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Management style as a correlate of job performance of employees of selected Nigerian brewing industries

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This study focused on management style as a correlate of job performance of employees of selected Nigerian brewing industries. The study made use of two brewing industries in Oyo and Osun States of Nigeria. A sample of 200 employees was selected from the two industries. Two instruments were used to generate data for the study namely Supervisory Behaviour Descriptive Questionnaire (SBDQ) and Role-Based Performance Scale (RBPS). The results of the study indicated that there was a relationship between management styles and job performance. Also, employees were found to be more responsive to the autocratic management style due to the nature of the work in the industries. The study recommended that the manager should ensure that work is designed in a way that improves employees' feeling of satisfaction and commitment to the work which will impact on how well they perform on their jobs and that an assessment of the type of management style employed can assist in determining the basis for a successful and effective performance in terms of specific programs and projects.

Key words: Management styles, job performance, brewing, relationship.

INTRODUCTION

Human beings become members of an organization in order to achieve certain personal objectives. The extent to which they are active members depends on how they are convinced that their membership will enable them achieve their predetermined objectives. Therefore, an individual will support/be with an organization if he believes that through it his personal objectives could be met, otherwise there will be a decline in the person's interest. The management style in an organization is one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. The need for a manager to find his management style is thus emphasized.

In order to achieve the desired objectives, there must be an interaction between employers and employees (or management and staff or leaders and followers). The management/leadership style that characterizes the inter-

action between managers (or leaders) and their staff members (or followers) is most important in terms of employees' efficiency and productivity. Jaskyte (2004) posited that employees' perception of leadership behaviour is an important predictor of employee job satis-faction and commitment. Through their education, training, and experience, managers develop their personal leadership style (Hersey et al., 2001). This leadership style is a fundamental concern of managers and resear-chers (Wood, 1994) due to its effect on subordinates who, it is suggested, work more effectively and produc-tively when their managers adopt a specific leadership style (Mullins, 1998).

The management styles employed by a manager can either motivate or discourage employees, which in turn can cause employees' increase or decrease in their level of performance. According to Schyns and Sanders

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(2007), the sources of employee job dissatisfaction include inadequate salary, conflicting job demands (from the leadership) and absence of promotion prospects. For efficiency purposes, an effective management style, one that positively affects employees' satisfaction and results in better performances, effectiveness and productivity is clearly desirable (Turner and Muller, 2005).

The brewing industry is one with highly structured plans, with annual budgets of intentions translated into explicit targets. The decision board sits towards the end of the year to deliberate on the report of each divisional head within the company and how they have fared over the course of a financial year. Due to the kind of competition that brewing companies face with other companies within the sector, the various companies desire to institute remarkable changes in their technical capabilities to handle the competition. The changes also involve changes in their in-house capabilities to handle the market pressure by ensuring that their employees perform to the highest capacities possible as they are being led by the various managers under which they are deployed. Different measures of productivity are used for the technical division, and other divisions. In the technical section, productivity is measured in terms of the efficiency of plant operation and also in terms of capacity utilization. In other divisions, it is in terms of the accomplishment of assigned responsibility. In view of this, the managers in the breweries are expected to lead a group of workers to efficiency in terms of both productivity and product quality. On the basis of the foregoing, the managers therefore adopt styles of leadership that are intentionally adopted or naturally evolved either to suit the people or the task at hand, or a combination of both.

Management styles

The term 'management style' can be defined as the leadership method a manager uses in administering an organization. It includes controlling, directing, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. It can be described as the particular practice used to direct an organization. Robbins (2003) defined managers as "individuals who achieve goals through other people, who oversee the activities of others and who are responsible for attaining goals in these organizations.

According to Kavanaugh and Ninemeier (2001), there are three factors that determine the type of leadership (management) style: leaders' characteristics, sub-ordinates' characteristics and the organization environ-ment. More specifically, the personal background of managers such as personality, knowledge, values, and experiences shapes their feelings about appropriate leadership that determine their specific leadership style; employees also have different personalities, back- grounds,

expectations and experiences, for example, employees who are more knowledgeable and experien-ced may work well under a democratic management style, while employees with different experiences and expectations require a autocratic management style. Some factors in the organization environment such as organizational climate, organization values, composition of work group and type of work can also influence leadership style. However, leaders can adapt their leadership style to the perceived preferences of their subordinates (Wood, 1994).

