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THE IMPACT OF MANAGERIAL BEHAVIOR ON EMPLOYEES'

PERFORMANCE: A CASE STUDY OF THE COCA-COLA BOTTLING

COMPANY OF GHANA LIMITED-KUMASI PLANT

BY:

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PERFORMANCE: A CASE STUDY OF THE COCA-COLA BOTTLING

COMPANY OF GHANA LIMITED-KUMASI PLANT

by

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DECLARATION

Candidate's declaration

I hereby declare that this dissertation is my own work towards the MBA and that, to the best of my knowledge, it contains no materials previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgment has been made in the text.

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ABSTRACT

Human capital is the greatest asset of every organisation. It is important for the attainment of every organizational goals and objectives. Human capital output greatly affect consumer service levels in terms of profits or losses in an organisation. For employees to impact positively, management is expected to motivate its employees adequately, provide the needed logistics, conducive and enabling environment for employees and see to a healthy relationship in the organisation especially between managers, supervisors and their subordinates. Managerial behavior is how managers go about their day to day activities. The purpose of the study was to assess the impact of managerial behavior on employees' performance at The Coca Cola Bottling Company of Ghana Limited (TCCBCGL) Kumasi Plant. The research was facilitated by the use of structured questionnaires and an unstructured interview. The study revealed that employees' involvement in decision making was minimal. It was revealed that the level of managerial competence as reflected in their attitude towards employees', respect for their employees', listening to employees' views, fair and equitable treatment, handling of grievances, management style, among others was moderate and it affected employees' moral which in turn has affected their attitude towards work, thereby affecting their performance. It is recommended that a comprehensive training program be instituted in the organisation for management to enhance their management skills. It is again recommended that management should involve employees in decision making.

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CHAPTER ONE

INTRODUCTION

1.0   Background to the Study

A fundamental shift is occurring in the world economy as we move progressively away from a world in which national economies are relatively isolated from one another into an independent global economic system (Schuler, 2000). According to Daft, (2003), rapid environmental shifts are causing fundamental transformations that have a dramatic impact on the manager's job'. The transformations reflect a shift of paradigm from old (known as the old workplace) to new paradigm (as the new workplace). This shift spawns differences in various organizational characteristic, strength, and managerial competence in organizational management. The first reflecting aspect of this paradigm shift is the organizational characteristic related to resources, mainly human resources. Human resources have shifted from dependable employees to empowered employees. Dependable employees illustrate a condition where human resources are very passive and depend heavily on employers' commands. In this case, the organization does not encourage and facilitate employee creativity (Cascio, 1995; Daft, 2003). Organizations with dependable employees differ greatly to organizations which employ and encourage empowered employees. The aim of this empowerment is to achieve goals effectively through employee creativity as the organization facilitates such conditions.

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The importance of Human Resources is being increasingly recognized, not only through government regulations but also through the escalating cost of retaining employees and declining productivity. As with other resources, the practicing managers want to ensure that their human resources are managed cost - effectively. There is the need to determine with greater clarity the specific skills and attributes that are needed for a particular position in an organization. Employees need to be accountable for their performance (Luthans and Thompson1983). Walton (1985), stresses mutuality between employers and employees; Mutual goals, mutual influence, mutual respect, mutual rewards, mutual responsibilities. The theory is that policies of mutuality will elicit commitment which in turn will yield both better economic performance and greater human resource development in the work place.

The human resource management (HRM) function has emerged as one of the most important areas of organizational practice. The uniqueness of HRM requires a totally different type of attention from management.

When a company's HRM function is fragile, relationships are delicate, contributions are unpredictable, and stability is uncertain. The crucial inputs to an organization include, among others, its human resources since people bring to their jobs diversity of skills, needs, goals, and expectations. Barney (1991) proposes that sustainable competitive advantage is attained when the firm has a human resource pool that cannot be imitated or substituted by its rivals. According to Schuller, (2000), skills, knowledge, and competencies are the key factors in determining whether the organizations and nations will prosper. The interface between the individual and the organization is critical to full utilization of human resources. This interface can be

effectively handled with the help of HR planning, work analysis, career development, leadership, job motivation, appraisal-reward process, and a favorable organizational culture. The individual member expects to make contributions to the organization and receives certain rewards in return. The organization provides certain rewards and expects in return certain contributions from the individual. As suggested by Spindler (1994), psychological contract creates emotions and attitudes which form and control behaviour. Sims (1994) felt that balanced psychological contract is necessary for a continuing, harmonious relationship between the employee and the organization. Robbins, (2006) defined psychological contract as an unwritten agreement that sets out what management expect from employees and vice versa. It therefore sets out mutual expectation. Thus, human resources are a company's most valuable and strategic asset and the focused involvement of the top management with institutionalized leadership down the hierarchy is a prerequisite to attract and retain people. Human Resource Management practices when not harnessed due to managerial behaviors can affect employees' performance positively or negatively. Popular approaches to organizational leadership note that productivity and innovations in United States (U.S) organizations could be greatly improved if top managers placed more emphasis on organizational values and culture. Recent findings in transformational leadership research prescribe top management to develop and share a vision for the organization, model that vision, encourage innovativeness, support employees' effort, and allow employees' input into decisions concerning their jobs (Bass, 1985; Kouzes & Postner, 1988). These actions should act to improve productivity by increasing positive attitudes and clarifying the roles of the employees.

Predictability is thus essential for the establishment of trust between the employees and management, and is a foundation for social capital in the work place. In addition, not only must management behavior be predictable in order to generate trust, but it must also be just; that is it must conform to prevailing norms concerning employment practices.

Managerial behavior is thus a fundamental process in any organization because its effective implementation and procedure help to shape the organization. The importance of managerial behavior in the organization has been recognized as a key function required by managers. In an institution like The Coca Cola Bottling Company of Ghana Limited (TCCBCGL) – Kumasi Plant quality leadership is crucial for the effective employee performance. In other words, management's close interaction with employees mediates to ease the process through which employees identify with the firm. Through the successive interactions between the manager and the employees, relational closeness arises as the employee is more convinced that the manager is honest (Lieberman,1981; macfall,1987), fair (Butler,1991;Korsgaard et al, (1995), and shows concern for his needs and personal development.

It is therefore, the responsibility of managers to manage, and to achieve results through the utilization of the human resources and the efforts of other people. The way in which managers exercise their responsibilities and duties is important (Mullins, 2006). An essential ingredient of any successful manager is the ability to handle people effectively. People respond according to the manner in which they are treated. The behavior of managers and their style of management will influence the effort expended and level of performance achieve by subordinate staff. The manager

then requires a combination of both technical competence, social and human skills and conceptual ability

(Thompson, 2006). Basically it is essential that employees feel comfortable by opening an open, trusting working conditions for them to put up their best to yield positive results of the organization. Contrary to this can lead to low morale which can affect the effectiveness of the organization leading to low productivity. It is of this view that the researcher sought to find out how managerial behavior at The Coca - Cola Bottling Company of Ghana Limited – Kumasi Plant is affecting employees performance.

1.1 Statement of the Problem

The structure of an organization can be regarded as a frame work for getting things done. It consist of units, functions, divisions, departments and formally constituted work teams into which activities related to a particular processes, projects, products, markets, customers, geographical areas are grouped together. The structure indicates who is accountable for directing, coordinating and carrying out these activities and defines management hierarchies and the chains of command, thus spelling out, broadly, who is responsible to whom and for what at each level of the organization. Over the years a great many organizations have tried to determine whether pay alone can be used to motivate high performance. Although pay is most likely to influence the monetary dimension of turnover, there are other policies like training and development, equitable promotion and effective managerial behavior (such as

establishing trust, good morale, employee participation, commitment, and loyalty) that can help to motivate and retain core staff of the organisation.

According to Mondy et al (1996) productivity, quality and services of an organization are enhanced by the way people are managed at work. Over the years, organizations incorrectly relied purely on task-related concerns by ignoring the full potential of both the method and the people involved. It is based on this that the research is conducted to draw management attention on performance appraisal as a transformational tool for both management and employee development and organizational improvement in order to increase quality service and maximize profit.

As an organization, employees see themselves being encountered with problems like management failure to abide by work place norms of competent technical leadership and respect for co-workers' rights which normally result in chaotic and ineffective production system. This is evidenced in situations where workers are yelled at by supervisors in front of other workers and at times fired without warning. Effective implementation of managerial behavior which among them is trust, commitment and loyalty can lead to high productivity and improved performance from employees.

In the light of the above The Coca – Cola Bottling Company of Ghana has encountered many problems which have led to low productivity over the years. Among them are low morale of employees, inability to attract, develop, and retain high performing employees, delays in job accomplishment, high employee turnover, excessive absenteeism and lateness, mistrust, employees using official hours for their personal business, among others. This study therefore seeks to identify and examine

the elements of managerial behavior and its impact on employees' performance at the TCCBCGL – Kumasi Plant.

1.2   Objectives of the study

The objectives of the study have been categorized into the main and specific objectives.

1.2.1   Main objectives

The main objective of the study is to assess the impact of managerial behavior on employees' performance at The Coca – Cola Bottling Company of Ghana Limited – Kumasi Plant.

1.2.2   Specific Objectives

The researcher intends to address the following:

1. Identify the factors that influence managerial behavior at TCCBCGL-Kumasi Plant.

2. To assess the extent to which managerial behavior affects employee's performance at TCCBCGL-Kumasi Plant

3. To assess managerial competence at TCCBCGL-Kumasi Plant

4. To make appropriate recommendations on effectively satisfying, maintaining, and improving morale of employees at The Coca- Cola Bottling Company of Ghana Limited.

1.3   Research Questions

1. What factors influence managerial behavior at TCCBCGL-Kumasi Plant

2. How does managerial behavior at TCCBCGL affect employee's performance?

3. What managerial competencies will increase positive workplace experiences and behavior?

1.4   Significance of the Study

Companies or organizations are required to monitor and adapt to the continuous changes in the political, economic, social and technological environment. Consequently, it can be said that a manager's behavior is crucial for the overall achievement of goals in organizations.

It is anticipated that the findings of the study will pave way for the authorities of TCCBCGL- (Kumasi Plant) to accept the variables that influence managerial behavior and its impact on employees towards organizational performance. Such an acceptance could be utilized to improve on policy making with regards to behaviors of managers towards other employees. It is also envisage that the findings of this research will enable management to have in depth knowledge on how to deal or manage people/employees to yield good results.

On the part of the employees it is hoped that results of this research will help them understand their roles, their response to work and their attitude towards other workers.

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Furthermore, the study is hoped to set a stage and bases for a comprehensive study on this issue. It will therefore serve as a reference material for future researches in this area. Finally, the results of the study will throw more light on factors that serve as satisfiers or dissatisfies to employees. It will serve as a blue print for determining what actually motivates and boosts morale of workers and managerial behaviors required to yield optimum performance.

1.5 Scope of the Study

This research work is limited to Coca- Cola Bottling Company of Ghana Limited- Kumasi Plant. The respondents will cover the whole employees at the Kumasi Plant that is from the General Manager to the bottom of the organizational structure. The areas covered are manager competency, factors influencing managerial behavior and how managerial behavior affects employees' performance. Findings of this study apply to TCCBCGL-Kumasi Plant, which was selected for the study. However, other organizations in the country with similar characteristics could adopt the findings to the solutions of their own management problems with regard to managerial behavior.

1.6 Limitations of the Study

The core of the study is to investigate the impact of managerial behaviour on employees' performance at The Coca Cola Bottling Company of Ghana Limited. Time constraint was a major setback in the conduct of the study and therefore enough time was not available for the researcher to sample a larger population. Again getting respondents to answer questionnaires was another limitation. Funding was a

limitation that the research had to deal with since the research was solely financed by the researcher.

1.7 Research Methodology

Since the study is on the impact of managerial behavior on employees' performance at TCCBCGL, a descriptive analysis was used to undertake the study. Simple random and purposive sampling techniques were adopted for the study. Looking at the nature of the study a questionnaire and an interview was appropriate. The results of the questionnaire and an interview were used in drawing conclusion for the study.

1.8 Organization of the Study

The study consists of five chapters: Chapter one covers the introduction, which encompasses background to the study, statement of the problem, objectives of the study and the research questions. It also covers the significance of the study, scope of the study, limitations of the study, research methodology, as well as the organization of the study.

Chapter two is devoted to the literature review. The third chapter describes the method and techniques that were adopted for the study. It covers the research design, population, sample and sampling procedure, data collection and data analysis procedure. Chapter four discusses data analysis and discussion of the results. The final chapter, chapter five, is devoted to the summary of the main findings, relevant conclusions drawn from the study; recommendations made and suggested areas for further study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Few, if any, of the dramatic challenges facing organizations can be handled effectively without a good understanding of human behavior both of oneself and others. Highly motivated and committed employees and managers are central to organizational success and effectiveness. Organizations fail or succeed, decline or prosper because of people what people do or fail to do every day on the job.

To manage people effectively, it is necessary to understand the factors that affect how people behave at work. This means taking into account the fundamental characteristics of people under: Individual differences- as affected by people's abilities, intelligence, personality, background and culture, gender and race; attitudes- causes and manifestations; influences on behavior-personality and attitudes; attribution theory- how we make judgment about people; orientation- the approaches people adopt to work; and roles – the parts people play at their work (Armstrong, 2006).

