

Management Style And Demographic Factors As Predictors Of Managerial Efficiency In Work Organizations In Nigeria


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ABSTRACT

This study investigated the influence of management style and demographic characteristics (gender, educational achievement and work experience) on managerial efficiency in work organizations in Nigeria. The adopted research design is the descriptive survey method. A set of questionnaire titled "Management Style and Managerial Effectiveness Scale (MSMES)" which was developed by Jordan (1997) was utilized for data collection. The questionnaire was modified by the researcher for the purpose of the study. The author reported reliability coefficient of 0.87. But for the present study, Cronbach's alpha of 0.88 was obtained. Out of 260 copies of the questionnaires that were administered, 243 were duly completed and utilized for analysis using the Statistical Package for Social Sciences (SPSS) software. The findings reveal that management style was found to have significantly influenced managerial efficiency, $F(1,136) = 22.61; P < 0.05$. Besides, the finding shows that there was no significant relationship between gender and perceived managerial efficiency, $F(1,136) = 3.11; P > 0.05$. Also, there was a significant relationship between educational achievement and perceived managerial efficiency of the respondents, $F(1,136) = 28.81; P < 0.05$. It was also found that work experience has been found to have significantly influenced managerial efficiency of the respondents, $F(1,136) = 30.26; P < 0.05$. Based on the findings of the study, it is recommended that participatory management style should be adopted with appropriate communication structure in order to enhance workers participation in decision making process vis-à-vis managerial efficiency. Also, promotion of workers, both male and female, to managerial positions should be based on number of years of experience and educational qualification. Finally, since knowledge and skills are strong determinants of managerial competence and efficiency, workers at all levels of management (lower, middle and top management cadres) should be motivated by the employers to participate in continuing education and training programmes in order to afford them to acquire necessary knowledge and skill required for effective and efficient management of organizational resources.

Keywords: management style; demographic factors; managerial efficiency; work organizations

INTRODUCTION

 rganizational efficiency and effectiveness have become the main thrust of argument among the organizational behaviorists. Moses (2002) submits that for any organization to be successful in achieving its objectives in terms of increased productivity, together with workers' commitment, requires efficient leadership and effective management of people. This indicates that the governance of organization and possibility of achieving competitive advantages, especially in an industrial society, is a function of factors associated with efficient leadership.

Demographic characteristics of the workforce in the management of an organization have received an increase of research attention in recent years because of the importance it attracts in predicting workers' behavioural outcomes, such as efficiency and effectiveness (Ajaja, 2004; Babajide, 2000; Williams, 2004; and Armstrong, 2002). Akintayo (2004) defined efficiency as the capability of the manager to turn out output with minimal waste. In

essence, it is the optimal relationship between input and output of a given system. However, Bolman and Deal (2000, 2001) focused on the effect of gender on leadership effectiveness in both studies. The findings indicated that there were no significant differences on any of the variables between men and women and that they are more alike than different. Stereotypically, it might be expected that women would have rated higher on the human resource frames, which emphasizes interpersonal relationships and feelings, and lower in efficiency. This, however, was not the case. Bolman and Deal (2000) reported that women were not rated significantly higher than men on the leadership effectiveness scale; but in the 2001 study, women were, on average, rated higher than men on the managerial efficiency scale.

Moreover, Gibson (1995), in a study of gender differences in leadership efficiency across four countries, found that many leadership styles and effectiveness did not vary across gender. In a meta-analysis of literature on leadership and gender, George (2000) found that leadership style tended to be gender-stereotypic. The authors reported that women were more likely to adopt a democratic or participative leadership style. This was attributed to women having more skills in interpersonal behaviour, which would facilitate effective and efficient resource management. Similarly, in a study of gender and managerial effectiveness of public administrators, Washington and Watson (2000) found notable differences in male and female managerial style and effectiveness. Consistent with these findings, Fry and Carol (2003), in a meta-analysis study on gender and leadership effectiveness, showed that female managers adopted a democratic style, while their male counterparts adopted an autocratic style of leadership.

Valentine (1995), Akintayo (2001), Fletcher (1999), and Jordan (1997) submit that women tend to effectively achieve organizational goals through human connection rather than through a system of rules and individually, they have better capacity than men to grow through this connection. This attitude of women, which makes them achieve organizational goals through human connection, could virtually influence their managerial effectiveness and efficiency. In the same vein, Muller and Cocotas (1998) contend that democratic leadership, more than autocratic leadership, could foster a consensus-driven team, like the decision-making style which denotes workers' participation in reaching decisions that are acceptable to all members of the organization.

