

Management Styles and Performance of Workers in Public Service in Ibadan, Oyo State, Nigeria

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Abstract

The issue of management styles in the public sector has attracted different outcry in the recent time particularly in the area of leadership styles and the level of motivation. Studies focusing on management styles in the public sector in Nigeria have not been fully explored and needed further empirical enquiry. Hence, this study assessed the effect of management styles on the performance of workers in public establishment in Ibadan Oyo State, Nigeria using leadership styles and motivation as proxies of investigation. A survey research design was adopted and data generated through the use of questionnaires to elicit information from the respondents. The population of the study was 808 comprising all workers of BCOS and Water Corporation of Oyo State. Purposive sampling technique was used to select 347 workers. Descriptive statistics and multiple regression methods were used for data analysis through the application of Statistical Package for Social Sciences (SPSS). The regression results revealed that leadership styles and motivation exerts positive and significant effect on the performance of workforce in the public establishment of Oyo State at 5% level of significance. The study concluded that both variables (Leadership Styles and Motivation) have potential to increase performance of workforce in Oyo state public establishment. In view of this, Management should sustain the leadership styles in place and ensure constant motivation of staff for enhanced performance.

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Introduction

Management styles have a critical relationship with the employees growth and performance, which also affect the overall organisational performance (Chowdhury, 2014). Recently, empirical studies focused on the debate regarding management style and organisational outcomes maintain the difference that dynamics nature of the 'leader' and "the led" shapes the destiny of the organisation. This is because management is vital in creating an atmosphere and culture conducive for employee in the organisation to carry out their duties effectively (Alghazo & Al-Anazi, 2016). Similarly, Hurduzue (2015) laments that effective management style is capable of promoting excellence in developing employees in an organisation. In view of the critical role of management styles in promoting efficiency and performance of organisation workforce, regulators, academia and different corporate stakeholders renew search for effective leaders who can ensure the successes of the organisation. In the present day, organisations use various means of management styles to

achieve their set objectives. In this regard an efficient leader is seen as the one who behaves according to existing situations and challenges.

Since Human Resource Management Practices (HRMP) has been brought to fore in modern business environment, there is high demand for effective styles to achieve vision and mission of firms. Management styles could be brought to bear as a result of radical changes in the modern business environment. Some of the major societal forces responsible for the changes include advancement in information technology, globalisation, consumer awareness, deregulation, competition and the new wave of COVID 19 pandemic which had deeply impacted and changed the systems of business world-wide (Celattia, 2011).

Review of extant literature has shown that an increasing number of studies have been conducted on management styles and performance over the years in Nigeria using hotels, banking industries, petroleum companies and other private sectors as a domain focus. The present study addressed the limitations in the “domain” of various researchers by extending the discourse of management styles to government agencies. It is on this strength that this study was designed to examine the influence of management styles on the level of employee performance of workers in the public service establishment of Oyo State with special emphasis on the Broadcasting Corporation of Oyo State (BCOS), Ibadan and Water Corporation of Oyo State (WCOS).

Literature Review

Concept of Organisational Performance

The definition of performance continues to be a debatable issue among organisational researchers. However, conceptualising performance has not been an easy task. Researchers among themselves have different opinions of performance. Organisation’s performance has been the most important issue for every organisation be it a profit or a non-profit making organisation. According to Beaver (2006), performance is equivalent to the famous 3Es (Economy, Efficiency, and Effectiveness) of a certain program or activity. However, Baum, Calabrese and Silverman (2000) view organisational performance as the organization’s ability to attain its goals by using resources in an efficient and effective manner. Birley and West head (2013) on the other hand define organisational performance as the ability of the organisation to achieve its goals and objectives. The study further asserts that there is a difference between performance and productivity. To them, productivity is a ratio depicting the volume of work completed in a given amount of time. They succinctly opined that performance is a broader indicator that could include productivity as well as quality, consistency and other factors.