2.1.   The concept of management

One of the very essential human activities is managing. Everywhere groups are formed for the purpose of achieving some aims, some form of management is introduced to ensure coordination of individual efforts. This definition implies that managers have the responsibility of taking actions that will make it possible for

individuals to make their best contributions towards the achievement of institutional and corporate objectives. According to Stoner and Freeman (1992), another renowned management writer follet (1918) defined management as the 'art of getting things done through people, also subscribing to the view that managers try to achieve goals by creating the enabling environment for subordinates to perform whatever task may be necessary, but managers do not perform the task themselves. Management thus applies to small and large organizations, to profit and non-profit enterprises, to manufacturing as well as service industries.

The generic concept, management, does not easily lend itself to a concise and simple definition. According to Henri Fayol (1949), one of the eminent authorities in management, to manage is to forecast and plan, to organize, to coordinate, and to control. In other words, to manage simply means to guide and have under control. EFL Breach, in his book *the principles and practice of management* (1975), also refers to management as a social process which basically consist of planning, controlling, co-coordinating and motivating so that expected results may be achieved successfully. In spite of the differences in the definition of the term management, most writers agree on the role or functions performed by managers.

According to Cole (1993), the classic definition given by Fayol the great French industrialist on management is still pertinent; according to him the five elements of management, consists of: *planning(* devising a plan of action for utilising the organisation's resources to achieve the organisation's 'objective), *organizing(* making sure that materials and labour are available when needed), *commanding:* (directing people so that they carry out required activities), *coordinating* (ensuring that all the

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activities support each other and combine to contribute to the overall fulfillment of the organisational objective), *controlling(*checking that activities following their planned course and correcting any deviations that are found (Fayol, 1949).

Cole (1993) quotes Breech (1965) as giving a similar definition of the role of management: thus management is a social process which consists of planning, controlling, coordinating and motivating. Koontz and O'Donnel (1976) also asserted that 'the five essential managerial functions are planning, organizing, staffing, directing, leading and controlling.

In essence the role of management is to plan, organize and control their resource while gaining the commitment of their employees (i.e. motivation) it is worthy of note, however, that most textbooks authors today are moving away from the position of describing what management is to a more behavioural-oriented analysis of what managers actually do in practice. One of such writers is Henry Mintzberg (1973) who, according to Koontz and Weihrich (1990) summarized the managerial roles identified by Mintzberg under three categories namely, interpersonal roles, informational roles and decision roles.

The interpersonal roles of managers, according to them, comprise the figurehead role, the leadership role and the liaison role of communicating with others outside the organization.

The informational roles consist of the recipient of receiving information about the operation of the enterprise, the disseminator role of passing information to

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subordinates and the spokes person role of transmitting information to those outside and inside the organization.

The decision roles of a manager are the entrepreneurial role of planning and risk taking, the disturbance-handler role of motivation and coordination, the resource allocator role of motivation and coordination, coordination and negotiation.

The foregoing discussion shows that many modern writers like Mintzberg (1973), Koontz and Weihrich (1990), Stoner and Freeman (1992), Cole (1993) do agree that management involves a variety of activities or roles carried out by those who normally have formal responsibility for the work of others in the organization. The activities carried out by managers have been identified generally as planning, organizing, motivating and controlling (POMC). Though this POMC approach does not tell the whole story about what constitutes management, they are a convenient way of describing most of the key aspects of the work of managers in practice (that is behavior).

A manager therefore, is someone who is responsible for creating the environment in which individuals can work together effectively and efficiently to achieve organizational objectives. A manager, accordingly, acts as a catalyst for its operations to hasten the achievement of group goals Turkson, (1997).

2.2.   Management Competence, Effectiveness and Behavior

In recent years, managers have become more concerned about personal effectiveness and competencies and the behaviors they put across and it is legitimately so since

career progress is rightfully tied to ability. How well managers are able to accomplish the objectives for which they are accountable, the degree to which they do so in a cost-effective manner, how their practices or behavior affect the willingness and ability of the people they manage to perform productively.

Managers move up or out on the basis of how well they have administered the managerial process. Knowing this, most managers are legitimately preoccupied with finding the best way they can to accomplish work through others. But most managers are ambivalent, both eager and dubious, in contemplating new managerial technologies.

Boyatzis (1982) as quoted by Abraham et al. (2001) defines competence as an underlying characteristic of a person which results in effective and/or superior performance in a job. Mcshane et al (2000) defines competence as the abilities, values, personality traits, and other characteristics of people that lead to superior performance. Bratton (1998) gives a conception of competence as any knowledge, skill, trait, motive, attitude, value, or other personal characteristic essential to perform a job. To obtain an effective performance, company needs people who have a suitable competency. In this regard, the competency refers to a managerial competency Ulrich (1998).

The fact is that, now management is focused on more humanistic aspect. Accordingly, managers are required to have a good interpersonal skill. According to Daft (2003), there are two main things of a managerial competency i.e. leadership and team building skill. Leadership aspect is characterized by delegation of authority, while team building skill should be possessed by front liners who directly relate to the

customer. According to researchers, the measures of managerial competency can be determined by many aspects. Cockerill et al. (1995) presents eleven aspects of managerial competency known as high performance managerial competencies (HPMC). The eleven aspects are information search, concept formation, conceptual flexibility, interpersonal search, managing interaction, developmental orientation, impact, self-confidence, presentation, proactive orientation, and achievement orientation.

Besides Cockerill high performance managerial competencies, Abraham *et al.* (2001) presents ten aspects of managerial competency as a result of their research. The ten aspects are stated as good oral / written communication skill, problem solver, results oriented, interpersonal skill, leadership skill, customer focus, flexible / adaptable, team worker, dependable, and quality focus. According to Abraham et al., the ten aspects of managerial competencies should be possessed by managers at each level of management in the organization. Therefore this research uses those ten aspects as a measure of managerial competence.

The first normative obligation of management is to maintain an effective and coherent organization of production. This obligation implies the maintenance of facilities and technologies and the coordination and integration of productive activities. Coherent organizational technologies and the procedures are essential for organizational effectiveness (Bass, 1985), for ensuring a positive workplace climate (Leana and Van Buren 1999; Hodson, 2001) and for the maintenance of management legitimacy (Fox, 1974). Good communication is also essential for keeping employees informed about goals, procedures and expectations (Frenkel et al. 1999). Again, equipment

maintenance is essential for effective production as well as for the safety of employees. All of these competencies involve more than just a voicing of allegiance to the latest management fads in an attempt to gain legitimacy (Staw and Epstein 2000; Wood 2000): they imply specific management behaviours of competence in the maintenance of an effective environment for production. Competent management behavior is therefore an important precondition for getting employee satisfaction, commitment and productivity (Whitener et al 1998).

Maintaining a productive workplace environment is essential because it allows the creation of shared interest between management and employees (Tyler 2001). There is therefore a good reason to expect that the job satisfaction, citizenship and co-operation among co-workers will be substantially influenced by managerial competence. Another key normative obligation of management is to respect workers'' rights and interest. These include the provision of stable and secure employment, adequate pay and benefits, and opportunities for training and advancement (Kalleberg et al. 1996; Starkey and Mckinlay 1994).

The provision of such benefits and guarantees constitute an important component of justice in the workplace (Younts and Mueller 2001), - and essential element of trust-worthy management behavior (Tyler 2001), and a key to the establishment of mutual respect and concern (Whitner et al. 1998). Most fundamentally, respect for workers' rights entails an elimination of interpersonal abuses of power by managers and supervisors, and the treatment of workers with respect (Ashforth 1994; Jermier 1998; Webb and Palmer 1998). Management competence is therefore the possession of

skills, knowledge and aptitudes that a manager can demonstrate in action and which potentially enables that manager to bring about the completion of the tasks in their area of responsibility in a way which will make a great possible contribution to the performance of the organization and to its long-term survival.

Managerial effectiveness can be defined as the successful application of skills, knowledge and aptitudes to the fulfillment of tasks in a manager's area of responsibility so that a great contribution is made to the performance of the organization and to its long time survival (Watson, 2002). Managerial effectiveness is concerned with 'doing the right things' and relates to outputs of the job and what the manager actually achieves (Mullins, 2006) The definition of Effectiveness is a measure of quantity and quality standard performance and the level of commitment and satisfaction of the manager's peers and subordinates while the measure of success is more related to an index calculated by dividing the manager's level in the organization by his tenure there. According to his study, Effective managers spend significant amount of time on Communication and Human Resource Management while Successful managers spend more time on Networking than in anything else (Luthans,1998).

The importance of managerial behavior and effectiveness has long been recognize by major writers such as Drucker who , originally in 1955, propounded that a manager is a dynamic, life –giving element in every business. Without their leadership 'the resource of production' remains resources and never become production. In order to carry out the process of management and the execution of work, the manager requires

a combination of technical competence, social and human skills, and conceptual ability. Social and human skills reflect the ability to get along with other people and are important attributes at all levels of management. Technical competence relates to the application of specific knowledge, methods and skills to discrete task (Robbins, 2006).

The term managerial behavior is often used ambiguously in academic writing. It is used sometimes with explanation, for one or more of the following: behavior itself, often described as what managers do, managerial jobs and or managerial work (Arndt & Malcolm, 1997). Managerial behaviour is the practical aspect of what managers do or the behaviour that can be reported, whether from observation or by self.

It is argued that managerial behaviour is based on the true concern for the well-being of employees, as well as their motivational and ethical development, and can be particularly important for the generation of social capital in the organization. It is suggested that manager's behaviour should be based on three principles: following exemplary behaviour, helping the employees to value the consequences of their actions in other persons, and not betraying employee's trust. When the manager conforms to those principles, he can ease the process through which employees develop associability and identification-based trust with the firm. In addition, not only must management behavior be predictable in order to generate trust, it must also be just, that is, it must conform to prevailing norms concerning employment practices (Bass, 1785).

2.3 Management Style

The shifting of a management paradigm, due to the fast development on management science, urges an organization or a company to conduct change in the management style. These changes can affect employees' performance there by affecting the organizational performance in turn both positively and negatively.

Management style, according to Beach (1970), involves accomplishing result through other people. The skilled space technology manager does not design a spacecraft himself. The manufacturing executive does not build automobile himself. The University President does no teaching. The role of the manager is to assemble the best work team he can obtain and then to provide a supportive motivational environment to guide that team to accomplish agreed-upon objectives.

Goleman (2000), talks about visionary leaders. He says such leaders motivate people by making clear to them how their work fits into a larger vision of the organization. He continues that such style maximizes commitment to the organization's goals and strategies. That is, through framing the individual tasks within a grand vision. With this, the leader defines standards-giving performance, feedback, positive and negative- which revolve around that vision. This style, he points out, works well in almost any business situation, particularly, when a business is adrift. Nevertheless, while working with a team of experts or peers who are more experienced than the authoritative leader, it gives an impression that the leader is being pompous and out-of-touch. For Goleman, (2000), affiliate style revolves around proponent's values of individual and their emotions more than task and goals. The leader keeps his/her

employees happy and creates harmony among them, which has positive effects on communication leading to sharing ideas, inspirations and building trust. He states that because of this style, flexibility also rises among employees giving employees freedom to do their job in the way they think is most effective. The leader gives ample positive feedback on their day-to-day efforts, which is all the more motivating. For him, this style should not be used alone, "as its exclusive focus on praise can allow poor performance to go uncorrected". He points out that "employees may perceive that mediocrity is tolerated". He suggests that to ensure effective administrative system this style should go with a stiffer style such as authoritative style.

Goleman, (2000) also talks about democratic style. He says with this style the leader builds trust, respect and commitment by spending time, getting his people's idea and buy-in. For him, this achieves results by letting employees themselves have a say in decisions that affect their goals and how they do their work. Such leaders drive up flexibility and responsibility. The approach is ideal when a leader himself is uncertain about the best direction to take and needs ideas and guidance. According to him, the drawback of this system is that it can lead to endless meetings where ideas are mulled over, consensus remains elusive, and the only visible result is more meetings, particularly when crucial decision has to be taken. This style also makes much less sense when employees are not competent or informed enough to offer sound advice.

According to Goleman (2000), the other styles are pacesetting where leaders sets extremely high performance standards and exemplifies them themselves and coaching

style refers to where leaders help employees identify their unique strengths and weakness and tie them to their personal and career aspirations.

Fair and equitable treatment, according to Mullins (2006) depicts that when employees are treated fairly and equitably employees' morale will raise thereby affecting performance. According to Desller (2000) from the Harvard Business Review, fair process turns out to be a powerful management tool for companies struggling to make the transition from a production-based company, in which value creation depends increasingly on ideas and innovation. Fair process profoundly influences attitudes and behaviors to high performance. It also builds trust and unlocks ideas. Without fair process, even outcomes that employees might favor will be difficult to achieve. In practice fair treatment reflects underlying elements such as 'trusting employees, respecting employees, dealing with employees complaints effectively, and not ignoring employees' suggestions (Michelle A. Donovan et al 1998).

