THE EFFECTS OF MANAGERIAL STYLE ON DECSION MAKING IN ORGANIZATIONS

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ABSTRACT

The article examined the effects of managerial style on decision-making, using the secondary method of data collection. The various concepts central to the work were conceptualized such as: leadership, management, and decision-making. Two theoretical frame work were adopted in the paper. These are: The social exchange theory and the contingency planning theory. Several managerial styles were identified in the article. The paper observed that management is concerned with solving of problems, ensuring organizational stability and order, leadership, and emphasis on the creation of vision, instigating organizational change and creativity. The paper argues that the basic essence of striving towards organizational change and creativity through the identification of appropriate managerial styles in both the public and private sectors is to achieve sustainable development. The major finding of the paper was based on the approach that there is no one best managerial style for managing organizations.

Keywords: Organization, management, decision-making, leadership, participation, sustainable development.

INTRODUCTION

The successful achievement of the goals and achievement of any organization depends on the managerial styles of the managers of those organizations. Management process involves influencing the subordinates to act in an expected direction. Organizations make serious attempts to get managers who can better influence the employees in the direction of achievement of the organizational goals (Ukaidi, 2016). The extent at which a manager can influence his subordinates to act in line with the progress of the organization depends on the managerial style of such managers. As managers engage in the process of influencing their subordinates, decision are formulated to assist in giving direction to the achievement of the vision and mission of the organization. There is therefore a nexus between managerial style and decision making. While emphasizing the significance of decision-making which forms the crux of this paper, Kayode, Mojeed and Fatai (2014) observed that every decision is inherent with the potential to restructure and socially re-engineer the lives of people.

Some managers have only one managerial style, while majority of others have combination of several managerial styles (Base, 1982) the adoption of the right managerial style result to efficient and effective decision making in an organization (Voon, 2011). In other to embark on an objective, rational and result-oriented decision making in a competitive society, managers must be equipped with the knowledge of what moves the workers to perform their assigned duties better (Dagunduro and Adenugba, 2021). This understanding of what triggers the employees to a better performers would determine the managerial style to be adopted by organizational managers. The managerial styles of managers should correlate with the motivational levels of the subordinate or what motivates the subordinates, in order to be able to formulate decisions that will drive the organization to achievement of its predetermined goals and objectives.

Decision making in an organization is the responsibility of managers. They determine the level at which decision are organized, and the extent of involvement of subordinates in organizational decision making process, and decide on the most appropriate approach to making decisions (Abood and Thabet, 2017). Employees who are actively involved in the organizational process should be taking into consideration in organizational decision making because the implementation of such decisions would definitely fall back to them. Managers should create a platform to accommodate such employees in decision making (Ejimabo, 2015).

The extent of the participation of employees in organizational decision making process is dependent on the managerial styles of managers, and on the values and principles they promote, as well as on the manner these attributes are inculcated in subordinates. Therefore, the managerial style exercised by managers of organizations is responsible for the quality of decision making in an organization, and it is critical to the commitment of subordinates and achievement of the goals of the organization (Elele and Fields, 2010; Abasilim, Gberevbie and Osibanjo, 2019). The emphasis on managerial style shows that organizational management does not end in just controlling the subordinates, but it is necessary for mangers to carry their workers along in any process of decision making so as to drive their motivation and to achieve the laid down objectives and goals of the organization. In essence, the role of the subordinates in organizational decision making cannot be overemphasized as it is of paramount importance to the achievement of organizational goals and objectives (Abasilim, et al, 2019). This paper examined the effects of managerial styles on decision making in organizations. It is aimed at the critical investigation on how managerial style contributes to the productivity of organizations through the formulation of the adequate goal-oriented decisions of organizations. The paper attempted to establish the relationship between managerial styles and decision making.

The paper is significant because its whole essence is geared towards organizational development (OD). This fact is hinged on the premise that the two variables, that is, managerial styles and decision making which form the crux of the paper are central to organizational development. It therefore, implies that getting these two issues right means the achievement of healthy organizations.