Management styles can be classified according to the managers' power, usage of such power and behaviour as autocratic, democratic, and laissez-faire, where styles are distinguished by the influence managers have on subordinates. More specifically, power has been considered as: the potential of a process to influence people (Hersey et al., 2001); a part of the influence process at the core of leadership (Northouse, 2004); and the rights that allow individuals to take decisions about specific matters (Rollinson, 2005). The influence of leadership will differ according to the type of power used by a leader over their subordinates (Mullins, 1998). The extent to which employees of an organization contribute in harnessing the resources of the organization and perform on their jobs depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance depends, to a large extent, on leadership style, among other factors.

Hence, leaders will be more effective when they know and understand the appropriate usage of power (Hersey et al., 2001). According to Kavanaugh and Ninemeier (2001), an autocratic style is embedded in leaders who have full organizational power and authority for decision making without sharing it with their subordinates, while a democratic style implies that leaders share their authority of decision making with employees and delegate, and finally a laissez-faire or free-rein style exists where leaders give their employees most of the authority over decision making. Owing to the nature of work in the brewing industries under consideration for this study being a production sector, the likelihood of the use of Laissez-faire management style is a rarity and as such the analysis of the findings of the study is based on both autocratic and democratic management styles.

Autocratic management style

This is often considered as the classical approach. It is the one in which the manager retains as much power and decision-making as possible. The premise of the autocratic management style is the belief that in most cases the worker cannot make a contribution to their own

work, and that even if they could, they would not. Autocratic managers attempt to simplify work to gain maximum control. Planning of work, including quality planning, is centralized. A strict top-down, chain-of-command approach to management is practiced. Procedures are maintained in exquisite detail and enforced by frequent audits. Product and process requirements are recorded in equally fine detail and in-process and final inspection are used to control quality.The manager does not consult employees, nor are they allowed to give any input. Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments.

Democratic management style

The democratic management style is also called the participative style as it encourages employees to be a part of the decision making. The democratic leader keeps his/her employees informed about everything that affects their work and shares decision making and problem solving responsibilities. This style requires the leader to be a coach who has the final say, but gathers information from staff members before making a decision. Typically, the democratic manager develops plans to help employees evaluate their own performances, allows employees to establish goals, encourages employees to grow on the job and be promoted, recognizes and encourages achievement. Under the democratic management style, the leader wants to keep employees informed about matters that affect them; the leader wants employees to share in decision-making and problem-solving duties, and the leader provides opportunities for employees to develop a high sense of personal growth and job satisfaction.

Laissez-faire management style

This is also known as the "hands-off" style. It is the one which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they determine goals, make decisions, and resolve problems on their own. A laissez-faire manager abdicates responsibility, delays decisions, gives no feedback, and makes little effort to help followers satisfy their needs. There is no exchange with followers of any attempt to help them grow.

Job performance

Organizations need highly performing individuals in order

to meet their goals, to deliver the products and services they specialize in, and finally to achieve competitive advantage. Performance is also important for the individual employee. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure. Moreover, performance—if it is recognized by others within the organization—is often rewarded by financial and other benefits. Performance is a major—although not the only—prerequisite for future career development and success in the labour market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (Scotter and Motowidlo, 2000).

Job performance consists of the observable behaviour that people do in their jobs that are relevant to the goals of the organization and that can be scaled (measured) in terms of each individual's proficiency (that is, level of contribution) (Campbell et al., 1993). Job performance is of interest to organizations because of the importance of high productivity in the workplace. Campbell (1990) explains that performance is not the consequence of behaviour, but rather the behaviour themselves. In other words, performance consists of the behaviour that employees actually engage in which can be observed.

In the context of work settings, the performance of all individuals that makes up the organization are targeted towards the achievement of the goals of the organization. The overall productivity of the organization is hinged on the performance of each individual within the organization. Contemporary organizations in today's context are characterized by such constantly changing dynamics as complexity of customization and competitiveness, importance of people rather than strategies; reliance on technology and the rise of knowledge economy both for the individual employees and the organization as a whole among many other organizational issues.