According Cole (1996), fear and emotional overtones can cloud massage and will tend to avoid the whole truth and pass on part of a message only. Angry people do not make good listeners, and thus any manager dealing with a deeply- felt grievance must allow for a period of 'cooling off 'before expecting to make any head way with a solution.

Worker's participation refers to the inclusion of workers in decision making process in the organization. This means that the employees could have adequate information on which to base their decision (Dubrin, 2007). Sometimes, when the involvement of

employees in decision-making is much, it could be because they are co-owners of the business. At times, management makes the major decisions and later invites the employees for comments. The extent to which the worker's participation is possible and desirable is a very controversial issue as it entails political overtones (Allan, 2003). Employee voice according to Armstrong refers to the say employees have in matters of concern to them in their organisation. As defined by Boxall and Purcell (2003), 'Employee voice is the term increasingly used which enable, and sometimes empower employees, directly and indirectly, to contribute to decision making in the firm. It can also be seen as the 'ability of employees to influence the actions of the employer' (Millward, Bryson and Forth, 2000.). Employees voice has been identified by Marchington et al (2001) as articulation of individual dissatisfaction(to rectify a problem with management or prevent deterioration of relations), expression of collective organisation (to provide a countervailing source of power to management), contribution to management decision making (to seek improvements in work organisation, quality and productivity), and demonstration of mutuality and cooperative relations(to achieve long term viability for the organisation and its employees.

Maslow's ideas about motivation influenced the thinking of Douglas McGregor who constructed a philosophy based on different managerial assumptions about people (Theory X and Theory Y) McGregor argued that the style of management adopted is a function of manager's attitude towards human nature and behavior at work. People with theory x and y attitudes have different motives human behavior (Mullins, 2006). The Theory X set of assumptions about human behaviour postulates that people act to

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realize basic needs, and therefore do not voluntarily contribute to organizational aim. The theory X manager view that the average human being working in an organization has an inherent dislike for work, avoids responsibility, lacks ambition, and wants to be closely directed forced, controlled, directed, and threaten people working in the organization in order to attain the organizational objective. Such a manager does not often delegate and has an easy system of reward and punishment.

2.4 Managerial Philosophy

The managerial philosophy is based upon the top management's assumption about people working in the organization. Whether managers are aware of these assumptions or not, they decide how to deal with their superiors, peers, and subordinates. In the words of Schein (1970), the kinds of assumptions a manager makes about the nature of people will determine his managerial strategy and his concept of the psychological contract between the organization and the employee Schein (1970) also felt that the tradition of philosophy of management underlies the doctrine of rational-economic man derived originally from the philosophy of hedonism which argued that man calculates the actions that will maximize his self-interest and behaves accordingly. The modern philosophy of management is based upon an optimistic view of the nature of men and women. They are considered to be potentially creative, trustworthy, and cooperative.

The diagram below shows the basic managerial philosophy that help managers in their day to day activities.

Figure1.   Basic Managerial Philosophy

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                    ┌─────────────────────────────────┐
                    │   The Culture of Management      │
                    └─────────────────────────────────┘
                                   │
                                   ▼
┌──────────────────────┐                          ┌──────────────────────┐
│ Consideration, Respect│                          │    Recognition       │
│     and Trust        │                          │                      │
│                      │                          │    and Credit        │
└──────────────────────┘                          └──────────────────────┘
                  ↘                                      ↙
┌──────────────────────┐    ┌──────────────┐   ┌──────────────────────┐
│  Involvement and     │ →  │    BASIC     │ ← │  Fair and Equitable  │
│    Availability      │    │  MANAGERIAL  │   │     Treatment        │
└──────────────────────┘    │  PHILOSOPHY  │   └──────────────────────┘
                            └──────────────┘
                  ↗              ↑              ↖
┌──────────────────────┐                          ┌──────────────────────┐
│  Positive Action on  │                          │     Emphasis on       │
│  Individual Basis    │                          │                      │
└──────────────────────┘                          │    End-Results       │
                                                  └──────────────────────┘
                    ┌─────────────────────────────────┐
                    │ Staff and Customer Satisfaction  │
                    └─────────────────────────────────┘
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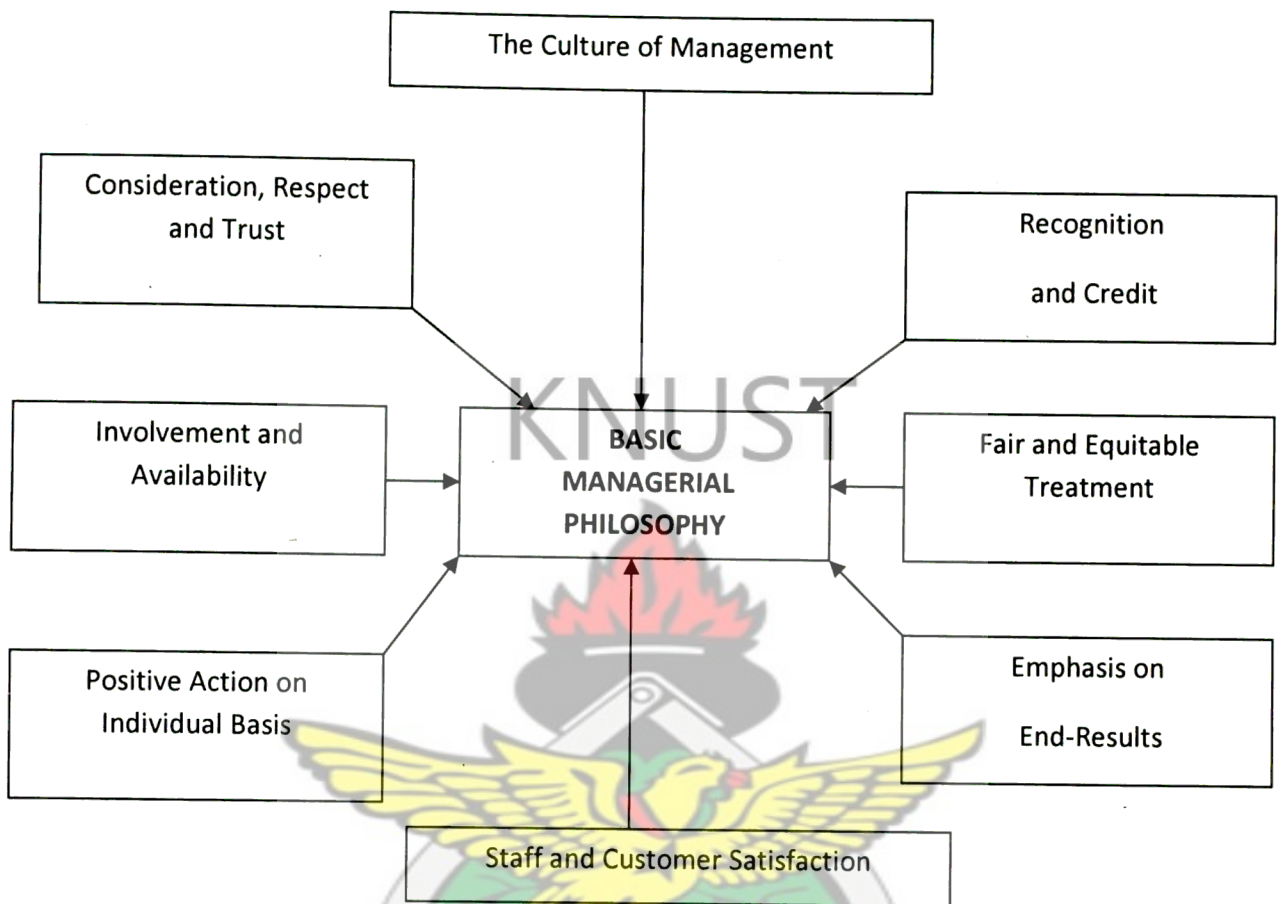
SOURCE: Mullins, (2006)

The culture of management is the basic principles in which a group of people live in an organization. That is the beliefs they share, norms, and their ways of doing things. It therefore the management of people based on trust, reciprocity, openness, mutual respect, cooperating and support. If a manager adopts the behavior of treating people fairly and equitably, recognize and give credit when it is due, involve themselves as well as other employees in their activities and emphasizes on job satisfaction, employees will definitely put up their best which will in turn increase their performance and the organizational performance as a whole. Managers therefore

need to adopt a positive work attitude towards employees' and develop a spirit of mutual cooperation (Mullins, 2006).

2.5 Managerial Behavior as Social Capital

Rosanas and Velilla (2003) affirm that the process through which the employee trusts and commits with the goals of the organization enhances performance. This process of personal commitment occurs as a result of employees' identification with the immediate manager. The identification between the immediate manager and the employee is likely to transcend the organization. Supervisors' concern for employees' welfare should be manifested in: first the manager following exemplary behavior by behaving consistently over time and across situations, showing honesty and moral character, and showing integrity (Bass, 1990; Hosmer 1995 Becker; 1998). Second, the manager must show employees that they should value the consequences that their decisions have in other persons.

This statement coincides with the work of Cohen et al., (1997) and Sims and Brinkmann (2002), who argue that managers not only must live up to the ethical standards they are espousing, but they also must suggest ethical behaviors to employees'. And third, the manager should behave ethically, fulfilling his obligation and showing respect for workers rights and interest (Hodson, 2005). Ghosahal and Bartlett (2005) agree with this view, stressing the importance of the managerial role of transforming employees from self-seeking agents with the little sense of obligation into members of a community identified and committed to the common good of the firm.

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According to Nahapiet and Ghoshal, (1996) and Moran and Ghoshal, (1996) high stocks of social capital can lead to: development of intellectual capital, more flexible work organization, higher pace of innovation and knowledge exchange, reduction of transaction cost, incentives and monitoring mechanisms. Under this logic, we suggest that when employees share knowledge and resources, have trusting relationship among each other, and pursue the common good of the organization, this will in turn increase employees' performance. Therefore when managers adopt the concept of social capital in their administration there will be a change in employees' performance.

Social Capital thus, is the sum of actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or a social unit. Social capital thus comprises both the network and the assets that may be mobilized through that network' Nahapiet and Ghoshal, (1998). Cohen and Prusak (2001), 'social capital consists of the stock of active connections among people: the trust, mutual understanding, shared values and behaviors that bind the members of human networks and communities and make cooperative action possible.

Social capital is a fundamental process in any organization that help to shape the organization and if well implemented will lead to effective employee performance. The importance of social capital in an organisation has therefore been recognized as a key function required by managers. It has become normal in industrial capitalist societies for people to be appointed to managerial posts once an organisation reaches a size that makes it difficult for the managerial function to be carried out by people

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who are also engaged in mainstream work tasks. However, it should be noted that this is a particular way that has generally and historically been adopted in western societies to carry out a managerial function (Magglin, 1980).

2.6 Managerial Behavior and Performance Appraisal

Bowles and Coates, (1993) believed that the growth of performance appraisal was attributed to the 1990s where organizations had to be seen to have the competitive edge whereby its main objectives were to operate effectively and efficiently and to provide quality service or products. (They believed that performance appraisal was used to control employees to achieve these objectives.) Wright and Race, (2004) concur that a well administered and fair performance appraisal which consisted of agreed measurable objectives and development needs for employees will help an organization to achieve a competitive edge. However, they cautioned that any action plans discussed, must be followed through to ensure that the system does not lose credibility.

Bowles and Coates, (1993) noted that performance appraisal is gaining importance as a tool in the management process; its use is also being adopted by the public sector and covering different occupational groups.

Redman, Snape, Thompson and Yan, (2000) undertook a case study on the National Service Trust hospital (UK) in 1996/7 to examine the effectiveness of performance appraisal. They found that very few managers and professionals suggested that, performance appraisal should be discarded altogether as they felt that the process did have some overall value.

It seems apparent that performance appraisal is very much alive but the main issue is who does it benefit-the organization or the individual? McGregor, (1972) concluded that performance appraisal had multiple uses and it was designed to meet three needs, one for the organization and two for the employee; the provision of systematic judgments to back up salary increases, promotions, transfers, demotions or terminations and a means of telling employees how they were doing and whether changes in their behavior, attitudes, skills were needed; and for managers to coach and counsel employees and take decisions.

Cleveland, Murphy and Williams, (1989) confirmed McGregor's suggestion that there were multiple uses of performance appraisal in an organization, and their study identified four categories:

1.   Between-individuals (for administrative decisions such as promotions, retentive and salary);

2.   Within – individuals (to identify training and development needs which included performance feedback, determination of transfers and identifying strengths and weaknesses);

3.   Systems maintenance (to identify organizational goals, for organizational training need analysis, personnel planning and to implement and evaluate human resource systems); and

4.   Documentation (for legal requirements and to document or justify personnel decisions such as terminations).

Dean, Kathawala and Wayland (1992), on the other hand stated that performance appraisal has two broad purposes:

1. As an evaluative function in making decisions on administrative matters such as merit pay, promotions, demotions, transfers and retention of employees;

2. As a developmental function to identify training and development plan.

They cited a 1984 survey conducted by the American Management Association of 588 managers, whereby more than 85% of the respondents reported that performance appraisal was used commonly for compensation purposes. Other uses include counseling, training and development, promotion, staff planning, retention decisions and as primary source of documentation for potential legal problems involving employees. However, the study found that the process did not always work as a motivational tool due to low level of trust, and that employees perceive that the measurement of their performance is not assessed accurately.