Organizational development which is the goal of this article forms the bed rock of sustainable development, which refers to development for both the present and future generations. Organizational development contribute immensely towards the achievement of sustainable development, since no society can achieve development without functional and well developed organizations. Hence, this article attempts to examine the effects of managerial styles on decision making in organizations with the aim of identifying the appropriate leadership styles for the efficient and effective management of organizations towards the realization of sustainable development. In fact, the challenges of sustainable development in Third World countries have been linked by most scholars to the poor organizational capacity to deliver the needed goods and services to the citizenry due to massive political, bureaucratic and economic corruption, lack of skilled man power, low level of education, low level of technological development, preponderance of traditionalism over modernism, low level of political participation and political apathy and poor managerial styles in both public and private organizations. Most organizations in this region, especially the public organizations adopt the command managerial style because of their inability to formulate and implement policies geared towards sustainable development. So, the only means to seek compliance to rules and order is the use of coercive instruments. These challenges amongst others have necessitated the investigation of managerial styles in this research work with the aim of proffering solutions to the leadership deficit that has posed severe challenges to sustainability of various development plans, policies, programmes and projects in this region.

It is a truism that poor leadership has been the bane of sustainable development in the continent of Africa. It is in this regard that a Nigerian born literary icon Professor Chinua Achebe once observed that the problem with Nigeria is squarely leadership. So, in the light of the above, it logically follows that good leadership build good and productive organizations both private and public, and so, the multiplicity of efficient and effective private and public organizations in Africa would invariably propel the black continent to the achievement of a sustainable development. So, it is on this basis that this paper focuses its attention on the aforementioned objectives, in a bid to recommend policy options that would lead to strengthening all levels of organizations in Africa, which would in turn drive the continent to achieve the needed sustainable growth and development.

CONCEPTUAL CLARIFICATION

The Concept of Leadership

Leadership has been perceived as the process of exerting intentional influence on other people to guide and facilitate the operations of an organization (Yukl, 2010, cited in Dagunduro and Adenugba, 2021). Leadership is far from being the best, it only means the capacity to bring out the best in others. Leadership is central to the impact of any organization because leadership can be a veritable source of inspiration to employees, creating in them the specific vision to work, it assist to clarify set objectives while motivating workers to effectively communicate within their teams (Moslehpour, Altantsetseg, Mou and Wong, 2018). Leadership in this context refers to the ability of the manager to influence his or her subordinates in the direction of the goals and objectives of the organization. It is not possible to be a leader without the capacity to influence others (Goffee and

Jones, 2007). In simple terms, leadership refers to a situation where one person influences another who is known as the "follower". The follower receives an inspiration to meet up with the set target, the organization as a whole achieve cooperation through the process of leadership which eventually lead to the attainment of its overall mission (Yukl, 2014, cited in Komu, Cheluget and Kibe, 2019).

Dimock and Dimock cited in Ndisika and Odeh (2021), observed that leadership does not implies power over people, nor dominance, nor social superiority, nor power over them. They concluded that leadership means having influence with people, not power over them. While supporting this view, Kayode, et al (2014) perceived leadership as the exercise of influence on people in order to achieve a common goal. According to Vogel (2012), the exercise of leadership and decision making is to introduce change, and not a supportive devices to entrench present systemic processes of the organization. From the foregoing, leadership does not deal with the application of coercion to get people do something in realization of the goals of the organization, but it is concerned with the systematic exercise of influence over people, in such a way that the influencer (leader) first exhibit an exemplary life of good ethical, professional conduct and demonstration of expertise in job performance. These credentials are what engender leader's influence over his or her followers.

Several categories of leadership has been identified such as, authoritarian or autocratic, transactional and transformational leadership. Authoritarian leadership is such that imposes decisions on subordinates without allowing them to make any input into the decision making process. Transactional leadership approach is based on using reward and penalty to motivate employees to a better job performance (Nanjundeswaras and Swamy, 2014). Transformational leadership emphasizes the capacity of the leader to form a connection with his subordinates through which he or she can motivate them to a better work performance (Uzohue et al, 2016). "Transformational leaders empower followers, raise moral consciousness, provide support, act as role models, and initiate change" (Kayode, et al, 2014, p. 477).

