Leadership Styles and Employee Performance of International Breweries PLC. Port Harcourt, Rivers State

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Abstract: Leadership styles and employee performance at International Breweries Plc in Port Harcourt, Rivers State, were investigated in this study. A total of 140 workers served as the sample for this cross-sectional study. The p-values from Spearman's rank-order correlation analysis were used to evaluate hypotheses about the relationship between the variables. Employee performance metrics (such output and quality of work) are substantially connected with transactional leadership approaches. Leadership styles were found to be associated with successful business outcomes at International Breweries Plc in Port Harcourt, Rivers State. Here are some suggestions from us: Managers and supervisors at International Breweries Plc. in Port Harcourt will benefit from leadership development workshops that focus on transactional and transformational styles of management. Leader and organisation efficiency will both increase as a result of this.

Keywords: Leadership Styles, Employee Performance, Transactional Leadership, Output, Quality of Work, International Breweries Plc.

Introduction

Worker efficiency and output can be gauged by measuring individual performance (Colquitt et al., 2011). Employee performance, as an indicator of workers' efforts, is also important to a company's bottom line. Employee productivity is a key indicator of both business and organisational success (Lakhal et al., 2006). Therefore, it is in the best interest of firms to boost worker productivity (Na-Nan et al., 2016; Na-Nan et al., 2017; Waal & Oudshoorn, 2015; Welbourne et al., 1998).

Nmadu (2013) states that an employee's performance is measured by how well they have completed their job duties. Performance is defined by the Business Dictionary as "the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost, and speed." This definition, then, is appropriate. Managers in the workplace are responsible for ensuring that every work done by workers is relevant to and helpful in achieving the organization's objectives. To boost morale and deliver as promised, managers need to understand what outputs and activities are intended, monitor their occurrence, and share the results with staff through feedback (Nmadu, 2013).

A number of studies, including those by Ahmed et al. (2013), Bartuseviciene and Sakalyte (2013), Frederiksen (2017), Jeong and Philips (2001), Koopmans et al. (2014), Peterson and Ploughman (1953), and Swanson (2007), have shown that measuring employee performance helps businesses reach their objectives. Bartuseviciene and Sakalyte (2013) and Jeong and Philips (2001) both

believe that measuring an employee's success should take into account how efficiently they use resources.

However, Oyetunyi (2006) characterises leadership style as a leader's method of leading. Some bosses care more about getting things done than they do about their subordinates, while others go the other way around. One of the most distinguishing features of a leader is the way they prioritise either the task at hand or the people they are leading. The leadership style of an organisation can have a big impact on whether or not its employees are invested in its success (Obiwuru, Okwu, & Nwankere, 2011). The leadership approach taken by businesses helps them succeed in their missions. The effectiveness of a company in ensuring its survival and expansion has been called into question by empirical studies of leadership styles. Ojokuku, Odetayo, and Sajuyigbe (2012) pointed out that a company's success or failure may depend on its leadership style. Strong leadership is essential for accomplishing these goals, as agreed upon by Lawal, Kio, and Adebayo (2000). Uchenwamgbe (2013) argues that success in business is impossible without an effective leadership style.

To a large extent, the management style of administrative supervisors affects employee productivity, as stated by business leaders who credit good leadership for their successes (Sun, 2002). Leadership styles have been shown to significantly affect organisational performance, as documented by McGrath and MacMillan (2000). Leadership styles and their effects on team output have been the subject of much research and discussion. Ojokuku, Odetayo, and Sajuyigbe (2012) showed that the majority of research identified a link between leadership style and employee performance, however the direction of the association differed on the components used.