Bowles and Coates (1993) study on the other hand found that the main use of the performance appraisal process was to achieve work goals, as an accountable and control mechanism aimed at the individual employees and not as a training tool to benefit the employees. They also found secondary usages of the process which included relationships building, benchmarking of performance and identifying development and training needs. It would seem that the primary reason for performance appraisal is fundamental to a number of important organizational (administrative) decisions regarding pay and promotion and the process allows an

organization to measure and evaluate an individual employee's behavior and accomplishments over a specific period of time (Spinks Wells and Meche, 1999; Wiese and Buckley, 1998). Ultimately, this raises employees' performance to ensure that the organization achieves its aims and objectives and to give it a competitive edge (Harrison and Groulding, 1997) and as a device (McGregor, 1972).

Also, Spinks et al, (1999) commented that in recent years, performance appraisal is becoming a tool to discipline or dismiss staff and used where there is an organization restructuring. This suggests that performance appraisal is seen as a tool to control employees, and sadly according to Edmonstone, (1996) empirical evidence suggested that this is true, and that development of staff is often ignored. Wilson and Nutley, (2003) agreed that appraisal can be seen as one of a number of indirect forms of control, which work by emphasizing the need for staff to be committed to what the organization wants them to do. It is no wonder that there is uneasiness towards performance appraisal. To overcome this, McGregor, (1972) suggested that the setting of performance goals and appraising should be the responsibility of managers.

2.8   Figure 2. Conceptual Framework of the Study
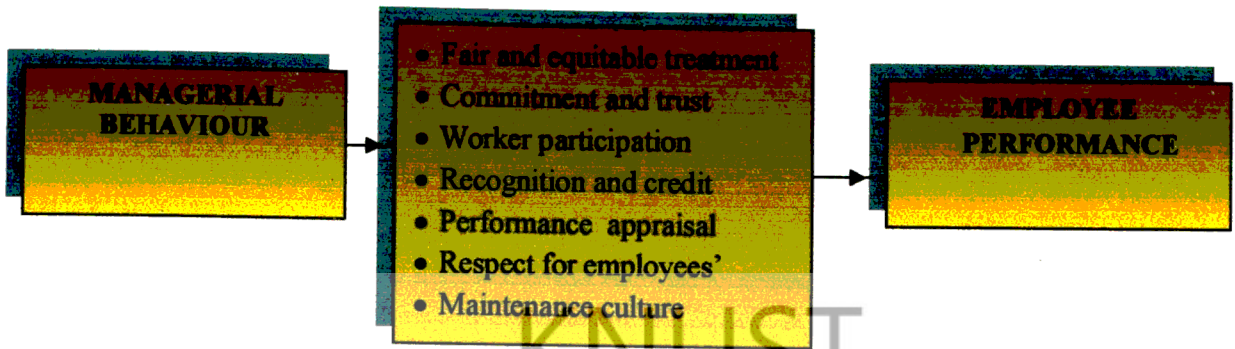
Source: Author's own construct

The figure above depicts a conceptual framework of managerial behavior for the study. It is believed that what managers do in practice is their behavior. In this sense managers are to put up good practices in order to elicit good behavior which will in turn lead to employees' performance and in effect affect the organizational performance as well. If employees' are being treated fairly and equitably, being recognized for the work they do when it is due, and involved in decision making concerning the organization, proper working atmosphere would be enhanced. Managers as part of their jobs should treat employees fairly and equitably so that they can give up their best at the job market.

When a subordinate develops a sense of belonging, it promotes performance. Thus once recognized, he will go all out to put in effort, which will result in higher achievement. Again when there is fair and equitable treatment in terms of rewards, appraisal and comments, the employees will definitely live up to expectation. According Asare – Bediako (2009), performance is about employees' effort.

Employee performance is measured in terms of input – output relation. It is also measured in terms of efficiency with which intputs or resources are utilized to create outputs. Employee performance is therefore the ultimate measure of the effectiveness of the HR system and strategies. The determinants of performance are competencies, morale, attitudes, motivation among others.

2.8   Summary

The review of the literature of this study focused on the following themes: the introduction, concept of management, management competence, effectiveness, and managerial behavior, basic managerial philosophy, HR practices and managerial philosophy managerial behavior as social capital, managerial behavior and performance appraisal and finally the conceptual framework. Despite the many and varied pitfalls of work behavior highlighted, the author seem to agree that managerial behavior is both relevant and unavoidable given the way in which business is conducted with emphasis on continuous improvement and productivity.

Today, there are no sacred cows in the workplace. Long years of experience do not matter anymore in a system-driven work environment. Old and new employees are subjected to the same standards. You either perform to expectation or you are out. It is no longer a matter of how long one has been with a company; it is how well one can perform. This explains why managerial behavior has become more and more important of late. This seeks to convey the impact of managerial behavior on performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the method that was used to gather the data for the study. It discusses the research design, population for the research, sample and sampling technique, research instrument. It also discusses the validity and reliability tests, data collection procedure and data analysis procedure.

3.1 Research Design

This research was intended to find out the impact of managerial behaviour on employees' performance. Descriptive design was used to carry out this exercise. Research design, according to Works (1991), is a plan or blue print which specifies how data relating to a given problem should be collected and analyzed. Gay (1992), states that research design provide the procedural outline for conducting any investigation. He explains further that research design indicates the basic structure of the study, the nature of the hypothesis or research questions and the variables involved in the study.

Descriptive survey involves the collection of data in order to test hypothesis or to answer research questions concerning the current status of the subject of study Gay (1992). Such designs determine and report the way things are. Descriptive design was selected because it has the advantage of producing good amount of responses from a wide range of people. Again, this design provides a meaningful and accurate

picture of events and seeks to explain people's perception and behaviour on the basis of the data collected. There may be distortions especially if there are biases in the measuring instruments. In addition, if the instruments sent out do not correspond with what come back, there will be no meaningful analysis. It is in view of these shortcomings that the instrument was pre-tested to ensure that all the items in the instrument were standard.

The descriptive design was employed because it provides useful information from a large sample of individuals (Frankel and Wallen, 1993). The design was considered appropriate because facts on the ground could be discovered and conditions that exist at a particular point in time could be seen and commented upon. The advantage for this design is that it helps to find views as they are in their natural setting. The assessment of the situation was through serving questionnaire to employees' and interviewing managers at The Coca-Cola Bottling Company of Ghana- Kumasi Plant.

Some of the questions which may not be understood by the respondents would let them give answers that may not be expected by the researcher. Another problem is the likelihood for respondents to state something which is convenient to them; again due the busy and tight schedule nature of the employees and managers getting them to answer the questionnaire and interviewing was a problem. Such expected problems were kept down by resorting to the following measures: The researcher had to undertake pre-testing of instrument to help come out with questions that might be well understood by the respondents and had them reworded. Secondly, the researcher had to check if some respondents stated something which they did not know or were not sure of by carrying out informal interviews or checking other groups' opinion.

3.2   Population

According to Fraenkel and Wallen (2000), a population is the group to which the results of a study are intended to apply. A population is always of the individuals who possess certain characteristics or a set of characteristics a particular study tries to assess or analyze. Best and Kahn (1998) postulate that population is any group of individuals who have one or more characteristics in common that are of interest to the researcher. The target population for the study embraced all workers of TCCBCGL-Kumasi Plant. Statistics show that, the total employees of TCCBCGL-Kumasi Plant is 230 consisting of 188 junior staff and 44 senior staff and eight managers.

3.3   Sample

Sampling is the process of choosing people for a study in such a manner that those chosen would represent the larger group from which they were chosen. The large size of the population in relation to time and cost constraints necessitated selecting a portion to study.

According to Agyedu et al (1999), the process of sampling makes it possible to limit a study to a relatively small portion of the population which will be representative of the population. A sample is thus a subset of the population and consists of representative group of individuals, objects or events that form the population of the study. Since it was not possible to deal with the whole of the target population due to access, effort was made to sample a reasonable number of people, which gave a representation for the research.

A sample size of 150 respondents which represent 65% of the entire population at TCCBCGL-Kumasi Plant were given questionnaires. This number was selected because the researcher believes that it will give a true picture of the study. The sample size was made up of 110 junior staff and 32 senior staff and 8 managers.

3.4   Sampling Technique

Simple random sampling technique was adopted by the researcher in getting the respondents to answer the questionnaires. This was applied to all grade and 110 junior staff, 32 senior staff and 8 managers were chosen for the study. The researcher with the help of the Human Resource Manager had the list of all the employees in each of the seven departments, namely, technical department which is made up of 103 workers, commercial department made up of 67 employees, supply chain department made up of 38 workers, finance department made up of 13 employees, administration, 4, Human Resource, 2 and internal control, 3. From the sample frame, respondents were randomly selected, thus, 52 respondents were chosen from the technical department, 48 from the commercial department, 28 from supply chain department, and all the members in administration, internal control and human Resource Department.

Purposive sampling was used to select 8 managers because they had the needed information. According to Neuman (2000), in Saunder, Lewis and Thornhill (2007), purposive sampling is often used when working with very small samples such as in case study research and wish to select cases that are particularly informative.

3.5   Research Instrument for Collecting Data

A set of questionnaire and interview guide were designed to collect data from junior staff and senior staff and managers. Gay (1987), states that descriptive research is usually conducted by administering questionnaire.

The main instrument that was used to gather the data was the questionnaire and interview. This instrument was designed and used for the data collection because it has a quick way of collecting data if properly structured. Again, items on the questionnaire and interview guide formed the basis of generating research questions. A questionnaire also has a high degree of transparency and accountability. Kerlinger (1973) posits that questionnaire is very effective for securing factual information about practices and conditions, and for inquiring into opinion and attitude of the subject.

The interview was done to find out what managers actually do in practice and the benefit of managerial behavior.

3.6   Pre-Testing o f the Instrument

According to Agyedu et al, (1999) "prior to using any instrument, its validity and reliability need to be assessed to determine its accuracy and consistency" (p.66). To enable the researcher test the usability of the questionnaires, pre-testing of the instrument was conducted. Twenty copies of the questionnaires were pre-tested, using some selected junior and senior staff members of TCCBCGL-Kumasi Plant.

3.7   Data Collection Procedure

Copies of the questionnaires were personally hand delivered to respondents who were given two weeks to respond. Prior to the administration of the questionnaire, an introductory letter was collected from the Dean, School of Business, KNUST, to the Human Resource Manager, at TCCBCGL – Kumasi Plant seeking for permission.

This process involved a lot of movement from one place to the other by the researcher. The researcher explained the questions to the respondent. The purpose of this was to help the respondents to understand the content of the questionnaire and to do away with ambiguities, suspicion, partialities and also to be able to provide their independent opinion on the questionnaire items given them. Rapport was established between the researcher and the respondents throughout the distribution and collection periods.

3.8   Data Analysis Plan

The research is purely descriptive survey therefore the researcher used descriptive statistics in analyzing the data. The collected data were checked for consistency and then frequencies and percentages were used to show responses of the distribution. The questionnaires were then analyzed using the Statistical Package of Social Science (SPSS). The variables were coded and with the aid of the SPSS, the statistics indicating frequencies and percentages were used to present the results in graphs and table.

3.9 Profile of the Case Organisation

The Coca Cola Company of Ghana Limited (TCCBCGL) was set up in 1995 after the then Ghana National Trading Corporation (GNTC) Bottling Division, which was involved in the Bottling of Coca Cola and related drinks, was divested.

The company is currently fully owned by the equatorial Coca – Cola Bottling Company (ECCBC), a subsidiary of the COBEGA GROUP of Spain – a group of top Spanish businessmen with large investments around the world. ECCBC also owns Coca Cola plants in Monrovia in Liberia, Freetown in Sierra Leone, Banjul in Gambia, Praia and Mindelo in Cape Verde and Nouakchott in Mauritania. TCCBCGL's major operation is the bottling of carbonated soft drinks. The company bottles thirteen flavours under seven brands namely: Coca-Cola, Fanta, Sprite, krest, Scweppes, Bon Aqua, Dasani, Coca-Cola, Fanta Orange, Fanta lemon, Fanta Fruit Cockyail, Sprite,, Krest Bitter Lemon, Krest Soda Water, Krest Tonic Water, Krest Ginger Ale, Bon Aqua Mineral Water, Dasani Miniral Water, Sweppes Tonic Water, Schweppes Bitter Lemon, Schweppes Soda Water.

In addition, the company has also venture into the production Energy and juice drinks. (i.e. Burn Energy Drink & Minute Maid). TCCBCGL operates two plants in Ghana located in Accra and Kumasi. Currently the company controls ninety-five percent market share of the carbonated drinks industry in Ghana. The remaining fourteen percent of the market share is enjoyed by beverage Investment Ghana Limited – producers and distributors of Pepsi Cola, Mirinda, Seven-Up brands, Accra Brewerey, Limited – producers and marketers of club Minerals brands (i.e. Club cola,

Club Soda, Club Muscatella, Club Quinine Tonic, Club ginger Ale etc.), Ghana Breweries Limited – producers and marketers of Bluna, Africa brands and a large pool of small businesses in the industry.