Meaning of Organization

An organization refers to a conglomerate of employees working together to realize a specified objective (Abbasi, Khan and Rashi, 2011). According to Judge and Robbins (2010) cited in Komu, et al,(2019), an organization refers to a social entity organized consciously with over two employees, and with relative constancy in functions designed to achieve a common goal. It is in this regards that Chester Barnard sees organization as a system of consciously coordinated activities of two or more persons.

Management

The term management just like personnel management refers to "the controlling and coordinating of the human and material resources in an organization to achieve excellence" (Mondy and Robert, 2004, p. 4, cited in Omoyibo, Odeh and Ndisika, 2010, p. 391). It can be described as the utilization of inadequate resources in the organization to achieve a specified goal.

Differences between Management and Leadership

Management entails the formulation of organization's plans, evaluating the outcome against the plans, and creating a formal organizational structures. While leadership is centered on more informal and unstructured activities geared towards organizational progress and development. Management position may create the platform for the exercise of leadership. In

comparison with leadership that may not have position power on which to exercise it influence easily, there is the likelihood for managers to be more effective through the exercise of formal authority in decision making, and organizational resources allocation, as well as having all it takes to motivate employees (Gomez-Mejia and Balkin, 2012). Although, not all mangers are able to perform effectively despite the fact that all managers have position power, unlike leadership that may or may not be entrusted with position power. It is in this regard that Bertocci (2009), observed that some leaders can perform effectively as managers just as some managers can perform effectively as leaders.

Management is concerned with solving problems, ensuring organizational stability and order. Leadership on the other hand, emphasizes the creation of vision, instigating organizational change and creativity. Leadership takes one to a new level, but management preserves and maintains that new level. Leadership questions the status quo in the light of new challenges, and propel the organization into a desired future, while management assist the organization in satisfying the desires of the present moment. A manager has to work towards achieving a balance between management and leadership qualities (Daft, 2008).

Decision-Making: A Conceptual Analysis

Decision-making refers to the process of choosing a course of action from other alternatives to deal with an identified problem (Shermerhorn et al, 2011). It involves the process of selecting and identifying a specific course of action from possible solution options for an identified problem (Al-Tarawneh, 2012). Decision-making is viewed as a choice mechanism geared toward solving an identified problem (Fema, 2005). Decision- making has also been perceived as the selection between alternatives (Matasniemi, 2008, cited in Jami, 2008). From the above stated definitions, it becomes obvious that decision is a problem oriented choice among competing alternatives based on their peculiar merits and advantages with respect to the identified problem needing response. Peter Drucker sees decision as "a judgment…a choice between alternatives" (Drucker, 1966, p. 143). James Anderson defines decision-making as involving "the choice of an alternative from among a series of competing alternatives" (Anderson, 1975, p. 9).

Similarly, decision refers to "a choice made out of alternative courses of action proposed to a decision maker for solving a policy problem" (Egonmwan, 1991, p.160). According to Ogbeide (2007, p. 44), a 'decision can be conceived of as a process of generating and evaluating alternative courses of action and then choosing among these alternatives". "It requires skill in evaluating, judging, critiquing, and choosing, with emphasis on selecting the most appropriate alternative".

THEORETICAL FRAME WORK

The Social Exchange Theory

They paper adopted the social exchange theory as its theoretical framework. Social exchange is the basic social processes on which relations between individuals and within social entity are based upon (Blau, 1964). The theory was propounded by George Homans and Peter Blau (Dagunduro and Adenugba, 2021). According to the theory, the work of employees is based on social exchange which involves making provision for benefits that help secure future obligations, and the trust it replicates. Blau's theory of social exchange is restricted to activities that are based on receiving reward for action performed. Employees often cease to perform those actions when they are denied the expected commensurate reactions (Dagunduro and Adenugba, 2021).