According to Muchinsky (2008), there was no single measure or best measure of organisational performance. Different objectives have been adopted by various organisations in measuring organisational performance. Some researchers however, argued that profitability was the most common measurement used for organisational performance in business organisations; profitability was the best indicator to identify whether an organisation met its objectives or not.

Management Styles

Management styles are managerial styles that managers use to attain and achieve their organisational goals and objectives. According to Eddy and Vander (2006), management styles represent characteristics used by leaders to influence subordinates to achieve organisational goals. However management style could manifest in form of leadership styles and motivation of workforce.

Leadership Styles

Leadership is vital in any organisation. It involves defining the direction of a team and communicating it to people, motivating, inspiring and empowering them to contribute to achieving organisational success Aeon & Aguinis (2017). Leadership requires being strategically focused and applying behavioural techniques to build commitment and attain the best work from your people. Ahmad, Yusuf, Shobri and Wahab (2012) assert that leadership is a wide spread process, which calls for authority, responsibility and delegation of power. Leaders help to direct, guide and persuade their followers (employees) towards achieving their personal and organisational goals and objectives. According to Allen (2015), leadership was defined as a process by which a person influences others to achieve an objective and directs the organisation in a way that makes it more cohesive and coherent

Thus, leadership styles cover all aspects of dealing within and outside of an organization, handling or dealing with conflicts, helping and guiding the workforce to achieve and accomplish their tasks and appearing as a role model for all. Carlos (2005) defines leadership style as a leader's style of providing direction, motivating people and implementing plans. Leadership styles are seen as approaches that leaders use when leading organisations, departments, or groups. Leaders who search for the most effective leadership style may find that a combination of styles is effective because no particular leadership style is best (Carmines & Zeller, 2009). Various leadership styles have been identified to include transformational, transactional, laissez-faire, servant, autocratic, democratic and pacesetter.

Concept of Motivation

Milman (2003), Suggests that motivation can be seen as those psychological characteristics of humans that contribute to an individual's level of commitment towards a goal. It comprises several elements that causes, directs, and sustains an individual's behaviour in a specific way. Mitchel, Holtom, Sablynski and Erez (2001) define motivation as mental force that governs the direction of an individual's behavior in an organisation. Gay and Diehl (2012) also opine that motivation could be defined in relation to forces within employees that justify the levels, directions, and resolution as regards efforts they expend in the workplace. Hala (2009) describe motivation as the individual's readiness to expend energy so as to accomplish set goals. Kotelnikov (2000) also state that motivation is anything that moves an individual towards a specific goal. Motivation is a psychological force that determines the direction of a person's behaviour in an organisation, a person's level of effort and a person's level of persistence" (Festinger, 2006)

Mitchel *et al.* (2001) aver that motivation can either be intrinsic or extrinsic. In the workplace as well as other settings, motivation is often classified as being naturally extrinsic or intrinsic. Kunda, (2010) identifies several classes of motivation namely; extrinsic and intrinsic motivation. Intrinsic motivation: can be referred to as motivation derived from within the individual or from the activity itself, it can be said to have an affirmative outcome on the conduct, performance and well-being of an individual (Dhar & Werten, 2000). On the other, hand extrinsic

motivated behaviours are those that are external to the activity or the work, such as compensation, conditions of work, welfares, safety, and elevation etc. these motivators are usually determined by the company the individual works for. Extrinsic behaviors require workers to work hard or put in extra hours so as to get the reward that comes with it.

Theoretical Review

Expectancy Theory

As put forward by Vroom (1964), this theory postulates that an individual does certain things in anticipation of reward. There are three variables at play under this theory. They are expectancy, instrumentality and valence. Expectancy explains that if you work hard, you will be able to meet your target that has been set. This could be achieved through skills, experience and confidence on ability. Instrumentality explains whether hitting the target lead to reward, while valence refers to the perceived value of the reward to the employee.