LITERATURE REVIEW

Management style is a contingency variable that indicates much about the degree of formality of the organization, the management control process, the appropriate motivation process, the degree of participation and the level at which decisions are made (Daft, 1998; Larson et al., 1986). Management style affects the attainment of organizational goals through organizing, leading, controlling organizational resources (Daft, 1998). The perceptions of followers are important factors in the success of the organization's effectiveness. This is one of the reasons why managers are obviously important to an individual's career. They can help a person advance or slow the progress for advancing in his or her careers.

Managers serve as important sources of performance feedback and as leadership models for their sub-ordinates. The best managers are consistent in their behavior when challenging individuals, trusting them, and investing time in them. Managers, like all other leaders, must be convincing to these individuals if they are to learn and develop in their jobs. Chances are that most people have had good and bad managers in their careers. According to Bass (1985), all leaders are in a network of relationships. They must not only influence their managers and colleagues but also influence others within the organization even when they lack formal authority.

Leadership is the process of influencing the activities of a group of people by a leader in efforts towards goal achievement (Nworgu, 1991). It involves a force that initiates actions in people and the leader (Nwadiani, 1998). It could be described as the ability to get things done with the assistance and co-operation of other people within the school system (Omolayo, 2000; Aghenta, 2001). Leadership style could be described in various ways. It refers to the underlying needs of the leader that motivate his behaviour (Siskin, 1994; Okeniyi, 1995). It is the manifestation of the dominant pattern of behaviour of a leader (Olaniyan, 1999). It is also a process through which a person or group of persons influence others in the attainment of group goals (Akinwumiju and Olaniyan, 1996).

The autocratic leadership style is also known as the authoritarian style of leadership. Power and decision-making reside in the autocratic leader. The autocratic leader directs group members on the way things should be done. The leader does not maintain clear channel of communication between him/her and the subordinates. He or she does not delegate authority nor permit sub-ordinates to participate in policy-making (Smylie and Jack, 1990; Hoy and Miskel, 1992; Olaniyan, 1997). The democratic style of leadership emphasizes group and leader participation in the making of policies. Decisions about organizational matters are arrived at after consultation and communication with various people in the organization. The leader attempts as much as possi-ble to make each individual feel that he is an important member of the organization. Communication is multi-directional while ideas are exchanged between employees and the leader (Heenan and Bennis, 1999). In this style of leadership, a high degree of staff morale is always enhanced (Mba, 2004).

Performance could be described in various ways. It could be an act of accomplishing or executing a given task (Okunola, 1990). It could also be described as the ability to combine skillfully the right behaviour towards the achievement of organizational goals and objectives (Olaniyan, 1999). Peretemode (1996) argued that job performance is determined by the worker's level of participation in the day to day running of the organization. Job performances are typically determined by the

motivation to work hard and high motivation means greater efforts and higher performances (Mitchell, 1982). Thus, it can be said that motivation is to push workers towards improved performance and increased produc-tivity (Tung, 1981). Also the managements' concern has increased for the employees for keep them motivated on the job (Mitchell, 1973). Employers use a wide range of motivational techniques including monetary incentives, goal setting, job enlargement, behavior modification, participation, award and recognition plans, discipline, and counseling.

Research hypotheses

Arising from the background of the study and the subsequent review of literature, the following hypotheses are generated for testing:-

There is a significant relationship between management styles and job performance.

There is a significant difference in the management styles employed in the brewing industries.

METHODOLOGY

Research design

This study made use of descriptive survey design. It used questionnaire to collect data on the variables under investigation. The method was expected to show management styles as a correlate of job performance.

Population and sample

The study population was employees from the selected brewing industries which are Seven-Up Bottling Company, Ibadan Depot, Ibadan and International Breweries Plc, Ilesa. The brewing companies were selected because they serve the South-west region of Nigeria and beyond and they are relatively autonomous in terms of operation and activities. The industries pull a combined total of above 400 employees from which the sample can be effectively drawn. The sample was drawn purposively from the various departments of the selected organizations which is the universe of this study. The study sample consisted of 50% of the entire workforce of each of the brewing companies. Selection cut across the junior, intermediate and senior levels of the organization using a ratio of 10:7:3 in a stratified manner. The ratio interprets that more junior employees who work on the factory lines were selected followed by employees who are the direct heads of the junior workers which constitute the intermediate level and the few senior workers who are in the top management of the industries. That is, 100 respondents were selected from the junior cadre, 70 respondents from the middle cadre, and 30 respondents from the senior cadre.