KabaCoffs (1998), in his extensive study on relationship between age, education and gender differences on leadership effectiveness, reported markedly gender differences in effectiveness in managing organizational resources for results. KabaCoffs found that women tend to be rated higher than men on empathy (demonstrating an active concern for people and their needs, forming close supportive relationships with others) and communication, stating clear expectations for others, clearly expressing thoughts and ideas, and maintaining a flow of communication. Similarly, Babajide (2002) reported that women tend to score higher than men on the leadership effectiveness scale which assesses orientation toward production (strong pursuit of achievement of organizational goals, holding high expectations for self and others, and the attainment of results). Meanwhile, men tend to score higher on scales assessing orientation toward strategic planning and organizational vision.

Considering the leadership orientation of the managers, Akintayo (2004) and Clement (2002) reported that experienced managers tend to be rated higher on the people-oriented leadership style, while less experienced managers lean toward a production-oriented leadership style. However, Charley (2003) and Kelly (2002) reported that bosses see married and single managers as equally efficient on the job, while peer and direct assessment rated highly educated managers slightly higher in managerial effectiveness than less educated managers.

Furthermore, Coleman (2004), Miller (1997), and Gutek, Searles and Klepa (1991) reported that work experience, educational qualifications and gender of the managers were found to have significantly influenced effectiveness in managing organizational resources. Consistent with these findings, in essence, is that the manager with higher education tends to be more efficient on the job than those with lower educational achievement.

The literature reviewed in this study showed that some researches had been conducted in the areas of gender, leadership styles, and managerial effectiveness in isolation. However, it is pertinent to note that while most of the studies were conducted in developed countries, few of such studies were conducted in Nigeria. Even the few studies conducted in Nigeria only focused on gender, management style, and effectiveness. The present study is different from the previous studies since it focused on combined and relative contributions of management style and

demographic characteristics (gender, educational achievement and work experience) to managerial efficiency on the job among managers in the workplace.

STATEMENT OF THE PROBLEM

This study investigated the influence of management style and demographic characteristics (gender, educational achievement, and work experience) on managerial efficiency in work organizations in Nigeria. This was for the purpose of ascertaining the relevance of and management style and demographic characteristics of managerial efficiency on the job among managers in work organizations in Nigeria.

OBJECTIVES OF THE STUDY

The objectives of the study are to:

1. Examine the combined contributions of management style and demographic characteristics (gender, educational achievement, and work experience) with managerial efficiency of the managers.
2. Ascertain the relative contribution of management style and demographic characteristics (gender, educational achievement, and work experience) with managerial efficiency of the managers.
3. Determine variations in managerial efficiency of respondents on the basis of gender differences.
4. Examine variations in managerial efficiency of respondents on the basis of educational achievement.
5. Determine variations in managerial efficiency of respondents on the basis of management style.
6. Investigate variations in managerial efficiency of respondents on the basis of work experience.

HYPOTHESES FOR THE STUDY

The following hypotheses were generated from the literature reviewed for the study:

1. There is no significant combined contribution of management style and demographic characteristics (gender, educational achievement, and work experience) to managerial efficiency.
2. There is no significant relative contribution of management style and demographic characteristics (gender, educational achievement, and work experience) to managerial efficiency.
3. There is no significant difference between perceived managerial efficiency of male and female respondents.
4. There is no significant difference between perceived managerial efficiency of respondents with higher education and those with low education.
5. There is no significant difference between perceived managerial efficiency of respondents who adopted a democratic management style and those who adopted an autocratic management style.
6. There is no significant difference between perceived managerial efficiency of respondents who spent more than ten years on the job and those who spent less than ten years on the job.

METHODOLOGY

Design

The researcher adopted a survey research method to investigate the relationship among management style, demographic characteristics, and managerial efficiency of the managers in work organizations in Nigeria.

Participants

A random sample of six work organizations in Nigeria was utilized for this study. Thus, the managers in First Bank of Nigeria Plc, Nigerian Telecommunication Plc, Nigerian Textile Industry Plc, Power Holding of Nigerian Plc, United African Companies in Nigeria and Nigerian Breweries Plc serve as respondents for the study.