Administratively, a General Manager heads the company and is assisted by seven Heads of Department designated as Finance Manager, Human Resource Manager, Technical Manager, Sales and Marketing Manager, Operations Manager, Internal Control Manager, Plant Manager for the TCCBCGL external facilities in Accra and an Administrative Manager in Kumasi. Of all the Heads of Departments' offices, only that of the Administrative Plant Manager is located in Kumasi. The remaining HoD offices are located in Accra, the Head Office. The company employs over 700 workers, with the Accra plant employing 501 workers. The Kumasi Plant currently employs a total of 230 employees out of which 188 are classified as junior staff and belong to the local union, 44 belong to the Senior Staff category and ten belong to the managerial group.

The operations of TCCBCGL also keep over 30,000 people in employment in Ghana. These include over 8,000 Mini – Table operators and 60 Independent Mini – Depot operators, each of which employs at least 4 persons. TCCBCGL outsources a number of non-core operations like transport, canteen and security services among others, which also creates jobs for some more Ghanaians.

CHAPTER FOUR

DATA PRESENTATION, DISCUSSION AND ANALYSIS

4.0   Introduction

This chapter analyses and discusses the responses obtained from the questionnaires administered and the interview conducted.

Questionnaires were administered to one hundred and forty –two (142) employees and eight (8) managers comprising the plant manager were interviewed.   A response rate of 83.33 percent was obtained.

A detailed analysis of the questionnaires administered and the interview conducted was discussed using the software, Statistical Package for the Social Sciences (SPSS) for windows-student version 16.0.

This chapter is discussed under four sections based on the objectives of the study. They are:

1. Factors that influence managerial behavior.

2. How the factors of managerial behavior affects employees' performance.

3. Asses managerial competence at the workplace (TCCBCGL-Kumasi Plant)

4. Benefits that can be derived from managerial behavior.

4.1 Respondent Profile

Background information of respondents in a study of this nature, offers a good understanding of the responses given and reflects the extent to which the data provided could be relied upon.

Table 1 – 4 give a summary of the data collected on sex, length of service in TCCBCGL-Kumasi Plant, present rank, and present level of qualification.

4.1.1 Status of respondents

Table 1   Status of respondents

Senior staff	27	22.5
Junior staff	93	77.5
Total	120	100.0

Source: Author's Field Study (2009)
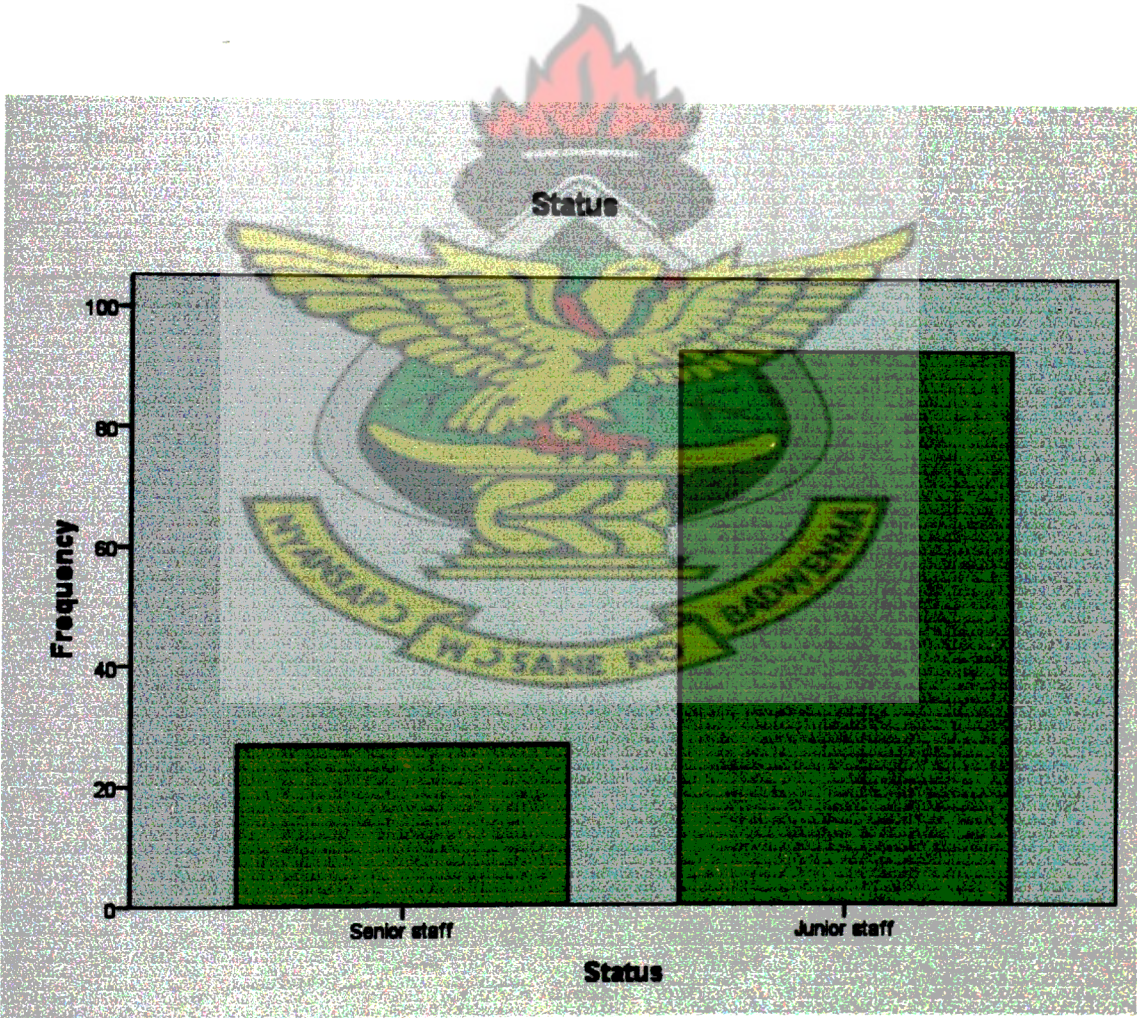
Fig. 4.1

Source: Author's Field Study (2009)

From the data gathered, majority of the respondents representing 77.5 percent were junior staff and the remaining 22.5 percent hold the senior staff position. This implies that vase numbers of the employees are junior members although majority of them have completed tertiary education..

4.1.2 Gender of respondents

Table 2 Gender of Respondents

Male	112	93.3
Female	8	6.7
Total	120	100.0

Source: Author's Field Study (2009)

Fig. 4.2

Source: Author's Field Study (2009)

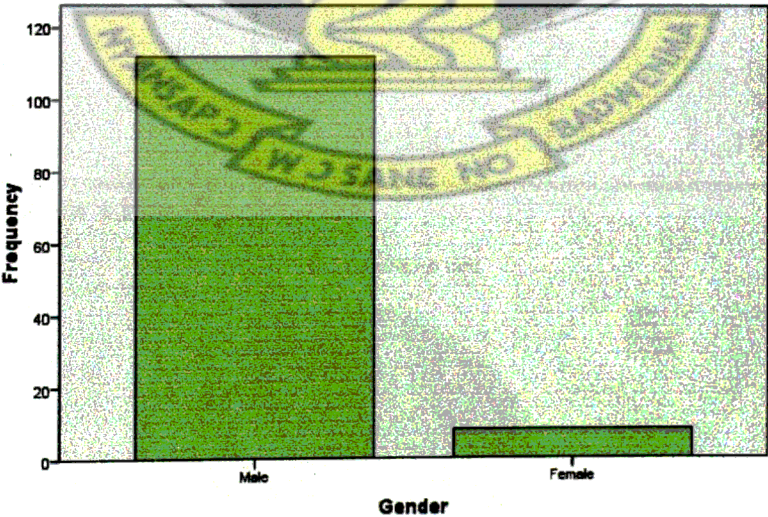The picture provided by the sex profile of the respondents is interesting. Of the 120 respondents reached by the study, 112 representing 93.3% are males and only 8 representing 6.7% are females. This sex profile is skewed in favor of male respondents. The responses could be described as male biased.

4.1.3 Educational level

The table below shows that the highest number of respondents representing 67 or 55.8% was those at the tertiary level and the rest representing 44.2% thus 23, 18 and 12 respectively held middle school leaving certificates, and senior high school certificates. From the respondents majority were at the tertiary level.

Table 3   Educational level

MSLC	23	19.2
SHS	18	15.0
Tertiary	67	55.8
Others	12	10.0
Total	120	100.0

Source: Author's Field Study (2009)

Educational level
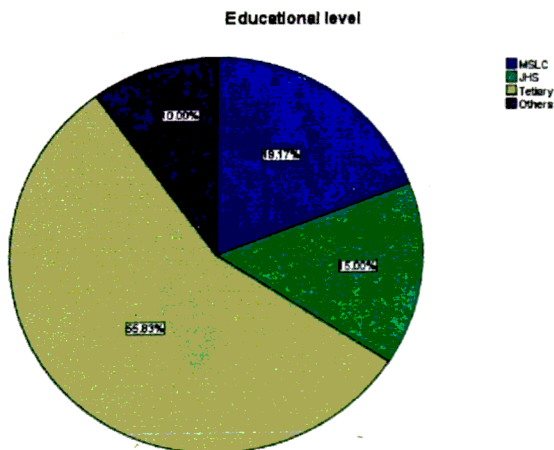
Fig. 4.3

Source: Author's Field Study (2009)

4.1.4 Length of service

Table 4 indicates that about 56.6% of the respondents have worked for over 5 years. The rest 43.4% have been engaged for periods ranging from 0-4 years. It was found out that majority of employees at TCCBCGL-Kumasi Plant has worked for more than five years and are conversant with what managers do in the company.

Table 4   How long have you been working at TCCBCGL- Kumasi plant

Years	Respondents	Percentage %
1 year to 4 years	52	43.3
5 to 15 years	55	45.8
16 years and over	13	10.8
Total	120	100.0

Source: Authors Field Study (2009)
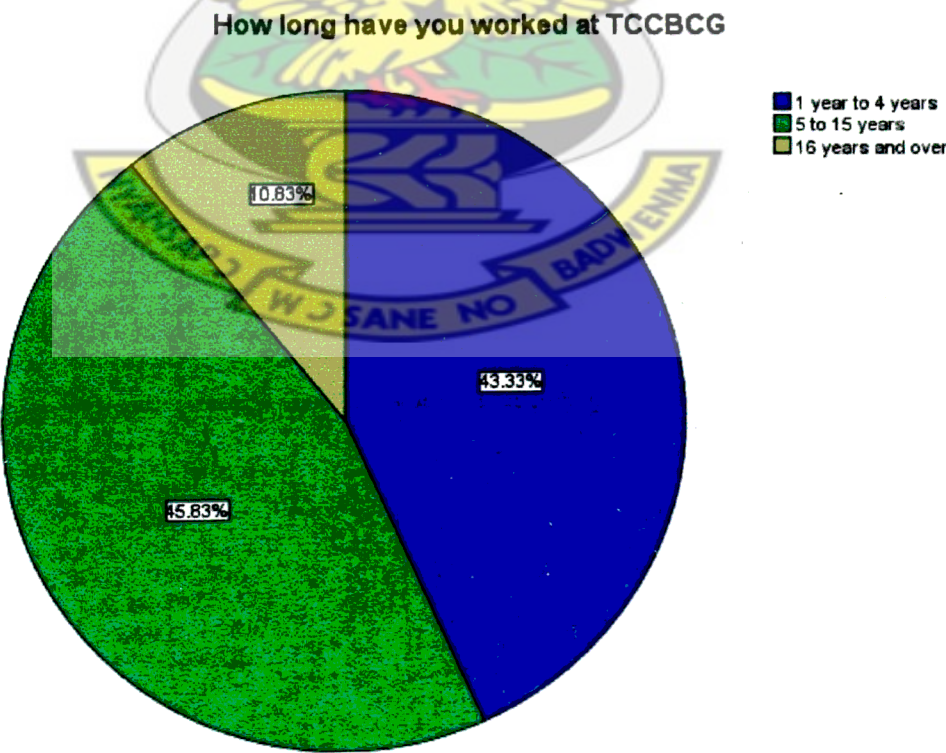
Fig. 4.4

Source: Author's Field Study

4.2 Factors that influence managerial behavior

Table 5 presents respondents' agreement or disagreement to statements made concerning factors that influence managerial behavior. The following statements relate to factors that influence managerial behavior at TCCBCGL-Kumasi Plant. For each statement listed below, please indicate the extent to which you agree by placing a tick (√) sign in the appropriate box. Strongly agree (SA), agree (A), undecided (U), disagree (D), or strongly disagree (SD).