The effects of job satisfaction on workers' productivity have been studied by a number of researchers. These include Alamdar, Muhammad, and Wasim (2011) in Pakistan; Ndulue and Ekechukwu (2016) in Nigeria (looking at the Nigerian Breweries Plc's Kaduna State Branch); and Nzewi, Augustine, Mohammed, and Godson (2018) in Uganda. Research by Sajuyigbe (2017) examined the effects of performance appraisal on worker output in the Nigerian telecommunications sector (a study of MTN Nigeria); research by Chinyere, Ngige, and Mojekeh (2019) investigated the impact of occupational stress on output at a few Nigerian financial institutions; and research by Yusuf-Habeeb and Ibrahim (2017) investigated the impact of managerial style on output. This study aims to empirically examine the relationship between leadership styles and employee performance in some organisational dimensions at International Breweries Plc in Port Harcourt, Rivers State, Nigeria, because there is a dearth of literature on the topic and the reviewed studies have not exhaustively specified the necessary effect of leadership style and employee performance in those areas.

Statement of the Problem

Management in the brewing sector can't possibly thrive without strong leadership. Although several factors have been acknowledged as having an impact on employee performance—including training, compensation, organisational culture, structure, hierarchies, and positions—leadership styles have been largely ignored. Sun (2002) investigated the connection between leadership styles and organisational success and found a robust positive correlation. Most businesses rarely link poor performance or other organisational problems to a lack of leadership abilities. The exact connection between leadership style and organisational success is debated in the literature; for example, Northouse (2007) and Ohunakin, Adeniji, and Akintayo (2016).

Since the 2018 merger, numerous board changes have taken place at international brewers. The company announced in 2018 that it would be forming a new board of directors following the

merger of Intafact Beverages Limited and Pabod Breweries. The company's performance and share price may have benefited from these board changes as well (Blurb Team, 2020).

According to Blurb Team (2020), the company's streak of poor outcomes, especially in the bottom line, is a major factor in the company's dismal performance. Nine months into 2019, losses have ballooned from N3.8 billion at the end of 2018 to N16.4 billion. Although sales have increased significantly, pushing the company beyond Guinness into second place, rising marketing and administrative costs have eaten into profits.

It is essential to evaluate the relationship between leadership styles and employee performance at International Breweries Plc in Port Harcourt, Nigeria in order to rule out any unfavourable outcomes. To help close that gap, we're conducting an investigation into how different types of leadership affect workers' productivity at International Breweries Plc in Rivers State, Nigeria.

Aims and Objectives of the Study
The primary aim of this study is to examine the relationship between leadership styles and employee performance of International Breweries PLC, Port Harcourt; other objectives include the following:
   i.   To examine whether transactional leadership styles influences output.
   ii.   To ascertain the relationship between transactional leadership styles and quality of work

Research Hypotheses
The research hypotheses for this study have been formulated as follow:
$H0_1$:   There is no significant relationship between transactional leadership styles and output in International Breweries Plc.
$H0_2$:   There is no significant relationship between transactional leadership styles and quality of work in International Breweries Plc.

Literature Review
Contingency Theory
Contingent theories examine the impact of circumstances in determining the optimal leadership style for a given situation. According to this theory, there is no one best approach to leadership. To some extent, the likelihood of success is dependent on leadership style, follower traits, and context (Charry, 2012). Thus, every circumstance in any context that should be taken into account while planning for the creation of an organisation or its parts is a contingency factor (Naylor, 1999). The concept of contingency suggests that a leader's success hinges on how effectively his or her character and approach to leadership mesh with the needs of a given circumstance (Lamb, 2013).

Transactional/ Management Theory
Transactional theories of management examine the dynamics between superiors and their teams in terms of tasks like monitoring and improving productivity. These forms of leadership are based on the idea of a reward and punishment system (Charry, 2012). Employees receive praise and bonuses when they do well and criticism and penalties when they don't (Charry, 2012), based on the idea that a leader's role is to establish systems that make crystal clear to followers what is expected of them and the outcomes (rewards and penalties) that come with fulfilling or failing to achieve those expectations. Many models of leadership and organisational structures are still based on

managerial or transactional theory, which is typically seen as analogous to management in both concept and practise (Lamb, 2013).