A total of 243 respondents were selected for the study using a purposive stratified sampling technique. The purposive sampling method was used to select only the managers who spent at least two years in their respective

work organizations in Nigeria. The respondents consisted of 145 (59.7%) male and 98 (40.3%) female managers. The age range of the respondents was between 25-65 years with mean age of 18.62 and a standard deviation of 8.91. Of the respondents, 176 (72.4%) have attained university education, while 67 (27.6%) of them have not attained university education. The respondents who have attained university education were ranked high while those without university education were ranked low. Also, 128 (52.7%) of the respondents spent more than ten years as managers, while 115 (47.3%) of them spent less than ten years as managers. The respondents who spent more than ten years as managers with their organizations were ranked as experienced managers, while those with less than ten years were ranked as less experienced managers. It is pertinent to note that only managers within the middle management cadre served as respondents for the study.

Measures

A questionnaire entitled “Management Style and Managerial Effectiveness Scale (MSMES)”, developed by Jordan (1997), was utilized for data collection. The questionnaire was modified by the researcher for the purpose of this study. The questionnaire contains four sections: A, B, C, and D:

Section A contains demographic information about the respondents, such as: name of organization, rank, age, gender, educational qualifications, marital status, and work experience.

Section B contains items relating to demographic characteristics and managerial efficiency; for instance, your gender has influenced efficiency on the job; male managers are more efficient on the job than female managers; your level of educational achievement often influences efficiency in managing organizational resources; experienced managers are more efficient on the job; married managers are higher on managerial efficiency than single managers; etc.

Section C focuses on items relating to management style and managerial efficiency; for instance, a democratic leadership style often fosters managerial efficiency; the autocratic leadership style tends to foster managerial efficiency; production-oriented leadership often promotes organizational goal achievement; people-oriented leadership often promotes efficiency on the job; etc.

Section D contains items relating to managerial efficiency; for instance, I produce maximally without much waste; I perform my duties in the shortest notice; I usually perform duties outside my schedule; I perform my duties effectively and without much supervision; I perform my duties within a specified period; etc. The author reported a reliability coefficient of 0.87, but for the present study, Cronbach alpha of 0.88 was obtained. The Likert four-point modified response rating scale (ranging from strongly agrees = 5 points to strongly disagree = 1 point) was adopted for the study.

Procedure

The researcher, with the help of research assistants, administered the questionnaire on the premises of selected work organizations in Nigeria. The researcher consulted personnel managers of the selected work organizations for permission and assistance on the administration of the questionnaire. All aspects of the questionnaire were explained to the respondents and they were assured of confidentiality of the information they supplied. Of 260 copies of the questionnaire being administered, 243 were duly completed and were utilized for the purpose of the study. It took the researcher two weeks to administer the questionnaire.

Data Analysis

The data collected through the questionnaire were collated and analyzed using simple percentage and frequency count for demographic information. Also, Analyses of Variance (ANOVA) was used to test hypothesis 1. Linear regression was utilized to test hypothesis 2. The t test statistical method was used to test hypotheses 3, four, five and six. All six hypotheses were tested at .05 alpha levels.

RESULTS

Results of the data analyzed for the study were presented on the basis of the hypotheses generated for the study.

Ho1: There is no combined significant contribution of management style and demographic characteristics (gender, educational achievement, and work experience) to managerial efficiency.

Table 1: Summary Of 2x2x2 ANOVA Showing The Contributions Of Management Style, Gender, Work Experience, Educational Achievement To Perceived Managerial Efficiency

Variable	Sum of Square	df	Mean Square	F	P	Remark
Gender (A)	136.42	1	136.42	3.11	.216	Not Significant (P>0.05)
Management style (B)	1021.12	1	1021.12	22.61	.000	Significant (P<.05)
Work experience (C)	96.77	1	96.77	30.26	.001	
Educational Achievement (D)	83.48	1	83.48	28.81	.000	
Perceived Managerial Efficiency (E)	421.61	1	44.61	16.23	.002	
A x B x C x D x E	162.59	5	162.52	36.20	.000	
Residual	13261.26	236	68.11			
Total	20611.72	242	71.72			

Table 1 reveals that there was an combined contribution of management style, gender, educational achievement, and work experience to perceive managerial efficiency, $F(5,136) = 36.20; P<0.05$. Table 1 reveals that management style was found to have significantly influenced managerial efficiency: $F(1,136) = 22.61; P<0.05$. Besides, the findings show that there was no significant relationship between gender and perceived managerial efficiency: $F(1,136) = 3.11; P>0.05$. Also, there was a significant relationship between educational achievement and perceived managerial efficiency of the respondents: $F(1,136) = 28.81; P<0.05$. It was also found that work experience has been found to have significantly influenced managerial efficiency of the respondents: $F(1,136) = 30.26; P<0.05$. Thus, hypothesis 1 was partially confirmed.