Frederick Herzberg Two-Factor Theory

The two-factor theory as postulated by Frederick Herzberg maintained that there are certain factors in the workplace that cause job satisfaction and job dissatisfaction. These factors are Motivators and Hygiene factors. Herzberg established that factors which appeared to ensure an employee's job satisfaction were connected to the job contents or the aspects of the job itself and he referred to them as motivators. This includes achievement, recognition, work itself, responsibility, advancement and growth. Factors which appeared to cause employees dissatisfaction were connected to the job context and this could be company policies, work condition, salary, and security and referred to them as hygiene factors (Porter & Steer, 2003).

This theory therefore admonishes that business managers should avoid being one-sided in making decisions concerning factors that ensure satisfaction and motivation for optimum performance. Based on his work, Blyth, Frisky and Rappaport (2006) posit that in order to ensure job satisfaction, the following conditions should be ensured in the organisation; provision of achievement and advancement opportunities, recognition for performance, ensuring fit between employees' competencies and tasks, ensuring learning and development opportunities.

Both theories are relevant to this work.

However, this work is premised on expectancy theory based on two major concerns. The first concern is that irrespective of various possible outcomes, workers are motivated to commit their efforts to an organisation only if they are certain that the end result or outcome will realise a specific level of performance (Newman, 2005). The other concern is that workers would only be encouraged to perform at a particular level, if their performance at this level would bring about preferred outcomes (Newman, 2005).

Empirical Review

Freeman (2003) examines the relationships among leadership style, motivation, and work discipline and employee performance. Partially only work discipline has a positive and significant effect on employee performance, while leadership and motivation styles do not significantly influence employee performance, but have a positive impact on employee performance.

Muhammad, Ghafoor and Naseer (2011) identify the impact of leadership style on employee performance using a sample size of 100 from one private organisation in Selangor, Malaysia using convenience sampling technique. The findings indicated that autocratic leadership

style is poorly correlated with employee performance. Regression coefficient analysis shows that there is a significant and positive impact of democratic and laissez-faire leadership styles on employee performance. Autocratic leadership style beta coefficient value is -0.168 with a significant value of 0.025 which is higher than 0.01, hence autocratic leadership is found to have a negative significant impact on employee performance.

Gap in Literature

Extensive review of extant literature showed that some authors did not conduct empirical enquiry while a few others did not measure the long-run effect of management styles on the performance of firms and thus make them limited in scope. Few studies did not consider Nigerian experience and hence inapplicable. Hence, this study attempts to fill this gap.

In view of the theoretical and empirical review, this study advanced a null hypothesis as follows;

H₀₁: Leadership style has no significant effect on the performance of workers in the Public Service Establishment of Oyo State.

H₀₂: Motivation has no significant effect on the performance of workers in the Public Service Establishment of Oyo State.

Methodology

The study adopts a survey research design through the use of questionnaire to elicit responses from the respondents. The questionnaire was designed on 5-point Likert - summated Scale with five extremes: Strongly Agree, Agree, and Undecided, Strongly Disagree and Disagree. The choice of this scale was based on the declaration of Asika (2010) who states that Likert scale is basically appropriate for non parametric test. Apart from this, it will further show the degree of participants' agreement to the statements. The study population comprised all 808 workers of the Broadcasting Corporation of Oyo State (BCOS) and Water Corporation of Oyo State (WCOS) Ibadan, Oyo state. Out of this population, 347 were purposively selected based on the need of this work. Descriptive and multiple regression analysis were used for data analysis through the use of statistical package (SPSS). However, all variables were subjected to validity and reliability tests and were found satisfactory. The model estimated in this work has performance as dependent variable and established against the proxy of management styles (leadership styles and motivation). For simplicity, the model was estimated in form of linear equation as follows;

$$P_{it} = \beta + \beta_1 LS_{it} + \beta_2 MOT_{it} + e_{it}$$

PF = Performance
 LS = Leadership Styles
 MOT = Motivation

Data Analysis and Discussions

Descriptive Analysis

The descriptive statistics of the dependent and independent variables are reported below.