The exchange theory argues that the employees' commitment to work is predicated on their perceived balance between what they put into work and what comes to them as a reward for their labour. The employees' perception of favourableness of the social exchange will serve as a boost to their commitment to the organization. Employees reciprocate their employers in terms of showing more dedication to work when they perceived fulfillment of management obligations. In other words, the extent to which organizational managers fulfill the obligations and expectations of employees is the same extent employees would feel secure and satisfied, and then feel obliged to reciprocate appropriately. Employees are so much concerned to see a balance between what they contribute to the organization and what they get in return. If there is imbalance in the relationship of the above stated variables, it will amount to an exhibition of unpleasant emotional outburst by the employees resentment, withdrawal, absenteeism, and turn over. The capacity for employees to be committed to their work and willing to enhance their performance is dependent on their perception that the employment relationship between them and their managers is based on a balanced social exchange, but contrary to this sort of arrangement, workers may withdraw their support and commitment from the organization (Dagunduro and Adenugba, 2021).

The relevance of social exchange theory to this paper is based on the fact that the formulation of decisions by managers and other organizational policy makers that are not in accord with the interests of the workers would lead to resentment, apathy, absenteeism and eventually high employees' turn over. It is in this respect that appropriate managerial style is necessary in organizations in other to yield managerial decisions that are progressive and productive.

Contingency Planning Theory

The theory is centered on risk management. It is based on the fact that organizational risk cannot be totally prevented and eliminated, implying that risk is inherent in organizational processes and operations (Hinson, 2008). Contingency planning entails the strategic planning for uncertainties and unforeseen variables with the aim of minimizing their impacts when they occur (James, 2013, cited in Komu, et al, 2019). Contingency planning theory is an instrument for dealing with unforeseen exigencies through the formulating proactive plans and policies to minimize the consequences of such unforeseen occurrences to an organization. This theory was applied to this paper because it relates to decision making processes which are often deployed by managers as proactive strategic tools to minimize and control the effects of the contradictions of unforeseen and uncertain situations to an organization through the action of managers in collaboration with their subordinates in the organization.

DECSION-MAKING THEORIES: AN INDEPTH OVERVIEW

Several theories of decision-making have been identified by Ogbeide (2007). These include: Rational–economic theory, the administrative-incremental theory and the mixed-scanning theory. Rational–economic theory "posits that (man is) economically rational and that a decision maker seeks to maximize outcomes by systematically searching and evaluating all possible alternatives before selecting the single best alternative (Ogbeide, 2007. P.46). the theory views decision making as comprising several steps, such as: The decision maker is confronted with a given problem that can be separated from other problems or at least considered meaningfully in comparison with them; the goals, values, or objectives that guide the decision maker are clarified and ranked according to their importance; the various alternatives for dealing with the problems are examined; the consequences (costs and benefits) that would follow from the selection of each alternatives are investigated;

each alternative, and its attendant consequences, can be compared with the other alternatives; the decision, maker will choose the alternative, and its consequences, that maximize the attainment of his goals, values, or objectives. This process result to a rational decision that is, choosing the alternative that most effectively achieves the solution to the problem (Anderson, 1975, pp. 10-11, cited in Ogbeide, 2007, pp. 46-47).

The administrative-incremental theory, also known as incrementalism was propounded by Herbert Simon (Simon, 1977). This theory is based on bounded rationality, which means a person's cognitive ability, to process information is limited. "The decision maker does not search out all possible alternatives and then selects the best one. Rather, various alternatives are identified and evaluated until an acceptable solution is found" (Ogbeide, 2007, p. 51). The mixed-scanning theory was propounded by Amitai Etzioni. It is a middle ground between the rational-economic theory and administrative-incremental theory (Etzioni, 1967, p. 389).