Concept of Leadership Styles

Despite decades of research, there is still no generally accepted definition of leadership. Leadership can be defined in many ways; one example is Stogdill's (1974) emphasis on setting and upholding norms for how followers should behave and communicate with one another. Some instances of such definitions are as follows: Leadership is an all-encompassing process that necessitates credibility, accountability, and the ability to delegate, as stated by Talat et al. (2013). Leadership entails assisting others in achieving their goals through direction, leadership, and persuasion. Leadership comprises all of these characteristics, such as the capacity for effective internal and external communication, problem solving, inspiring subordinates to work towards common goals, and leading by example.

Kumar (2014) writes, leadership is defined as the process by which a person influences others to accomplish an objective and directs the organisation in a way that makes it more cohesive and coherent. Leadership attributes such as conviction, integrity, character, skill, and knowledge are instrumental in accomplishing these aims. To effectively effect positive change, leadership requires the integration and dissemination of all three. It's the talent for making people want to follow orders and commit to doing so enthusiastically. Leadership, as defined by Nanjundeswaraswamy and Swammy (2014), is "a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to achieve organisational goals," and so a leader is someone who delegated or influenced others to act in order to achieve those goals. According to Memon (2014), leaders are people who assume responsibility for a group and are given the authority to steer it in a specific direction. Some people may anticipate what's coming and plan accordingly by visualising it in their minds.

Transactional Leadership

With transactional leadership, the focus is on the exchanges between superiors and those under them (Bass, 1985; 1990; 2000; 2008; Burns, 1978). These exchanges help leaders accomplish their objectives, get things done, maintain the status quo, incentivize their followers through promises, direct their efforts towards success, prioritise external rewards over internal ones, reduce risk, and increase productivity. According to Sadeghi and Pihie (2012), transactional leadership encourages employees to work towards their individual objectives while also benefiting the company as a whole by, for example, enhancing quality, providing better service to customers, reducing expenses, or increasing output. Burns (1978) codified both transformational and transactional leadership as distinct ideas.

In his description of transactional leadership, Burns (1978) argued that leaders and their subordinates should view their interactions as a series of win-win transactions that benefit everyone involved. The term "transactional leadership" emerged in a business environment marked by short, frequent interactions between several leaders and the people who follow them. Market participants must be able to give and take in addition to performing cost-benefit analyses in real time (Burns, 1978). In some contexts, transactional leadership has been shown to be more effective than other styles (Bass, 1985; 1999; 2000; Bass, Avolio, Jung, & Berson, 2003; Bass & Riggio, 2006; Hater & Bass, 1988; Zhu, Sosik, Riggio, & Yang, 2012). Today, transactional leadership is studied alongside various paradigms (Bass & Riggio, 2006). The weaknesses of transactional leadership have been highlighted by certain researchers.

Concept of Employee Performance

An employee's performance is measured by how well they accomplish their duties. Human resource management and industrial and organisational psychology are two topics that have studied how to make workers more productive in the workplace. In addition, organisational outputs, outcomes, and success can all be measured against EP (Orpen, 1995; Pradhan & Jena, 2017). Hedayati Mehdiabadi and Li (2016) state that in order to boost employee performance, many different types of resources are made available by companies. An organization's operational effectiveness and long-term success can be gauged in part by looking at how its people perform. Therefore, an efficient job performance evaluation system can aid in raising productivity and achieving targets (Star et al., 2016; Stanislav & Walter, 2002).

Output

Output can be understood as the results of an endeavour, typically in the form of a tangible good or service (Greytak, Phares, & Morley, 1976). The monthly arrest tally, for instance, is a measurable outcome of a police operation. However, outcome indicators can better indicate success in comparison to the ideal scenario, whereas output measures can only provide quantitative information about performed tasks. The output indication does not show whether or not crime rates have decreased in each area.