Ho2: There is no significant relative contribution of management style, gender, educational achievement, and work experience to managerial efficiency.

Table 2: Relative Contribution Of Independent Variables On Dependent Variable

Model	B	Std. Error	Beta	T	P	Remarks
(Constant)	321.612	16.324		26.411	.000	Significant (P<0.05)
Gender	5.126	.326	.015	-5.332	.721	Not Significant (P>0.05)
Management Style	.761	.021	.242	3.616	.000	Significant (P<0.05)
Educational Achievement	.886	.032	.216	4.120	.001	Significant (P<0.05)
Work experience	-46.721	.226	-.073	-2.421	.000	Significant (P<0.05)

Table 2 shows the interacting effect of independent variables (gender, management style, educational achievement, and work experience) on dependent variable (managerial efficiency). The result shows that management style, educational achievement, and work experience could predict managerial efficiency. The implication is that respondents with very high work experience, good leadership orientation, and educational achievement tend to be efficient in managing organizational resources. However, gender could not be used to predict managerial efficiency of managers in selected work organizations. The findings of the study showed that there was interacting effect of management style, work experience, and educational achievement in managerial efficiency. Meanwhile, the highest contribution was management style (B=.242), seconded by educational achievement (B=.216) and thirdly, work experience (B=.073). Thus, hypothesis 2 was not confirmed.

H03: There is no significant difference between perceived managerial efficiency of male and female respondents.

Table 3: Summary Of T Test Analysis On Gender Difference, Educational Achievement And Perceived Managerial Efficiency

Gender	No of Respondents	Mean	SD	Df	T	P	Remarks
Male	145	26.41	10.53	241	3.77	.011	Not Significant (P>0.05)
Female	98	25.90	9.25				
Educational Achievement:				241	2.86	.000	Significant. (P<0.05)
High Education	176	22.11	9.62				
Low Education	67	21.66	9.03				

Table 3 reveals that male and female respondents were found to be equally efficient in managing organizational resources for results $t(-141) = 3.77; P>0.05$. Thus, hypothesis 3 was confirmed.

H04: There is no significant difference between perceived managerial efficiency of respondents with high education and those with low education.

Table 3 shows that the respondents with high education were found to be more efficient in managing organizational resources for results than those with low education: $t(141) = 2.86; P<0.05$. Thus, hypothesis 3 was not confirmed.

H05: There is no significant difference between perceived managerial efficiency of respondents, who adopted a democratic management style, and those who adopted the autocratic management style.

Table 4: Summary Of T Test Analysis On Differential Management Style, Work Experience And Perceived Managerial Efficiency

Management Style	No of Respondents	Mean	SD	Df	t	P	Remarks
Democratic	136	21.36	11.32	241	4.62	.001	Significant (P<0.05)
Autocratic	107	20.14	10.52				
Work experience:				241	3.96	.001	Significant (P<0.05)
Above Ten Year	128	20.33	10.81				
Below Ten Years	115	22.01	10.21				

Table 4 reveals that the respondents who adopted the democratic management style are more efficient in managing organizational resources for results than those who adopted the autocratic management style: $t(241) = 4.62; P<0.05$. Hypothesis 4 was therefore not confirmed.

H06: There is no significant difference between perceived managerial efficiency of respondents who spent more than ten years and those who spent less than ten years on the job.

Table 4 shows that the respondents with more than ten years of experience in managing organizational resources are more efficient than those with less than ten years of work experience: $t(241)=3.96; P<0.05$. Therefore, hypothesis 5 was not confirmed.

DISCUSSION OF FINDINGS

Hypothesis 1 predicted that there is no significant combined contribution of management style, educational achievement, and work experience to perceived managerial efficiency. The findings revealed that management style, educational achievement, and work experience have significantly influenced managerial efficiency. However, gender does not significantly influence managerial efficiency. The findings imply that participatory management style, level of education and job tenure are predictors of managerial efficiency. The findings corroborate with Babajide (2000), Akintayo (2004), and Omole (2003) who submitted that managerial efficiency is a function of many factors, including leadership style, work experience, educational qualifications, and work environment of the manager. Implication of the findings is that managerial efficiency of any manager could be determined through personal characteristics, except gender, and the situation within and outside an organization.