Procedure

Pre-survey visits were made to the selected organizations to collect

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information concerning the organizations' operation and activities. The visits were used to source for information about the employees' job schedules and to book appointments for the conduct of the data generation exercise. The questionnaire was administered to the respondents at their various departments. The questionnaire was handed down personally to the heads of the respondents' departments by the researcher. For ease of filling their responses, the respondents were given five working days to complete the questionnaire after which it was retrieved from them for further analysis.

Research instrument

The research instrument for the study was the Supervisory Behaviour Descriptive Questionnaire (SBDQ) and the Role-Based Performance Scale (RBPS). The SBDQ was developed by Fleishman (1953) which is a 48-item inventory designed to assess the kinds of leadership/management that exist at the workplace. It involves the employees' description of their managers, leaders, supervisors, or bosses on the style of management he/she adopts in directing the affairs of the organization. The assessment is from the perspective of the workers, that is, how workers perceive their leaders' behaviour or their manager/ supervisor at work. The questionnaire measures two styles of management which are Autocratic and Democratic Styles. Sample questions in the questionnaire include. "He/She demands more than we can do", "He/She resists changes in ways of doing things", "He/She offers new approaches to problem", and "He/She backs up his/her workers in their actions". The questionnaire made use of the Likert scoring format. Never = 1, Seldom = 2, Occasionally = 3, Often = 4, and Always = 5.

SBDQ has both direct and reverse scoring items. Direct scoring items are 1, 2, 3, 4, 6, 8, 10, 14, 19, 20, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 33, 33, 34, 36, 37, 38, 39, 40, 41, 43, 44, 45, 46, 47, 48. Reverse scoring items are 5, 7, 9, 11, 12, 13, 15, 16, 17, 18, 21, 35, 42. Items 1-28 measure the democratic management style while 29-48 measures autocratic management style. The results of both direct and reverse scoring items are added together to compute the total score for the scale.

The Role-Based Performance Scale (RBPS) was developed by Welbourne et al. (1997). This is a 20-item questionnaire designed to measure job performance on the basis of roles performed by an individual within the organization as being a composition of Job, Career, Innovator, Team, and Organization roles. It itemizes questions under each role. The scoring is a Likert type in which the responses are scaled from 1 to 5. Needs much improvement = 1, Needs some improvement = 2, Satisfactory = 3, Good = 4, and Excellent = 5.

Sample questions from the RBPS include: "Quality of work output", "Obtaining personal career goals", "Coming up with new ideas", and "Working as part of a team or workgroup". The total score for the RBPS is 100.

Data analysis

Table 1 describes the demographic characteristics of the respondents in the study.

There were 137 male respondents (68.5%) and females were 63 respondents (31.5%) of the sample size. 106 respondents (53%) fell in the category of age 19-30. The age category of 31-40 had 65 respondents (32.5%). There were 24 respondents (12%) in the age category of 41-50 while the age category of 51-55 had 5 respondents (2.5%). Respondents who are single constitute 44% (88 respondents). Married respondents have the highest percentage with 53.5% (107 respondents). Respondents who are divorced represent 2% of the sample size (4 respondents) while 0.5% (1 respondent) is separated.

The three categories of levels in the two organizations are the Junior, Intermediate and Senior levels. Respondents in the Junior level were 99 (49.5%). The Intermediate level had 71 respondents (35.5%) while Senior level respondents in the study were 30 (15%). In the overall, the respondents with primary education were 5 (2.5%) while respondents with Secondary education were 46 (23.0%). OND holders in the study consist of 74 respondents (37%) while HND holders were 37 (18.5%). Those who possess University degrees were 30 (15%) with those of Masters/Ph.D as 8 (4%).

Fourteen departments were identified in Seven-Up Bottling Company, Ibadan Depot. The departments are Security, Engineering, Administration, Accounts, Quality Control, Warehouse, Merchandizing, Cooperative, Marketing, Sales, Production, Electrical, and Transport. Security, Accounts, Merchandizing, Electrical, and Transport departments all had 4 respondents. Quality control department has the highest number of respondents from Seven-Up Bottling Company with 15 respondents closely followed by the Sales department with 14 respondents. Fourteen departments were also identified in International Breweries Plc, Ilesa and the numbers of the respondents from each department are presented in the diagram below. The departments are Security, Bottling, Administration, Accounts, Audit, Quality Control, Store, Finance, Marketing, Sales, Electrical, Personnel, Commercial, and Technical.