According to research (Wang, Vardalis, & Cohn, 2000), an outcome measure such as 'crime rate' is a more accurate indicator of the effectiveness of the aforementioned police force. Outcomes are what happen as a result of an organization's efforts, as opposed to the actions themselves, which are what are measured by outputs (Wang, 1999). Output measures tend to be more narrow in scope, focusing on the internal workings of the organisation, whereas outcome measures highlight accomplishments in connection to citizens' interests. Public institutions may still struggle with the dilemma of putting an emphasis on output (i.e., efficiency) or input (i.e., effectiveness). Example: a hospital with limited funds must pick between prioritising short-term efficiency (by doing as many surgeries as possible) and long-term effectiveness (by using those funds to improve patients' health). The processes of goal-setting and performance evaluation would be affected, as the two goals may have competing requirements (Rantanen, Kulmala, Lonnqvist, & Kujansivu, 2007).

Quality of Work

Job quality, quality of work, and employment quality are often used interchangeably, however there is still no agreed-upon definition of these concepts. To argue for improved quality is to advocate for higher benchmarks (Wonka, 2015). As a result, measures of job quality, work quality, or employment quality should allow for not only an evaluation of the issues identified by researchers but also a current picture of the working environment. Although different disciplines have different ways of thinking about what constitutes a successful job, psychologists place a premium on intangibles like job satisfaction and personal growth, as well as the "goodness" of work (Kalleberg & Vaisey, 2005). Therefore, factors that make a job satisfying are frequently used as the basis for defining employment quality. "High-quality work provides the employee with the means (through extensive training) and the opportunity to do great work," as defined by Barling, Kelloway, and Iverson (2003). Therefore, compensation, job security, and fringe benefits tend to be at the forefront of discussions about job quality because they allow workers to meet basic requirements like food and shelter while also allowing them to save money and build wealth (Green, 2004). The quality of a project is often evaluated holistically by adding up its many parts (Kalleberg & Vaisey, 2005). By doing so, it is possible to determine if the quality of jobs has

improved over time, if more high-quality jobs are created in some locations or industries, and so on (Clark, 2005). The problem with this strategy is that it oversimplifies what it takes to do a "good" work by grouping together a variety of factors and fails to illuminate how jobs may vary across a variety of dimensions (Kalleberg & Vaisey, 2005). It's possible, for instance, to classify two occupations as "good," yet for entirely dissimilar reasons. Therefore, the current definition of work quality appears to be overly limited.

Methodology

The research strategy chosen was a cross-sectional one. The 399 people who work in the Human Resources Department at International Breweries Plc make up the sample for this study. This includes executives, middle managers, shift leaders, and frontline workers in addition to those in managerial and support roles. The sample size of 200 workers was determined using Taro Yamane's formula. The researcher examined the link between leadership styles and workplace productivity by analysing the questionnaire data with Spearman's rank-order correlation coefficient. The statistical analysis was done using SPSS (Statistical Package for the Social Sciences) version 22.

Result and Discussions

One hundred and forty (70%) of the copies made for the study were returned. The sum was checked for inaccuracies, blanks, and missing data.

Table 1: Age Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	18-25 years	10	4.4	4.4	4.4
	26-35 years	40	29.4	29.4	33.8
Valid	36-45 years	70	42.6	42.6	76.5
	Above 45 years	20	23.5	23.5	100.0
	Total	140	100.0	100.0	

SPSS output, Version 22 – Field Survey, 2023

According to Table 1, 70 respondents (or 42.6% of the total) identified themselves as being between the ages of 36 and 45, followed by 40 in the age range of 26 to 35 (29.4%), then those who said they were 45 or older (20.5% to 23.5% of the total), and finally those who said they were 18 to 25 (10.4% of the total).

Table 2: Gender Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	90	54.4	54.4	54.4
Valid	Female	50	45.6	45.6	100.0
	Total	140	100.0	100.0	

SPSS output, Version 22 – Field Survey, 2023

Table 2 shows that men make up 54.4% of the workforce while women make up 45.6% of the sample.

