a measuring instrument measures what it is designed to measure. Also Nachmias & Nachmias (2009) assert that research tool may be said to be valid when it enables the

researcher to get the right responses from the sample subjects, otherwise, it is a faulty instrument and may lead to inaccurate findings. The scale meant for this study has been pretested and validated (Livin, 2008). All the same, the research instrument was subject to content and construct validity. Content validity describes the degree to which the procedure represents the idea in the embodied concept. It reflects the extent to which the researcher includes items that covers the variable being studied. Construct validity describes the degree to which an instrument measures the actual meaning of a construct (Nachimas & Nachirnas 2009). Validity of the survey instrument would be achieved through supervisor's scrutiny and approval also through peer vetting assessment by knowledgeable professional on the subject matter.

Validity is the ability of the scale of measure to observe what it is designed to measure or observe. Measurement error is essentially avoided in order to achieve validity. The validity scales that will be used in the study will be assessed for content and construct validity. The content validity of a measuring instrument is the extent to which it provides adequate coverage of the investigate questions guiding the study. In this instance, attempts will be made at ensuring that the measure adequately address the content of the constructs and logically represents the variable examined.

In order to achieve the validation, experts' opinion on psychological capital will be considered. In other words, the questionnaire instrument will be pretested on some academic, managers and operational personnel in the selected organizations. Through pretesting, errors like, ambiguity, wrong wording, misleading questions and others will be taken care of.

Construct validity was ascertained with recourse to theoretical content of the variables examined and find out if relates with other variable within a system of theoretical relationship.

Reliability refers to the consistency of a measuring instrument. Hence a statistical test at measuring instrument is said to be reliable if it is consistent overtime. The reliability of the instrument used is determined by the Cronbach alpha (α). Nunnally (1984) had established a threshold alpha of 0.70 as a reliable instrument. This was obtained through the SPSS analysis operation that was carried out on the acquired data.

Data collection from the field was sorted and cleaned. It was then categorized and coded thematically and entered into the data editor of statistical package for social sciences (SPSS 22:0). Descriptive statistics in the form of frequencies, tables, percentages, mean and standard deviation was also used for the demographic data and items related to the characteristics of leadership style. To determine the

strength and direction of the relationship between variables inferential statistical analysis was employed using Pearson Coefficient Correlation statistics.

Data Analysis and Result

Table 1. Outcome of Questionnaire Distribution

| Particulars of Questionnaire | Distributed | Retrieved % |
|--|-------------|-------------|
| Number of questionnaire administered, 23 each to the two companies | 46 | 100 |
| Number of questionnaire retrieved. | 46 | 100 |

Source: Field Survey, 2019

H0¹: There is no significant relationship between autocratic leadership style and productivity.

Table 2. Correlation Result for Autocratic and Productivity

| | Autocratic style | Productivity |
|-------------------------|------------------|--------------|
| Autocratic style | 1 | .987** |
| Pearson Correlation | | .000 |
| Sig. (2-tailed) | 46 | 46 |
| N | | |
| Productivity | .987** | 1 |
| Pearson Correlation | .000 | |
| Sig. (2-tailed) | 46 | 46 |
| N | | |

** Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS 22.0 Data Output 2019

Table 3. Correlation Result for Democratic and Subordinates Productivity

| | Productivity | Democratic Style |
|-------------------------|--------------|------------------|
| Productivity | 1 | .967** |
| Pearson Correlation | | .000 |
| Sig. (2-tailed) | 46 | 46 |
| N | | |
| Democratic Style | .967** | 1 |
| Pearson Correlation | .000 | |
| Sig. (2-tailed) | 46 | 46 |
| N | | |

**Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS 22.0 Data Output 2019

From the result of table 2, it is shown that a significant positive relationship exists between Autocratic leadership style and Productivity. The (r) value 0.987 indicates that this relationship is significant at $p < 0.001 < 0.01$ significance level. Therefore, based on this result, the stated null hypothesis

is hereby rejected and the alternate is accepted which means that significant relationship exist between Autocratic leadership style and Productivity in manufacturing in Port Harcourt.

The results presented in table 3 above, with (r) value=.967, means that a significant relationship exist between democratic leadership style and subordinates productivity. This relationship is significant at $p=0.001<0.01$ significance level. Based on this result, the stated null hypothesis is hereby rejected and the alternate is accepted which means that a significant relationship exist between democratic leadership style and subordinates productivity in manufacturing companies in Port-Harcourt.

Discussion

The findings of the study provide an emphatic premise for the understanding of management style and organizational performance. The study has presented concretely the effect of management style on subordinate performance of manufacturing companies in Port Harcourt, giving definitions, concepts and the factors in it. Three hypotheses were raised using the dimensions of leadership style; democratic leadership style, autocratic management style. The democratic leadership style was discussed which consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality. This style of leadership encompasses discussion, debate and sharing of ideas and encouragement of people to feel good about their involvement. From the analysis in table 3, it is shown that 44% of the respondents accept that democratic leadership style impact on subordinates performance which corresponds to the views of Denison, (2015) he states that the boundaries of democratic participation tend to be circumscribed by the organization or the group needs and the instrumental value of people.

Conclusion

The study discussed the relationship between management style and subordinate performance. And also looked at various definitions of management styles and how it affects organizations by way of altering the perceptions of individuals within the organizations. Management is a social influencing process for the attainment of goals but in organizations managers do not exist in isolation rather they do within the larger group with subordinates. They are both collaborative in achieving organizational goals. Although, managers determines their style and impose it on subordinates; leadership is a reciprocal process and effectiveness should be judged by the response and commitment a leader receives from his subordinates. The management styles adopted includes, benevolent, consultative, democratic and autocratic. The various styles

stated are not mutually exclusive. The choice chosen depend on the leader himself, subordinates behavior; the nature of the job etc. according to the framework leadership can be placed in a continuum, meaning that the boundary between one style of leadership and another should be distinct.