RESULTS

H1: There is a significant relationship between management styles and job performance.
Hypothesis one states that there is a significant relationship between management styles and employees' job performance. This hypothesis was tested using Pearson Product Moment Correlation. The result is presented in Table 2.

The result in Table 2 showed Pearson correlation analysis of the relationship between management styles and job performance. It is shown that management styles had a significant relationship with employees' job performance [r (2, 198) = 0.324, $p<.05$]. This value is significant at 0.05 level and it can thus be said that the management styles within an organization is significantly related to job performance. The management style employed in the way organizational work is directed plays a critical role in shaping the job performances of employees within such organization. Every organization has at its core a management style either consciously adopted or naturally evolved. Whether autocratic, democratic or laissez-faire, whether it strives to maintain the status quo by being reactive or becomes innovative and proactive, the organization's managerial style has a direct effect on its employees and on its HR department's ability to design and implement policies and procedures for them. The hypothesis that there is a significant relationship between management styles and job performance is therefore accepted.

H2: There is a significant difference in the management

Table 1. Distribution of respondents' demographic characteristics.

Variable	Group	SUBC	IBPLC	FREQ	%
Gender	Male	72	65	137	68.5
	Female	33	30	63	31.5
	Total	105	95	200	100
Age	19-30 years	58	48	106	53.0
	31-40 years	31	34	65	32.5
	41-50 years	15	9	24	12.0
	51-55 years	1	4	5	2.5
	Total	105	95	200	100
Marital status	Single	44	44	88	44.0
	Married	59	48	107	53.5
	Divorced	2	2	4	2.0
	Separated	0	1	1	0.5
	Total	105	95	200	100
Level in ORG.	Junior	54	45	99	49.5
	Intermediate	34	37	71	35.5
	Senior	17	13	30	15.0
	Total	105	95	200	100
Education level	Primary	1	4	5	2.5
	Secondary	21	25	46	23.0
	OND	41	33	74	37.0
	HND	19	18	37	18.5
	University Degree	18	12	30	15.0
	Masters/Ph.D	5	3	8	4.0
	Total	105	95	200	100

Table 2. Pearson correlation analysis of the relationship between management styles and job performance.

		mgtstyle	jobperf
Management style	Pearson Correlation	1	.324[**]
	Sig. (2-tailed)		.000
	N	200	200
Job Performance	Pearson Correlation	.324[**]	1
	Sig. (2-tailed)	.000	
	N	200	200

[**]. Correlation is significant at the 0.05 level (2-tailed).

styles employed in the brewing industries.

Table 3 shows the differences in the styles of manage-ment employed in both selected brewing industries. The analysis shows that autocratic management style had a t-value of 3.841 while democratic management style had a t-value of 2.604. The result tested at 5% level of signifi-cance shows a significant difference in the management styles used and from the table above indicates that the more prevalent management style in the brewing industries under consideration is the autocratic style. This means that in the brewing industries, the power and decision-making resides in the manager, that the manager directs group members on the ways things should be done and that he/she does not delegate authority or permit subordinates in policy-making. The hypothesis is therefore accepted that there is there is a significant difference in the management styles employed in the brewing industries.

DISCUSSION

The hypothesis which states that there is a significant relationship between management styles and employees' job performance was accepted. The particular manage-ment style utilized by managers has been found to have

Table 3. Difference in management styles employed.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	29.619	8.723		3.396	.001
1 autocratic	.215	.056	.260	3.841	.000
democratic	.257	.099	.176	2.604	.010

a. Dependent Variable: jobperf

profound impacts on the organizational and personal outcomes of followers. This result is consistent with the findings of Gruneberg (1984) who in a study showed that the immediate social environment of a worker, that is, the nature of supervision he/she receives from his/her leader plays an important role in determining career commitment and job performance, and indeed productivity. Based on the findings of this study, it was concluded that mana-ger's leadership style is a critical variable in employees' job performance in the selected brewing industries under consideration. This is evident in the findings of a study by Adeyemi (2010) on principals' leadership style and senior secondary schools in Ondo State, Nigeria which isolated the style of leadership used by a principal as a function of teachers' job performance in school. The findings of the study showed that the principals' choice of management style has a significant relationship with the level and quality of performance teachers under them put into the work.