Table 5   Factors influencing managerial behavior

Proper channel of Communication is an essential tool for flow of information	64	53.3.	39	32.5	8	6.7	9	7.5	-	-	120	100
Grievance handling	43	35.8	61	50.8	16	13.4	-	-	-	-	120	100
Appraisal motivates employees'	47	39.2	61	50.8	4	3.3	8	6.7	-	-	120	100
Fair and equitable treatment influences attitudes and behaviors to high performance	29	24.2	63	52.5	5	4.2	16	13.3	7	5.8	120	100
Maintenance of equipment enhances employees performance	36	30.0	72	60.0	7	5.8	3	2.5	2	1.7	120	100
Involvement in decision making gives you adequate information of what is going on.	47	39.1	38	31.7	20	16.7	11	9.2	4	3.3	120	100
Commitment and trust	54	45.0	39	32.5	18	15.0	9	7.5	-	-	120	100
Gives credit and recognition when it is due	63	52.5	38	32.0	-	-	19	15.5	-	-	120	100
Capacity building	54	45.0	39	32.2	18	15.0	9	7.5	-	-	120	100
Grievance handling	63	52.5	38	32.0	-	-	19	15.5	-	-	120	100

Source: Author's field study (2009)

The data in Table 5 show that most respondents in the company representing 53.3 percent strongly agreed to the fact that proper channel of communication will influence managerial behavior positively, whiles 7.5 percent of respondents disagreed. It was observed by the researcher that employees' at TCCBCGL-Kumasi Plant are aware that managerial behavior can be influenced by channel of communication. The direction or design of communication in an organisation can be downward, upward, horizontal, and diagonal. According to Armstrong (2003) organizations function by means of the collective action of people, yet each individual is capable of taking independent action which may not be in line with policy or may not be reported properly to other people who ought to know about it. According to Cole (1996) communication is the process of creating, transmitting and interpreting ideas, facts, opinions, and feelings. Good communications are required to achieve coordinated results. According to Gibson et al (2000) communication pervades organizational activity; it is the process by which things get done in the organizations. Every employee is continually involved in and affected by the communications process. For managers, effective communicating is a critical skill because the managers planning, organizing, and controlling becomes operationalized only through communicative activity.

A greater percentage of the respondents 50.8 percent being majority of the respondents also indicated that grievance handling can influence managerial behavior, whiles 13.4 were undecided It is clear that grievance when not handled effectively can bring about disputes and low morale at the work place which will in turn affect

performance. According Cole (1996), fear and emotional overtones can cloud massage and will tend to avoid the whole truth and pass on part of a message only. Angry people do not make good listeners, and thus any manager dealing with a deeply- felt grievance must allow for a period of 'cooling off 'before expecting to make any head way with a solution.

On the issue of safety and welfare, majority of the respondents representing 50.8 percent indicated that they agreed to the fact that it influences managerial behavior; whiles 6.7 percent expressed their disagreement on the statement that safety and welfare can influence managerial behavior. According to Armstrong (2003), Welfare and safety policies are concerned with protecting employees and other people affected by what the company produces and do. Welfare services may be provided for matters concerning employees which are not immediately connected with their job but may be connected generally with their place of work. Employees' safety and welfare is needed to be dealt with properly by management so much that performance will not dwindle or fall.

Fair and equitable treatment is another factor that influences managerial behavior. From table 5 above 52.5 percent agreed that managerial behavior can be influenced by fair and equitable treatment and 5.8 percent strongly disagreed to the fact that fair and equitable treatment can influence managerial behavior. Fair and equitable treatment, according to Mullins (2006) is when there is equity among employees at the same level in the organisation. When employees are treated fairly and equitably employees' morale raise thereby affecting performance. According to Dessler (2000) from the Harvard Business Review, fair process turns out to be a powerful

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management tool for companies struggling to make the transition from a production-based company, in which value creation depends increasingly on ideas and innovation. Fair process profoundly influences attitudes and behaviors to high performance. It also builds trust and unlocks ideas. Without fair process, even outcomes that employees might favor will be difficult to achieve.

In practice fair treatment reflects underlying elements such as 'trusting employees, respecting employees, dealing with employees complaints effectively and equally, and not ignoring employees' suggestions (Michelle A. Donovan et al 1998).

In talking about capacity building, 60.0 percent of the respondents were of the view that capacity building can influence managerial behavior whiles1.7 percent of the respondents strongly disagreed to the statement. From the table it can be deduced that majority of the respondents are of the view that building an employee's capacity at the work place will influence managerial behavior thereby enhancing productivity as well.

Regarding employees' involvement in decision making, majority of the respondents representing 39.1 percent agreed to the fact that employee's involvement in decision making can influence managerial behavior whiles 3.3 percent of the respondents strongly disagreed to that fact. Worker's participation refers to the inclusion of workers in decision making process in the organization. This means that the employees could have adequate information on which to base their decision (Dubrin, 2007).

Sometimes, when the involvement of employees in decision-making is much, it could be because they are co-owners of the business. At times, management makes the major decisions and later invites the employees for comments. The extent to which the worker's participation is possible and desirable is a very controversial issue as it entails political overtones (Allan, 2003). According to Edwards and Chris (2006), sharing information plays a vital role in the successful running of an organisation. This gives the working people a sense of belonging and mutual trust.

4.3 Find out how managerial behavior affects employees' performance at TCCBCGL Kumasi - Plant. Table 6 shows how the respondents' will rate the below managerial behaviors and how it affects employees' performance.
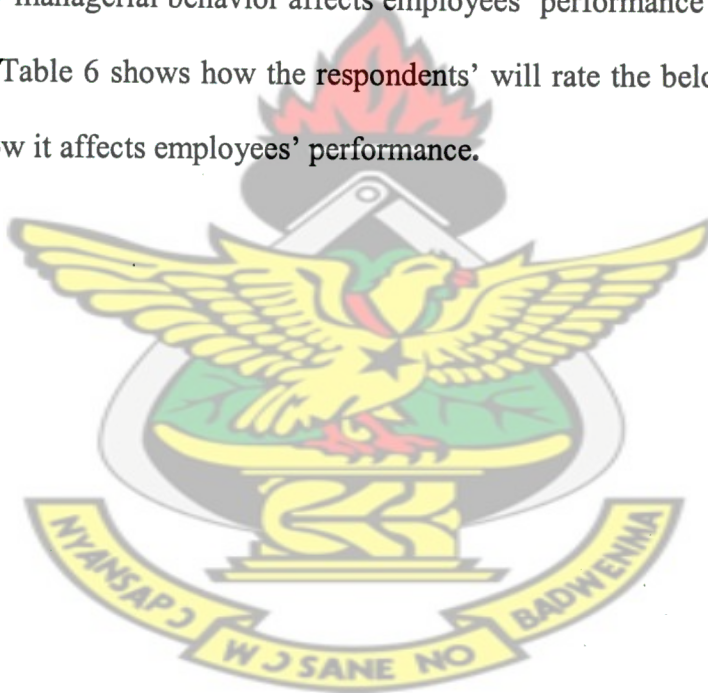
Table 6 Assessing the extent to which managerial behavior affects employees performance

Feature	Good		Fair		Unfair		Total	
	No	%	No	%	No	%	Number	Percentage
Physical surroundings at work place	94	78.3	14	11.6	12	10.1	120	100
Involvement of employees in decision making	26	21.7	22	18.3	72	60.0	120	100
System of appraising workers	12	10.0	27	22.5	81	67.5	120	100
Maintenance of equipments	6	5.0	114	95.0	-	-	120	100
Safety at the work place	113	94.2	7	5.8	-	-	120	100
Handling of grievances	23	19.2	69	57.5	28	23.3	120	100
Proper channel of communication	17	14.2	32	26.6	71	59.2	120	100
Recognition and credit	30	25.0	53	44.2	37	30.8	120	100

Source: Author's field study (2009)

Table 6 talks about managerial behavior and how it affects performance. With this respondents were sampled to know how good, fair or unfair their working conditions are and how they affect their performance. Majority of the respondents representing 78.3 percent (78.3%) responded that their physical surroundings at the work place were good whiles 10.1 percent responded that their physical surrounding at the work place was not fair. This implied that the employees at TCCBCGL-Kumasi Plant work in a conducive atmosphere regarding their surroundings and it is not affecting their performance negatively.

Regarding employees involvement in decision making majority of the respondents representing 60.0 percent (60.0%) of the respondents said their involvement in decision making was unfair, whiles 18.3 percent said that their involvement in decision was fair. This is an indication that employees are not involved in decision making and it is affecting their performance. It was deduced again that since TCCBCGL is worldwide some policies are made internationally for management to implement such policies. Looking at the level of education of the employees at the company, new ideas and innovations can be tapped from them which will enhance the company's productivity. According to Mullins (2007), involvement is the degree of commitment by members to the organisation. Owens (2000) defines participation as the mental and emotional involvement of a person in a group situation that encourages the individual to contribute to group goals and to share responsibility for them. Participation is a nation of 'ownership' of decision, which is motivating to the participant; it releases one's energy, creativity and initiative.

According to Greeve (2003), an important feature of organizations is that decisions are often discussed and made by groups rather than individuals. Even when managers make decisions on their own, they are influenced by other members of the organisation. On the contrary, employees at TCCBCGL-Kumasi Plant are not involve in decision making since managers think that employees are there for leisure whiles management need profit and must do anything to get their as asserted by one of managers at TCCBCGL-Kumasi Plant.

Majority of the respondents representing 67.5 percent posits that the system of appraisal was unfair, whereas 10.0 percent of the respondents said that the system of

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appraisal in the company was good and the remaining percentage said it was fair. From the data gathered from the respondents, although appraisal is conducted there is no systematic way of doing the appraisal and it is subjective. Rewards and punishment were done at the discretion of management since no evidence of report was shown and it is affecting them negatively since workers have started nagging about the way they are being treated in terms of appraisal. Performance appraisal according to Thompson and Luthans (1981) is the process identifying, measuring and developing human performance in organizations.

According Stone (1998), performance appraisal may be viewed as an overall measure of organizational effectiveness: organizational objectives are met through the effort of individual's employees. If employee performance is improved, the organization will lift its performance. Many experts feel that traditional appraisals don't improve and may backfire. They argue that most performance appraisal systems neither motivate employees nor guide their development. Furthermore, 'they cause conflict between supervisor's and subordinate and lead to dysfunctional behaviors (Dessler 2000).

Again majority of the respondents representing 95.0 percent said that the manner management has been maintaining their equipment regularly is good, whiles 5.0 percent indicated that it was fair. From the data collected it can be deduced that management is particular of their equipments since it forms the main tool if not all in a production company but the equipments were maintained only when it was reported. In the case where employees underestimates the seriousness of a problem the equipment could damage , which could lead to stall the activities of the company

thereby affecting performance of employees negatively. Maintaining organizational equipments regularly help in steady and constant production of products.

Ninety-four point two percent (94.2%) of the respondents indicated that safety at the work place was good and that their safety at the work place is always guaranteed since protective equipments are given and management ensure that they put them on. Maintaining a productive workplace environment is essential because it allows the creation of shared interest between management and employees (Tyler 2001).

Regarding proper channel of communication, 71 respondents representing 59.2 percent said it was not fair since their system of channeling information was from top to down. This implies that information was disseminated from management to employees only, that is their chain of command was from top to down only and it affects employees performance since there is no upward communication where management and employees meet to consult about issues. Whiles 17 percent said that the way management goes about disseminating their information was good.

4.4 Assess managerial competencies at TCCBCGL-Kumasi Plant.

In this section, aspects such as giving others credit for their ideas and suggestions, Setting priorities based on business needs, Sensitive to others' right, Considering employees' views, Promoting a healthy relationship between junior and senior staff, enhances quality of decision as inputs are collated from all departments at the work place, improving staff commitment to the performance of the organization, helping employees to settle disputes quickly and with guidance Improves staff trust and commitment to their job and management were analyzed and discussed.

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The objective here is to assess managerial competence at TCCBCGL-Kumasi Plant. Results of the respondents view on the level of managerial competence that will increase positive workplace experience and behaviors are presented in Table 7.

Table 7

Respondents view in assessing managerial competencies at TCCBCGL-Kumasi Plant.

Gives others credit for their ideas and suggestions	20	16.7	47	39.1	53	44.2	120	100
Set priorities based on business needs	65	54.2	15	12.5	40	33.3	120	100
Sensitive to others' right	45	37.5	20	16.7	55	45.8	120	100
Consider employees' views	31	25.8	53	44.2	36	30.0	120	100
Ask for criticism and suggestions from employees'	40	33.3	35	29.2	45	37.5	120	100
Promotes a healthy relationship among employees'	63	52.5	16	13.3	41	34.2	120	100

Enhances quality of decision as inputs are collated from all departments at the work place	65	54.2	30	25.0	25	20.8	120	100
Improves employees' commitment to the performance of the organization	78	65.0	19	15.8	23	19.2	120	100
Helping employees to settle disputes quickly and with guidance	22	18.3	57	47.5	41	34.2	120	100
Manager communicate effectively with employees'	30	25.0	55	45.8	35	29.2	120	100
Respecting employees rights	71	59.2	30	25.0	19	15.8	120	100

Source: Author's field study (2009)

Several factors come into play in assessing managerial competence. It was revealed by 44.2 percent of the respondents that management moderately gives employees credit for their ideas and credit, whiles 16.7 percent responded that how management

gives credit for a work done is low. This indicates that, although management gives credit for ideas and suggestions it was not up to employees' expectation. It was also noted that management was irresponsive to good performance and has taken things for granted. On the other hand, they are quick to criticize on the few occasions that performance fell below expectations. Giving credits to employees for a work done help employees to work harder or give up their best. According to Mullins (2006) positive feedback on good performance is a strong motivator to employees'.