Table 3: Distribution on Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WASCE	5	1.5	1.5	1.5
	OND/HND/NCE	20	20.6	20.6	22.1
	Bsc/BA	70	36.8	36.8	58.8
	Msc/ MBA/PhD	30	22.1	22.1	80.9
	Others	15	19.1	19.1	100.0
	Total	140	100.0	100.0	

SPSS output, Version 22 – Field Survey, 2023

Table 3 shows the distribution on educational qualification of respondents; with the highest distribution on BSc/BA 70 (36.8%); followed by MSc/ MBA/ PhD) 30 (22.1%); followed by respondents with OND/HND/NCE 20 (20.6%); followed by those reported as having other qualifications 15 (19.1%) and finally five (5) respondents is shown to have WASCE (1.5%).

Table 4: Spearman's correlation of Transactional Leadership and Output

			TSL	OT
Spearman's rho	TSL	Correlation Coefficient	1.000	.656
		Sig. (2-tailed)	.	.000
		N	140	140
	OT	Correlation Coefficient	.656	1.000
		Sig. (2-tailed)	.000	.
		N	140	140

Source: Data output, 2023

Transactional Leadership (TSL) and Output (OT): The investigation shows a significant relationship between transactional leadership and this indication of employee performance, which is quantified in terms of output. The results demonstrate a substantial correlation between transactional leadership and productivity, hence the null hypothesis is rejected (using the P 0.05 cutoff for statistical significance). Both the rho value (.656) and the level of significance (P .000) point to a strong correlation between the two factors.

Table 5: Spearman's correlation of Transactional Leadership Styles and Quality of Work

			TSL	QW
Spearman's rho	TSL	Correlation Coefficient	1.000	.724
		Sig. (2-tailed)	.	.000
		N	140	140
	QW	Correlation Coefficient	.724	1.000
		Sig. (2-tailed)	.000	.
		N	140	140

Source: Data output, 2023

Transactional Leadership and Quality of Work (QW): Transactional leadership has been found to have a significant relationship with job quality, which in turn has a positive effect on productivity. Since the data contradict the null hypothesis, we may conclude that transactional leadership is associated with higher work quality (rho =.724, P =.000). This follows the test's decision criteria of P 0.05.

Discussions

Descriptive and inferential research methods were utilised to examine the connection between leadership styles and employee performance at International Breweries Plc in Port Harcourt, Rivers State. In this analysis, we compared the two hypotheses using Spearman's rank-order correlation. In both instances, the data showed statistically significant associations, which are elaborated upon below.

Transactional Leadership (TSL) and Output (OT): Employee performance can be measured in terms of output, and the analysis reveals a strong correlation between transactional leadership and this indicator. Transactional leaders rely largely on a reward system and punishment for their subordinates to drive them to carry out their tasks. Subordinates are motivated by both rewards and punishments. Encouragement to meet requirements is what generates motivation, according to research by Luthans et al. (2006).

Transactional Leadership and Quality of Work (QW): Transactional leadership has been found to have a significant relationship with job quality, which in turn has a positive effect on productivity. Bass and Riggio (2006) propose a theory of transactional leadership in which the leader offers both an abstract reward (trust, commitment, and respect) and real rewards to the subordinate in exchange for the latter's performance.

Conclusion and Recommendations

The following inferences were drawn from the examination of the numerical data:

1. Transactional leadership styles as a form of leadership styles has relative significance on output in International Breweries Plc, Port Harcourt.
2. That transactional leadership styles have a significant relationship with quality of work in International Breweries Plc, Port Harcourt showed high degree of association with fringe benefits in International Breweries Port Harcourt.

The following recommendations are submitted from this research work:

1. Managers and supervisors should provide specific instructions for completing tasks so that workers are aware of what is expected of them and how to go about doing them.
2. Supervisors should schedule timely and frequent reviews to keep workers apprised of their progress towards organisational goals and motivated to achieve them.
3. It is the responsibility of managers and supervisors to boost morale in the workplace. The company culture, employee perks, remuneration, and level of awareness of the company's objective and vision should all be evaluated regularly.

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