Anderson (1975), identified three styles of decision making: bargaining, persuasion and command. Ogbeide (2007), identified three internal techniques of group decision making. These include: brainstorming, nominal grouping and Delphi techniques. Brain storming is "an idea-generating techniques where a number of persons present alternatives without regard to questions of feasibility or practicality….evaluation can wait until later and is not part of brainstorming (Ogbeide, 2007, p. 62). The nominal grouping techniques "is an approach to decision-making that involves idea generation by groups members, group interaction is only to clarify the ideas" and ranking of member's ideas and summing up the ranked ideas (Ogbeide, 2007, p. 62-63). While the Delphi techniques is a formal procedure of obtaining consensus among a number of experts through the use of "a series of questionnaires…participants do not meet face to face. It was invented by the Rand Corporation of the United States to forecast how seriously a nuclear attack would affect the United States" (Ogbeide, 2007, p. 64-65).

Decisions have also been categorized by Kayode, et al (2014) into: facilitative, consultative, delegative and flexibility. Facilitative decision refers to joint decision making between managers and their subordinates. Consultative decision occurs when the manager seeks the advice or view of his or her subordinates, and embarks on decision making by himself with or without the inclusion of the opinion of the subordinates in the decision making process. Delegative decision-making occurs when the manager passes the responsibility to make decision to his or her subordinates. Flexibility decision-making refers to the ability of the manager to choose from any of the decision making styles in line with the context of the decision making process (Kayode, 2014).

The different approaches used by decision makers have been classified into five models: Classical model, normative model, political model, intuitive model and administrative model (Jami, 2018). The classical model is a purely rational approach to decision making. Normative model is based on the fact that managers of organization do encounter several challenges in the process of making decisions (Verma, 2014). Political model is applied in making decision under conditions of uncertainties (Murad, 2017, cited in Jami, 2018). Intuitive or intuition model is concerned with decision making based on feelings of the manager about a situation. It does not depend on conscious reasoning or formal analysis, but it depends on long years of professional practice and experience (Benowitz, 2001). Administrative model was propounded by Herbert A. Simon. The model emphasized a short cut to finding an acceptable course of action because of time constraint in searching for the best course of action (Verma, 2014). This model can also be described as bounded rationality.

"Decisions can be categorized by their context; implications and characteristics. Thus we can identify political decisions and non-political decision on the one hand, and in a somewhat similar classification, public and private decisions" (Ikelegbe, 2006, p. 10). Decisions can also be classified into programmed (decisions on routine matters), and non-programmed decisions (decisions on novel and non-routine matters).

AN OVERVIEW OF MANAGERIAL STYLES

Managerial style refers to a particular pattern adopted by a manager in managing the affairs of the organization (Kayode, et al, 2014). In other words, management style refers to the methods a particular manager adopts to lead and manage an organization (Komu, et al, 2019). Most scholars have written copiously on various leadership styles prevalent in organizations, but very little attempts have been made to differentiate leadership styles from management styles, since there is an obvious difference between leadership and management. In it is in this regard that we examined several management styles as recently identified by scholars. These are: Commanding managerial style, visionary managerial style, affiliative managerial style, democratic managerial style, pacesetting managerial style, coaching managerial style (Our Lady of the Lake University, 2022). There is also the laissez faire managerial style.

Commanding Managerial Style

This leadership style requires full power and authority, as well as relating with employees using the threat of sanction and other punitive measures to secure employees' commitment. It aim is to direct the employees' focus towards the achievement of the organizational goals through the application of several instruments of coercion. The long term effect of this style result to the lack of autonomy, alienation and absence of creativity on the part of employees. Although, this management style enables the manager to have a firm control over the happenings in the entire organization. The style is autocratic in nature. One major advantage of this management style is that it is basically appreciated in organizational crisis situation and during periods of emergency (Our Lady of the Lake University, 2022).

Visionary Managerial Style

This managerial style is characterized by the capacity of the manager to embark on people's mobilization towards a specified goal. Inherent in this style of management are concepts, such as, persuasion, charisma and a high emotional quotient (IQ). These managers articulate a vision for the future of their organizations and show others the direction they must take to actualize it. The management style is more impactful than other styles the visionary managerial style is more effective when the manager is equipped with high technical expertise in his or her field, and less effective when employees are inexperience with respect to handling organizational tasks (OLLU, 2021).