Sixty five (65) respondents representing 54.2% said management setting priorities based on business needs was high where as 12.5 percent of the respondents said that it was low. This indicates that managers at TCCBCGL-Kumasi Plant are goal and result oriented. This is because they always sought to see that organizational goals are attained.

Once the majority of the respondents indicated that management set target based on business needs it can be said that management priority is mostly on organizational needs than employees needs. Fifty three respondents representing 44.2% said managers considering employees views was low. From the table it can be said that management has not been considering their employees views. Employee voice according to Armstrong refers to the say employees have in matters of concern to them in their organisation. As defined by Boxall and Purcell (2003), 'Employee voice is the term increasingly used which enable, and sometimes empower employees, directly and indirectly, to contribute to decision making in the firm. It can also be seen as the 'ability of employees to influence the actions of the employer' (Millward, Bryson and Forth, 2000.). Employees voice has been identified by

Marchington et al (2001) as articulation of individual dissatisfaction(to rectify a problem with management or prevent deterioration of relations), expression of collective organisation (to provide a countervailing source of power to management), contribution to management decision making (to seek improvements in work organisation, quality and productivity), and demonstration of mutuality and cooperative relations(to achieve long term viability for the organisation and its employees.

Majority of the respondents representing 45.8 percent said management being sensitive to others rights was moderate and 16.7 percent said it was low. It was indicated that 45 respondents representing 37.5 percent said management asking for criticism and suggestions from people with different background was moderate, 35 representing 29.2% went for low. According to Nahapiet and Ghoshal, (1996) and Moran and Ghoshal, (1996) high stocks of social capital can lead to: development of intellectual capital, more flexible work organization, higher pace of innovation and knowledge exchange, reduction of transaction cost, incentives and monitoring mechanisms. Under this logic, we suggest that when employees share knowledge and resources, have trusting relationship among each other, and pursue the common good of the organization, this will in turn increase employees' performance. Therefore when managers adopt the concept of social capital in their administration there will be a change in employees' performance.

Majority of the respondents, 63 representing 52.5 percent said management promotes a healthy relationship between junior staff and senior staff was high, and 16 representing 13.3 percent said management promoting a healthy relationship was low.

Majority of the respondents representing 47.5 percent revealed that settling employees disputes quickly and with guidance was low, whereas 18.3 percent said that it was high. This implies that employees grievances are not handled promptly thereby arising in disputes in the organisation. Concerning staff commitment to their job respondents posits that 71 representing 59.2 percent was high and 30 representing 25.0 percent said it was low. Rosanas and Velilla (2003) affirm that the process through which the employee trusts and commits with the goals of the organization enhances performance. This process of personal commitment occurs as a result of employees' identification with the immediate manager. The identification between the immediate manager and the employee is likely to transcend the organization.

There is therefore a good reason to expect that the job satisfaction, citizenship and co-operation among co-workers will be substantially influenced by managerial competence. Another key normative obligation of management is to respect workers'' rights and interest. These include the provision of stable and secure employment, adequate pay and benefits, and opportunities for training and advancement (Kalleberg et al. 1996; Starkey and Mckinlay 1994).

The provision of such benefits and guarantees constitute an important component of justice in the workplace (Younts and Mueller 2001), - and essential element of trust-worthy management behavior (Tyler 2001), and a key to the establishment of mutual respect and concern (Whitner et al. 1998). Most fundamentally, respect for workers' rights entails an elimination of interpersonal abuses of power by managers and supervisors, and the treatment of workers with respect (Ashforth 1994; Jermier 1998; Webb and Palmer 1998). Management competence is therefore the possession of

skills, knowledge and aptitudes that a manager can demonstrate in action and which potentially enables that manager to bring about the completion of the tasks in their area of responsibility in a way which will make a great possible contribution to the performance of the organization and to its long-term survival. From the statistics it is evident that managers' competency level is moderate and need advancement. According Abraham *et al.* (2001) the ten aspects of managerial competency as a result of their research should be possessed by managers at each level of management in the organisation.. The ten aspects are stated as good oral / written communication skill, problem solver, results oriented, interpersonal skill, leadership skill, customer focus, flexible / adaptable, team worker, dependable, and quality focus.
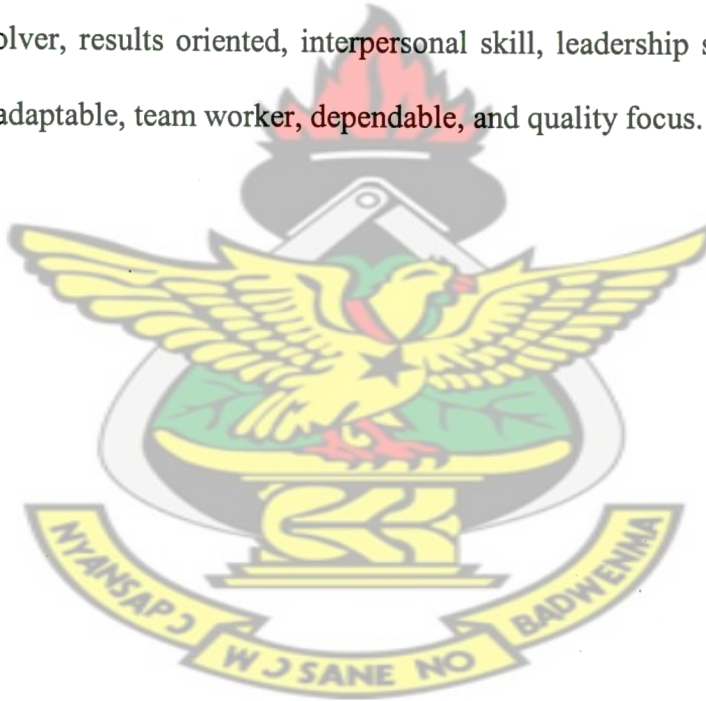
Table 8

4.4.1 Other forms of behavior do you expect from your manager?

Grievance handling	13	10.8
Appraisal	34	28.3
Management style	24	20.0
Fair and equity treatment	19	15.8
Involvement in decision making	30	25.0
Total	120	100.0

Source: Author's field study

The results of the data analysis show that employees' at TCCBCGL – Kumasi Plant are not satisfied with certain managerial behaviors and need some changes in factors such as decision-making, management style, grievance handling, appraisal, and fair and equity treatment.

It was revealed that the 25.0 percent or 30 respondents of the employees of TCCBCGL- Kumasi Plant want management to involve them in decision making and other management functions in the organisation. According to Owens (2000),

participating in decision making enables the organisation to arrive at a better decision. Secondly it enhances the growth and development of the organisation.

Twenty four of the respondents representing 20.0% said they want management to change some of their management style. They further said they want management to be more consultative instead of being autocratic and installation of reign of fear and harassment, respect the old hands in the organisation Management style, according to Beach (1970), involves accomplishing result through other people. Maslow's ideas about motivation influenced the thinking of Douglas McGregor who constructed a philosophy based on different managerial assumptions about people (Theory X and Theory Y) McGregor argued that the style of management adopted is a function of manager's attitude towards human nature and behavior at work. People with theory x and y attitudes have different motives human behavior (Mullins, 2006). The Theory X set of assumptions about human behavior postulates that people act to realize basic needs, and therefore do not voluntarily contribute to organizational aim.

The theory X manager view that the average human being working in an organization has an inherent dislike for work, avoids responsibility, lacks ambition, and wants to be closely directed forced, controlled, directed, and threaten people working in the organization in order to attain the organizational objective. Such a manager does not often delegate and has an easy system of reward and punishment. On the other hand, theory y managers believe that people see work as natural and rewarding activity, they learn to accept and seek responsibility, and will respond positively to opportunities for personal growth. Such a manager is interested in delegating

responsibilities based on consultation with subordinates and these responsibilities are willingly accepted out of personal commitment (Vikaldo, 2005).

Twenty- eight point three percent or 34 of the respondents said they want management to fairly and timely appraise them, they further said motivation should be enhanced to increase moral among employees'. Ten point eight (10.8percent) of the respondents said that management should listen to their grievances and act promptly on them. They should also be proactive in solving certain key issues and further said a system should be put in place to help listen to the views of employees'.

Nineteen respondents representing 15.8 percent said that should be fair and equitable in dealing with them. According to Mullins (2006), people should be treated fairly, but according to merit. Ensure justice in treatment, equitable systems of motivation and rewards, clear personal policies and procedures, avoidance of discrimination, and full observance of all laws and codes of conduct relating to employment. He further said that a feeling of inequality causes tension and motivates the person to indulge in certain forms of behavior which will in turn affect production.

4.5 Benefits of managerial behavior

The benefits of managerial behavior are indispensable especially in organizations like TCCBCGL-Kumasi Plant. In this section questions such as 'what benefits do you get from managerial behavior was asked during the key informant interview with five managers at TCCBCGL- Kumasi plant. Their responses were that managerial behavior itself models you as a manager, that is it shapes the way you think and go about your daily activities. Another point they gave was that when you are enthused

with good managerial behavior you always love your work you will be able to deal with all sort of behaviors.

Again, some of the managers responded that, it rewards you since effectiveness of managerial behavior will let your employees build trust in you; commit themselves to their job there by increasing productivity. Some of them said if due process is followed it brings dignity to the company since people are respected and dealt with fairly and enhances employees' performance as well. With this respect, Leana and Van Buren (1999) underlined that to create social capital and manage collective action efficiently it is vital to foster strict norms that enhance high team work and ensure every individual competently perform his role.

Another set of interview was conducted to know how managers really behave or do. In knowing this the research questions were used to conduct this key informant interview. The managers responded by saying that they are being guided by the company's code of ethics and every manager is to go by it in their day-to-day activities. They further said that they have collective bargaining agreement for junior staff and senior staff and in the CBA it is enshrined in it conditions of service that guide them as a coca cola family. That is when people are employed in the company they are inducted into the coca-cola family.

Another question of how communication was channeled to the employees was asked and the response was that they have a chain of command. With this, information is passed down through their departmental managers through their supervisors to the junior staff members.

They further said that they have been organizing meetings, seminars, workshop, circulating bulletins among others.

In how they've been appraising their employees, the managers posit that at first performance was separated rewarding employees'. Currently, employees are appraised by looking at their job performance at the departmental level. This appraisal is done before employees are even promoted. They further said they have a standard that they measure against performance.

In the question of employees' involvement in decision making, they said that, they've been selling their decisions through the various departmental staff and not been involving them actually but rather been engaging.

In how they've been dealing with safety and welfare issues, they said that, ensuring their employees safety and welfare was at their heart. They have a safety committee which is chaired by the Human Resource manager, departmental nurses and a resident doctor. They have also been ensuring that employees put on their safety gadgets.

In assessing manager competency, they responded by saying that managerial roles stands for those behaviors that managers employ to carry out the basic functions of their work: managing relationships, managing information, and managing action.

They further said that another way of looking at the manager's job is to say that managers are expected to achieve stability in results de-spite widely and sometimes wildly varying circumstances. Obviously, this requires them to vary their actions. In

other words, the work of a manager cannot hang on "canned" or prefigured work routines.

Managers must configure their actions to fit the situation at hand; they must figure out what to do instead of simply adhering to good practice; and that, in turn, implies high degrees of autonomy, initiative and discretion so being able to deal with all kinds of situation shows the degree of a manager's competency. Current thought suggests that although all of the roles are important, the need for a manager to enact a particular role shifts as a function of context.

In handling grievance, they said that, they have been handling the ones that come to them effectively. The human resource manager commented that at times the grievances are not properly channeled although all these processes are in the CBA. He again said that some employees even make verbal complaints which are not part of the process. Again, some of the employees have the fear of being victimized by their immediate supervisors and departmental managers and may not send their grievances.
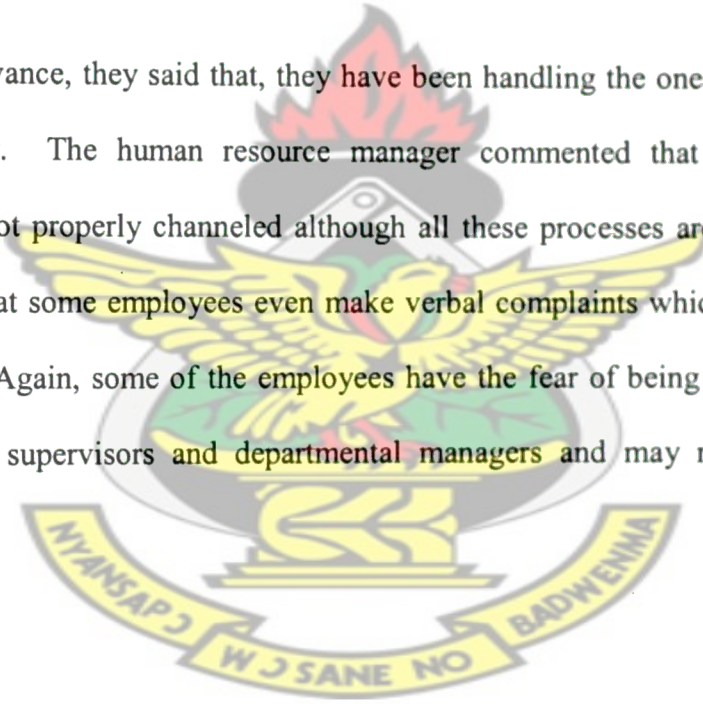
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0   Introduction

This section of the write-up captures the major findings that came out of the study
and the conclusions drawn. It also covers recommendations and suggested areas for
further study. The general objective of the study was to assess the impact of
managerial behavior on employees' performance at The Coca- Cola Company
Bottling of Ghana Limited-Kumasi Plant. The specific objective sought to find out
the factors that influence managerial behavior; how managerial behavior can affect
employees' performance; assess managerial competence at TCCBCGL-Kumasi Plant
and the benefit of managerial behavior.