Table 1: Effect of Leadership styles on the Performance of Workers

S/N	ITEMS	SA	A	U	SD	D	Mean	Std. Dev
1	Feedback loop created by bosses with the aim of soliciting opinion from junior staff leads not only to higher productivity, but also higher morale.	166 (47.8)	136 (39.2)	25 (7.2)	12 (3.5)	8 (2.3)	4.27	0.909
2	Participative approach of leadership leads to a positive work environment where creativity will be encouraged.	150 (43.2)	165 (47.6)	18 (5.2)	6 (1.7)	8 (2.3)	4.28	0.828
3	Positive leadership style creates trust between bosses and their subordinates and this brings about job successes and also boosts performance.	209 (60.2)	54 (15.6)	31 (8.9)	30 (8.6)	23 (6.6)	4.14	1.272
4	Consultative approach by the leadership brings about problem-solving skills needed to make progress.	197 (56.8)	103 (29.7)	12 (3.5)	23 (6.6)	12 (3.5)	4.30	1.046
5	Empowered workers are more likely to take initiative on their own.	163 (47.0)	103 (29.7)	32 (9.2)	28 (8.1)	22 (6.3)	4.03	1.208
	TOTAL	177 (51.0)	112 (32.3)	24 (6.9)	20 (5.8)	14 (4.0)		
N=347, Weighed Average Mean = 4.20, Grand Mean = 3.39							4.20	1.052

Source: Researcher's field-report, 2021.

Findings shows that 47.8%, 39.2%, respondents representing 87.0% agreed that feedback loop created by bosses with the aim of soliciting opinion from junior staff leads not only to higher productivity, but also to higher morale while 13.0% disagreed. The study also reveals that 43.2%, 47.6%, respondents representing 90.8% agreed that participative approach of leadership leads to a positive work environment where creativity will be encouraged while 9.2% of the respondent disagreed. In addition, it shows that 60.2%, 15.6%, respondents representing 75.8% agreed that positive leadership style creates trust between bosses and their subordinates and this brings about job successes and also boost performance while 24.2% of the respondent disagreed. Also, it shows that 56.8%, 29.7% respondents representing 86.5% agreed that consultative approach by the leadership brings about problem-solving skills needed to make progress while 13.5% of the respondent disagreed. Finally, it was revealed that 47.0%, 29.4%, respondents representing 76.4% agreed that empowered workers are more likely to take initiative on their own while 23.6% of the respondent disagreed.

Table 2: Effect of Motivation on the Performance of Workers

S/N	ITEMS	SA	A	U	SD	D	Mean	Std. Dev
1	Workers who are promoted as and when due tend to give more at work.	154 (44.4)	77 (22.2)	31 (8.9)	48 (13.8)	37 (10.7)	3.76	1.412
2	When staff efforts are recognised and appreciated by an organisation; it boosts their morale, loyalty and retention rate.	163 (47.0)	94 (27.1)	33 (9.5)	14 (4.0)	43 (12.4)	3.92	1.357
3	Constant payment raise motivates employees as it increases their speed and production level at work.	164 (47.3)	114 (32.9)	21 (6.1)	24 (6.9)	24 (6.9)	4.07	1.197
4	Compensation, when given under the right circumstances is a strong driver of the behaviour of employees.	161 (46.4)	104 (30.0)	38 (11.0)	26 (7.5)	18 (5.2)	4.05	1.158
5	Motivation augments the productivity of employees and the objectives can be accomplished in a proficient way.	162 (46.7)	140 (40.3)	17 (4.9)	26 (7.5)	2 (0.6)	4.25	.898
	TOTAL	161 (46.4)	106 (30.5)	28 (8.1)	27 (7.8)	25 (7.2)		
	N=347, Weighed Average Mean =4.01, Grand Mean=3.39						4.01	1.204

Source: Researcher's field-report, 2021.