Findings of a study by Omolayo (2007) showed that workers under democratic style of leadership do not experience higher sense of community than workers under autocratic style. This suggests that workers do have sense of belongingness, identification and attraction in their organizations irrespective of the leadership style in operation. The plausible explanation of this is that leaders are instructors who guides and directs the wor-kers for optimum performance. Workers are aware that they cannot perform in isolation; therefore they interact with one another for job efficiency, job effectiveness and improved performance.

The results for the second hypothesis showed that the two management styles under consideration in this study were present in both brewing companies. The respon-dents from both brewing industries in this study reported a higher percentage of the autocratic management style as present in their place of work. This is because em-ployees of such organizations receive directions and instructions from their managers and carry such out in a well-orchestrated manner. However, the more prevalent style of management in a combined analysis of both brewing companies was the autocratic management style in which the decision making concerning the job tasks are made solely by the manager with no input from the subordinates. This can be explained by the routine nature

of the work undertaken in these industries in which employees are expected to carry out instructions to the letter and that the work itself is in a sort of chain order where tasks when completed are passed to the next level until it reaches completion. Autocratic management style involves wielding absolute power, assigning tasks to members of the group, and maintaining a master-servant relationship with members of the group.

The significant relationship found in a study by Adeyemi (2010) between the autocratic leadership style and teachers' job performance is value added. The finding of this study indicating significant relationship between autocratic leadership style and teachers' job performance shows that in certain situations, the more authoritarian a leader is, the more effective the subordinates. This implies that many teachers need to be coarse by the principal before they could improve on their job performance. In some situations, people need to be forced before they could improve productivity. De Luque et al. (2008) found that CEOs' emphasis on economic values was associated with followers' perceptions of autocratic leadership, whereas CEOs' emphasis on stakeholder values was associated with followers' perceptions of visionary leadership, which was related to employees' extra effort, which was related in turn to firm performance. Autocratic management style therefore is said to produce better job performance for the employees of the selected brewing industries. It could also be said that the brewing industries achieve optimal results by using this management style more as it suits the procedural pattern with which the industries are run.

RECOMMENDATIONS

It is noted that the management style of the manager is one in which the manager organizes and defines the group activities to achieve the organization's goals. Thus he/she should effectively define the role that each member is expected to assume, assign task, plan ahead, and establish ways of getting things done and push for increase in production. He/She needs to also periodically review the roles each employee is to perform to accommodate simpler and effective ways of carrying out tasks in order to maintain a high level of job performance

for the organization.

The outcome of the study has a number of implications as it has established the nature of relationship among management styles, organizational communication, and job performance. The study has implications for management and directors of organizations as it provides them with the opportunities of identifying and understanding better the significant relationship between management styles and job performance in that it shows that a manager has to have a good understanding of the different styles of management and its relative correlation with the performance of the employees in order to ensure the improved overall functioning of the organization and explains that a manager should not be too autocratic or too democratic but rather be apt in applying the most suitable style to the most suitable situations as they are encountered in the organization.

The strategic management process must be continually evaluated as a series of activities that can operate with varying degrees of effectiveness. An evaluation of an organization's performance must begin with a critique of the management style or approach that has been adopted. The nature and quality of management is largely a function of systemic concerns, concerns for risk, and time concerns. An examination of these basic areas can provide a fuller understanding of the possible attitudes that managers may adopt in the performance of their responsibilities. This assessment, in turn, can assist in determining the basis for a successful and effective performance in terms of specific programs and projects.

Understanding the implications of leadership styles differences can be a basis for fostering better working relationships. Overlooking the impact of leadership styles differences can lead to interpersonal disagreements and conflict situations, as people with different leadership styles and opinions on it may not understand or respect each other. Thus, to be successful, effective managers should be aware of their own way to lead and those of the people that surround them. Dealing with different types of people is an important developmental task for managers and as such managers can increase their effectiveness by working collaboratively with people with which they work and paying attention to different points of views, attitudes, behaviours, perspectives, and actual cognitions of the employees they manage.

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