The research was guided by key research questions such as:

(i)   What factors influence managerial behavior?

(ii) How the factors of managerial behavior affect employees' performance at
TCCBCGL-Kumasi Plant?

(iii) What is managerial competency level at TCCBCGL-Kumasi Plant?

(iv) What are the benefits of managerial behavior at TCCBCGL-Kumasi Plant?

5.1 Summary of main findings

The main findings that emanated from the study were:

5.1.1 Factors influencing managerial behavior

It was found out that, employees' at TCCBCGL-Kumasi Plant were aware that managerial behavior was comprised with factors such as welfare issues, grievances, recognition, and motivation, channel of communication, among others which in turn affects employees performance positively or negatively. This is because everything that the manager does at the work place is being influenced by the factors listed above in one way or the other.

5.1.2 Assessing Managerial competence at TCCBCGL- Kumasi Plant

In assessing managerial competency level the employees were not satisfied with the level of managerial competence as reflect in their attitude towards employees', respect for their employees', listening to employees' views, fair and equitable treatment, handling of grievances, management style, among others was low and it affected employees' moral which in turn has affected their attitude towards work, thereby affecting their performance. Thus, the manager competency level at TCCBCGL-Kumasi Plant was moderate.

5.1.3 Managerial behavior and its effect on employees' performance

It was evident that employees are not involved in decision making. Managers, however, were of a different view, this behavior of managers at TCCBCGL-Kumasi Plant really affected employees' since they were not aware of what was going on in

the company. However, management claimed that employee participation was sought to some extents, which were decisions that affected employees. That is employees were involved in decisions that affected them.

It was found out that, appraisal system in the company was not effectively implemented. Rewards and punishment were done at the discretion of management since no evidence of documented reports was shown.

It was again found out from management that they have been dealing with employees' grievances except that employees' do not channel their grievances through the appropriate quarters and the right time and place properly.

5.2   Conclusions

What managers' do in practice in particular, is very a very crucial part in every organisation. Industries will never be able to prosper as much as they want without managers dealing adequately with employment practices such as performance appraisal, handling grievances, decision making, channeling effective communication among others. Management, thus controls the flow of production thus, causing employees to perform adequately. That is why managers' behavior is the most crucial link in a company like TCCBCGL-Kumasi Plant. Success, however, comes by developing and using a systematic and measurable approach. This study has outlined some factors of managerial behavior that influence employees' performance and factors that that make a manager to be competent, thereby optimizing employees' performance. It can therefore be concluded that managerial behavior when practiced well will enhance employee's performance.

5.3 Recommendations

The researcher recommends the following as a measure to improve managerial competence, and how to deal with factors affecting employees' performance.

5.3.1 Training and development

It was found out that the competency level of manager was moderate. It is recommended that a comprehensive training programs be instituted in the organisation for management to enhance their competencies. This when done will boost up employees morale which will in turn affect their performance positively.

Management should be trained on how to deal with issues like grievances, performance appraisal, interpersonal skills, and dealing with effective communication and its effects.

It is also recommended that management at TCCBCGL-Kumasi Plant be further equipped with development programs to enable them be in accordance with employment practices

5.3.2 Managerial behavior and its effect on employees' performance

5.3.2.1 Decision making

The research found that the level of employee involvement in decision making was minimal. Therefore it is recommended that management should involve employees in decision making since this makes employees voices heard which in turn make them

part of the company or gives them the sense of belongings. When this is done employees give up their best which increases their performance.

5.3.2.2 Grievance handling

It was found out through management that employees' of TCCBCGL-Kumasi Plant do not channel their grievances through the appropriate quarters and at the right time, it is recommended that they should be more versed with the issues in the company's collective bargaining agreement that is given them so that they will know when, where and how to channel their grievances for effective results

5.4 Recommendation for further research

It is further recommended that a study be done on the impact of organizational culture on managerial behavior.
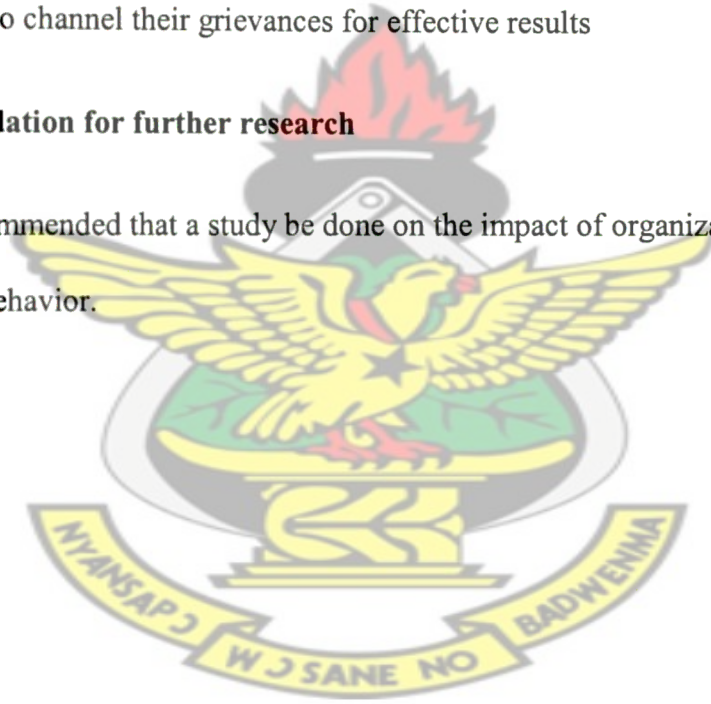
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APPENDIX 1

QUESTIONNAIRES

I am conducting a research on the topic below for the award of MBA – Human Resource Management at KNUST School of Business. I shall therefore be very appreciative if you could assist me in completing this questionnaire. This research focuses on managerial behavior at TCCBGL, Kumasi. It would be appreciated if you would help by sparing some of your time to respond to this questionnaire. Please, be assured that all information volunteered for the exercise will be treated as confidential and utilized only for research purposes.

RESEARCH QUESTIONAIRE

NAME: EVELYN KUMA

INSTITUTION: KNUST, SCHOOL OF BUSINESS

PROGRAMME: MBA-HUMAN RESOURCE MANAGEMENT

TOPIC: THE IMPACT OF MANAGERIAL BEHAVIOR ON EMPLOYEES' PERFORMANCE AT TCCBCGL

SECTION A

PERSONAL DATA

Please Tick (√) where applicable

1.   Status

Senior staff [ ] junior staff [ ]

2.   Gender Male [ ] Female [ ]

3.   Educational level

a) MSLC [ ] b) JHS [ ]   C) Tertiary [ ]   d) Others specify ....

4.   How long have you worked at TCCBCG

A) 1 year to 4 years [ ]   b) 5 to 15 years [ ] c) 16 years and over [ ]

SECTION B

The following statements relate to factors that influence managerial behavior at TCCBGL, Kumasi Plant. For each factor listed below, please indicate the extent to which you agree by placing a tick (√) sign in the appropriate box.

Strongly agree (SA), agree (A), undecided (U), disagree (D), or strongly disagree (SD)

	(SA)	(A)	(U)	(D)	(SD)
Proper channel of Communication is an essential tool for flow of information					
Grievance handling among the rank and file					
Safety and welfare of are important factors that management should consider					
Maintenance of equipments enables employees to deliver.					
Fair and equitable treatment of employees influences attitude and behaviors to high performance					
Capacity building					

Involvement in decision making					
Performance appraisal motivates employees'					
Commitment and trust					
Gives credit and recognition when it is due					

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SECTION C

How will you rate the following factors? Good (G), Fair (F), Unfair (U).

Please tick (√) in the appropriate box.

Physical surroundings at work place	Good	Fair	Unfair
Involvement of employees in decision making			
System of appraising workers.			
Maintenance of equipments			
Safety at the work place			
Channel of communication			
Handling of grievances			
Handling of welfare issues			
Giving recognition to employees for a work done			

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SECTION D

What is the Level of managerial competence that will increase positive workplace experience and behavior? Please tick (√) in the appropriate box

	High	Low	Moderate
Gives others credit for their ideas and suggestions			
Set priorities based on business needs			
Sensitive to others' right			
Consider employees' views			
Ask for criticism and suggestions from people with different background			
Promotes a healthy relationship between junior and senior staff			
Enhances quality of decision as inputs are collated from all departments at the work place.			
Improves staff commitment to the performance of the organization			
Helping employees to settle disputes quickly and with guidance			
Managers bring others 'on board' regarding new plans			

and processes			
Improves junior staff commitment to their job			

SECTION E

iv .What other forms of behavior do you expect from your manager?

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....

....

....

....
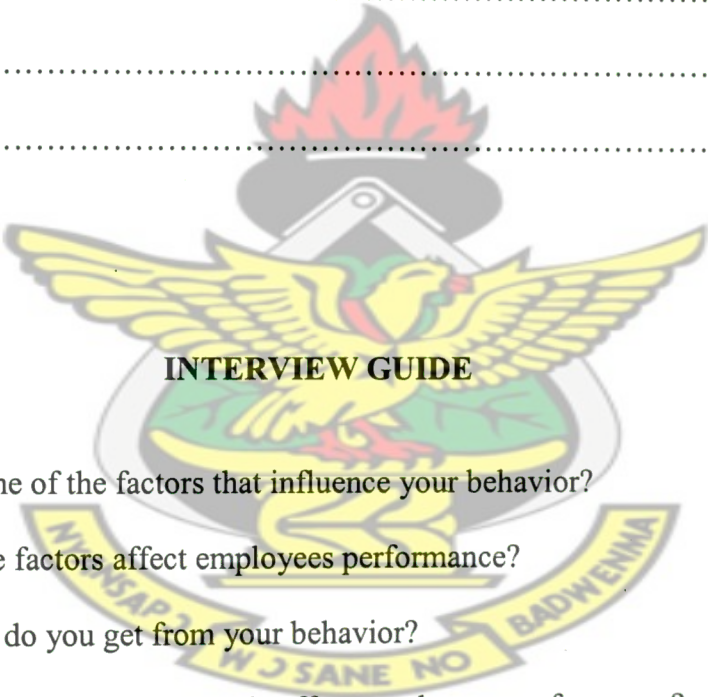
INTERVIEW GUIDE

1. What are some of the factors that influence your behavior?

2. How does the factors affect employees performance?

3. What benefit do you get from your behavior?

4. How does your management style affect employees performance?

APPENDIX 2

LIST OF TABLES AND FIGURES

LIST OF FIGURES

APPENDIX 3

DEFINITION OF OPERATIONAL TERMS

EMPLOYER: an employer can be defined as a person or institution that hires people. Employee: this refers to the person being hired (supplier of labor).

MANAGEMENT: this can be defined as an act of controlling and directing people so as to coordinate and harmonize the group thereby accomplishing goal(s) within and beyond the capacity of people being directed (Dubrin, 2007).

ORGANIZATIONAL ENVIRONMENT: Dubrin (2007) explained that organizational behavior refers to the microenvironment affecting the performance of an organization. This includes suppliers, customers and stakeholders among others.

MANAGERIAL BEHAVIOR: The term managerial behavior is often used ambiguously in academic writing. It is used sometimes with explanation, for one or more of the following: behavior itself, often described as what managers do, managerial jobs and or managerial work (Arndt & Malcolm, 1997). Managerial behavior is the practical aspect of what managers do or the behavior that can be reported, whether from observation or by self.

SOCIAL CAPITAL: Social Capital thus, is the sum of actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or a social unit. Social capital thus comprises both the network and the assets that may be mobilized through that network' Nahapiet and Ghoshal, (1998).

COMPETENCE: Mcshane et al (2000) define competence as the abilities, values, personality traits, and other characteristics of people that lead to superior performance.

DECISION MAKING: according to Gorton (1980), it is a process influence by information and values, whereby a perceived problem is explicitly defined, alternative solutions are posed and weighted, and a choice made that subsequently is implemented and evaluated.

ACRONYMS

TCCBCGL	The Coca-Cola Bottling Company of Ghana Limited.
HRM	Human Resource Management
HRMD	Human Resource Management Development