Findings show that 44.4%, 22.2%, respondents representing 66.6% agreed that workers who are promoted at and when due tend to give more at work while 33.4% disagreed. The study

also reveals that 47.0%, 27.1%, respondents representing 74.1% agreed that when staff efforts are recognised and appreciated by an organisation; it boosts their morale, loyalty and retention rate while 25.9% of the respondent disagreed. Also, it show, that 32.9%, 47.3%, respondents representing 79.2% agreed that constant payment raise motivates employees as it increases their speed and production level at work while 20.8% of the respondent disagreed. In addition, it shows, that 46.4%, 30.0%, respondents representing 76.4% agreed that compensation, when given under the right circumstances is a strong driver of the behaviour of employees while 23.6% of the respondent disagreed. Finally, it reveals that 46.7%, 40.3%, respondents representing 87.0% agreed that motivation augments the productivity of employees and the objectives can be accomplished in a proficient way while 13.0% of the respondent disagreed.

Regression Results

The regression analysis was carried out to determine the effect of the explanatory variables at 5% significance level.

Hypothesis One:

There is no relationship between the leadership styles and performance of workers.

Table 3

Model	R	R ²	Adjusted R ²	SE		N
	0.440	0.194	0.192	4.175		347
	Unstandardised Coefficient		Coefficient standardised Coefficients			
	B	Std. Error	Beta	T	Sig.	result
(constant)	7.391	1.398		5.286	.000	significant
Leadership style	.598	.066	0.440	9.110	.000	t(Reject Ho)

Sources: Researcher's field-report, 2021.

The overall R-square of 0.194 suggests that 19% in the performance of workforce in public service in Oyo state was explained by the leadership styles while other factors account for 81% variation in the performance. The (p -value = 0.0000; Coeff. = 0.440) indicates that the regression model fits to the data at more than 95% confidence level. This shows that leadership styles have significant and positive effect on the performance of workforce in the public service of Oyo State. The outcome of this finding aligned with the position of Muhammad, Ghafoor and Naseer (2011) that leadership styles have significant effect on the performance. However, the studies of Freeman (2003) expressed disagreement on this position and opined that leadership styles have an insignificant effect on the performance.

The hypothesis that says there is no significant effect between the leadership styles and the performance of workforce is hereby rejected.

Hypothesis Two:

There is no significant relationship between motivation and performance of workers.

Table 4. Regression results on Motivation

Model	R	R ²	Adjusted R ²	SE		N
	0.559	0.312	0.310	3.857		347
	Unstandardised Coefficient		Coefficient standardised Coefficients			
	B	Std. Error	Beta	T	Sig.	result
(constant)	7.566	1.012		7.474	.000	significant
Motivation effect	.618	.049	0.559	12.509	.000	t(Reject Ho)

Source: Researcher's field-report, 2021.

Table 4.4 depicts (Coeff. = 0.559) and statistically significant at 0.05 level. This implies that, an increase in the motivation of workforce will lead to an increase in the performance of workforce in the Public Service Establishment of Oyo State. This outcome also disagreed with the position of Freeman (2003) that concluded that leadership styles have insignificant and positive effect on the performance.

In view of this, the hypothesis that says motivation does not have significant effect on the performance cannot be accepted.

Conclusion and Recommendations

The study was carried out to assess the effect of management styles on the performance of workforce in the public sector of Oyo State Nigeria. Descriptive analysis on leadership styles and motivation indicates that majority of the respondents' agreed that both variables have effect on the performance of workers in public service sector establishment in Oyo State. The regression results clearly shows that management styles as surrogated by leadership styles and motivation have positive and significant effect on the performance of workforce. The study therefore concluded that both variables (leadership styles and motivation) have potential to increase performance of workforce in Oyo State public establishment.

It is therefore recommended that Management should apply good leadership management styles to give a good direction to subordinates who will in turn create good leadership and motivation that could enhance better performance of workers.

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