Hypothesis 2 predicted that there is no significant relative contribution of management style, gender, educational achievement, and work experience to managerial efficiency. The findings revealed that there was an interacting effect of gender, management style, educational achievement, and work experience in managerial efficiency. The findings imply that gender, leadership style, educational achievement, and work experience could jointly predict managerial efficiency. The findings corroborate with Bolman and Deal (2000), Ajaja (2004), Coleman (2004), Miller (1997), Akintayo (2001), and Gutek, Searles, and Klepa (1991) who submit that a significant interacting effect was found among management style, educational achievement, work experience, personal qualities of the leader, and managerial effectiveness. Implication of the findings is that managerial efficiency cannot be predicted on the basis of one of the variables, except through their interaction.

Hypothesis 3 predicted that there is no significant difference between managerial efficiency of male and female respondents. The findings revealed that female respondents are more efficient in managing organizational resources than male respondents. In essence, since female managers tend to adopt a participatory management style, their levels of managerial efficiency could be higher than that of male managers. The findings disagree with KabaCoffs (1998), Fletcher (1999), Washington and Watson (2000), and Bolman and Deal (1991) who reported that women managers were found to be more efficient in managing organizational resources since they tend to maintain positive relationships in the workplace.

Hypothesis 4 predicted that there is no significant difference between the perceived managerial efficiency of the respondents with high education and those with low education. The findings revealed that a significant difference between managerial efficiency of respondents with high education and those with low education was observed. This finding implies that the respondents with high education were found to be more efficient in managing organizational resources than the respondents with low education. The findings of the study corroborate with Gutek, Searles and Klepa, (1991), Akintayo (2004) and Coleman (2004) who reported a significant relationship between educational achievement and managerial efficiency. Implication of the findings is that the level of knowledge and skills acquired by managers tends to have an overriding effect on their levels of managerial competence and efficiency. The findings further imply that managers need to be knowledge-based in terms of continuous exposure to training and continuing education programmes in order to create an opportunity for re-skilling and efficient management of organizational resources.

Hypothesis 5 stated that there is no significant difference between managerial efficiency of the respondents who adopted a democratic leadership style and those who adopted an automatic leadership style. The findings showed that the respondents who adopted the democratic management style were found to be more efficient in managing organizational resources than those who adopted the autocratic management style. The findings imply that the style of leadership adopted by the manager tends to predict managerial efficiency. The findings corroborate with Babajide (2000); Valentine (1995), Ajaja (2004), Washington and Watson (2000), and Fry and Carol (2003) who reported that the democratic management style is a strong determinant of managerial effectiveness. The authors further stressed that managers who adopted a democratic structure of organization were more effective and efficient in performing their managerial functions toward organizational goal achievement than managers who adopted an autocratic management style. Implication of the findings is that the participatory management style needs to be adopted by goal-oriented managers since it ensures industrial democracy and managerial efficiency in work organizations.

Hypothesis 6 predicted that there is no significant difference between managerial efficiency of the respondents who spent more than ten years and those who spent less than ten years on the job. The findings showed that the respondents who spent more than ten years on the job were found to be more efficient on the job than those who spent less than ten years on the job. The findings imply that work experience tends to predict managerial efficiency. The findings corroborate the classical adage that says “experience is the father of knowledge”. In essence, knowledge of how to manage organizational resources could be better acquired through experience on the job.

Moreover, the findings corroborate with Valentine (1995), Akintayo (2001), Fletcher (1999), Jordan (1997), and Miller (1997) who reported that experienced managers tend to be more efficient on the job than the less experienced. The present researcher maintains that continuous performance on the job over the years is a strong predictor of managerial efficiency. Implication of the findings is that participation of managers in the decision-making process over the years tends to have given them the opportunity to acquire knowledge and skills that are required for effective and efficient management of organizational resources.

CONCLUSION AND RECOMMENDATIONS

The study established that managerial efficiency is determined by various factors, such as management style, work experience, and educational achievement of managers. Also, a significant relationship does not exist between gender and managerial efficiency, yet male and female managers were found to be equally efficient in managing organizational efficiency.

Based on the findings of the study, it is recommended that the participatory management style should be adopted with appropriate communication structure in order to enhance workers’ participation in the decision-making process vis-à-vis managerial efficiency.

Also, promotion of workers, both male and female, to managerial positions should be based on number of years of experience and educational qualifications. The promotion and placement policy of all work organizations should be entrenched in their policy statement for each worker to be aware at the point of entering employment of the organization. This will facilitate workers’ awareness and readiness to comply with the rules and regulations of such organizations.

Finally, since knowledge and skills are strong determinants of managerial competence and efficiency, workers at all levels of management (lower, middle and top cadres) should be motivated by employers to participate in continuing education and training programmes in order to afford them the opportunity to acquire necessary knowledge and skills required for effective and efficient management of organizational resources.

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NOTES