Based on the findings and conclusions the following recommendations were made:

- Participative management style should be adopted by the manufacturing companies to ensure optimal performance of their workers.
- Leaders should vary leadership styles adopted not relying on a particular style.
- And that a leader should be aware of subordinate motivational factors such as their needs, aspirations, interests and expectations.

References

1. Akpotu C, Jasmine TA. Strategic alliance and operational sustainability. *Review of Social Sciences* 2016; 1(8): 44-50.
2. Avolio BJ, Luthans F. The high impact leader: Moments matter for accelerating authentic leadership development. New York: McGraw-Hill. 2006.
3. Alebers HA. *Principles of management*, a modern approach: (4th Edition), Inliley International, U.K. 1974.
4. Bardam DM. *Research methods in administrative science*. Paragraphics Publishers, Port Harcourt. 1995.
5. Baridam AM. *Management and organizational theory*. Pam Olive Publishers Coy. Ltd., Port Harcourt. 1993.
6. Baridam DM. *A monograph on organizational behaviour*. Department of Management, University of Port Harcourt. 1977.
7. Baridam DM. *A monograph on organizational behaviour*: University of Port Harcourt, Nigeria. 1988.
8. Baridam DM. *Management and organizational theory*: Pam Unique Publishing Company Limited, University of Port Harcourt, Nigeria. 1993.
9. Barron JC. The Variables of leadership: A review and conceptual framework. *The Academy of Management Review* 1977; 2(2): 60-66.
10. Blake, Mouton. *The Management Grid III*. Houston Gulf Publishing Company. 1964.
11. Baridam DM. *Research Methods in Administrative Science*, Port Harcourt, Sher Brooke Associates. 2008.
12. Cronbach LJ, Meahl PE. Construct validity in psychological tests. *Psychological Bulletin* 1955; 52: 281-302.
13. Donelly JH, Gibson JL, Ivancevich JM. *Foundational of management* business Publication Inc, Plano, Texas. 1984.
14. Drucker FP. *The Principles of Management*: William Heinemann Limited, London. 1955.
15. Drucker FP. *Management*: William Heinemann Limited,

- London. 1999.
16. Dunham B, Randall R. *Organizational behaviour of people and process in management*: Richard O.D. Irwin Inc, Homewood Illiniose. 1984.
17. Fielder FE. *A Theory of leadership effectiveness*: McGraw-Hall, New York. 1964.
18. Flippo R. *Personal management*: Tokyo McGraw-Hill Inc. 1980.
19. Gilberath K. *The American Management Association Magazine of March*, 1994, Management Review. 1994.
20. Hersey P, Rich B, Jones R. *Management of organizational behaviour*: 4th Edition, Eaglewood (Gulf, N.I. Prentice Hall Inc.) 1982.
21. House RI. A path-goal theory of leader's effectiveness. *Administrative Quarterly* 1979; 2(1): 82-91.
22. Jaja SA. *Pxaxis of work behaviour*, Pinnacle Publisher, Lagos. 2003.
23. Johnson UU, Nissi K, Ignatius OO. Resilience and Operational sustainability of Oil Companies in Port Harcourt. *J Adv Res Petrol Tech Mgmt* 2018; 4(3&4): 28-35.
24. Koontz H, Wurich H. *Management*. McGraw-Hill Book Coy., Singapore. 1988.
25. Lee CR, Koh JT. Predictors and Outcomes of Openness to Changes in a Reorganizing Workplace. *Journal of Applied Psychology* 2000; 85: 132-142.
26. Mees JF. *Management thought in dynamic economy*, M.Y. Press, USA. 1965.
27. Mondy BS, Mark R, Rich S. *Management concepts and practice*. Allyn and Bacon Int. Massachwotts, U.S.A. 1980.
28. Nachimias CF, Nachimas D. *Research methods in the social sciences*, Fifth edition. St Matins press incorporation London, UK. 1996.
29. Nayyer D. *Management economy*, engine of growth; Discussion paper 2008/05. Helsinki: UNU-WIDER. 2008.
30. New Webster's. *Dictionary of English language*, Consolidated Book Publishers. New York. 1975.
31. Nwachukwu CC. *Dictionary of English Language*, Consolidated Book Publishers. New York. 1975.
32. Nwachukwu CC. *Management thought in dynamic economy*, M.Y. Press. 1988.
33. Saale BN. *Business statistics*. A monograph series, University of Port Harcourt. 1988.
34. Stoner JAF, Freman RF. *Management*. Prentice Hall, New Dehhi. 1989.
35. Szilagyi JJ, Blake B, Johns K. *Organizational behaviour and performance*, Scott Freeman and Coy. Clenvview Illionios. 1980.
36. Urieto JE. *Business statistics: A practical approach*, Paraphics Publishers, Port Harcourt. 1995.
37. Ukpong UJ, Okparaji PWG, Obadina OM. Workplace Humour Styles and Subordinate Work Attitudes of Telecommunication Companies. *Journal of Advanced Research in HR Organisational Management* 2018; 5: 4: 17-25.
38. Ukpong UJ. Odum U, Moses TS. Self-Efficacy and Operational Sustainability of Oil Companies in Port Harcourt, *Journal of Advanced Research in Operational and Marketing Management* 2018; 4(3): 1-10.
39. Ukpong UJ, Kalio Nissi. Job Rotation and Quality of Work-life of Manufacturing Companies. *Journal of Advanced Research in Operational and Marketing Management* 2018; 4(4): 1-10.