Affiliative Managerial Style

The primary essence of this managerial style is the establishment of a harmonious relationship within the organization. The style is prompt in responding to outstanding performance with adequate incentives, while paying no attention to under-performing team members, a trend that could trigger the wrong impression of an acceptance of mediocre performance, and subsequently snowballing into a deteriorated output of team members. This management approach is ineffective in crises situations and during periods of emergency (OLLU, 2021).

Democratic Managerial Style

This management style afford every employees equal opportunity to contribute to team members' commitment and consensus. It encourages vibrant employees' participation in the decision-making processes of the organization. The management approach motivates employees through giving them the impression that their opinion counts, and this would further spur them to be j more committed to the goals and objectives of the organization. The democratic management is based on collaborative problem solving, which could however, be a set back if the work force is under developed in terms of acquisition of knowledge and job expertise. This is because inexperienced workers cannot effectively partake in decision-making. One major pit fall of this style is that the decision time is too slow to be relevant crises situations (OLLU, 2021).

Pacesetting Managerial Style

This management style is characterized with self-reliance, aggressive pursuit of excellence, and exemplify the behaviour it seek from employees. This model is compatible with exhibition of competence and high degree of motivation in the work place, and entertains little direction and coordination. Its pursuit of excellence may overwhelm new employees in the workplace (OLLU, 2021). This is due to the fact that excellence incorporate change, and most people are inclined to always resist change when ever and where ever it occurs, irrespective of the inherent benefits may be associate with such change process.

Coaching Managerial Style

This management style is centered on the long-term professional development of talented workforce. They render assistance to employees in order to achieve predetermined success of the organization. It is the least appreciated management style, simply because most managers thought they would not have the needed time to deploy into mentoring others. Managers should have requisite expertise in order to effectively partake in mentoring of subordinates (OLLU, 2021).

Laissez Faire Managerial Style

In this style of management, the manager gives free hands to his or her subordinates to carry out their activities with minimal supervision. The manager is not in charge but allow every employees and groups within the organization to take decision for themselves. This approach can also be described as free reign due to it loose method of conducting organizations' business. This style of management has been heavily criticized by most writers on organization as lackadaisical and unproductive, but it has its own merits, such as its application among employees who are well developed in terms of acquisition of job expertise, such as the universities. On the other hand, it may not fit better in organizations with subordinates who are learning on the job. It cannot also be applied in a coercive organizations like the military command, or organizations in serious competition with other rivals in the same industries.

IMPLICATIONS OF MANAGERIAL STYLE TO SUSTAINABLE DEVELOPMENT

A Sustainable Development Summit was organized by the United Nations on September 25th, 2015, with over 150 world leaders adopted the 2030 Agenda for Sustainable Development Goals (SDGs). These new Sustainable Development Goals that are 17 in numbers are also called Global Goals, which were designed to put an end to poverty, hunger and inequality, taking proactive steps in curbing the adverse effects of climate change and the environment, creating easy and improved access to health and

education, and build stronger institutions and partnerships. Any attempt to successfully achieve SDGs depends on a very large extent on the adoption of the appropriate managerial styles by the top political and bureaucratic officials of each countries that are determined to achieve the goals. The exercise of the right managerial style translate to effective leadership, and effective leadership in turn dovetail into effective public policy formulation and implementation, as well as people-oriented public service delivery, that satisfies the needs and desires of the citizenry (Bahauddin, 2018)..

The achievement of SDGs will be based on the performance of governments, the business sector, society, and individual citizens. The appropriate managerial style which is the foundation of innovative leadership and management will be a fundamental requirement for organizations in all sectors to harmonize these development goals into their respective strategic plans and operational activities in order to successfully achieve the 2030 aspirations (Bahauddin, 2018).

THE EFFECTS OF MANAGERIAL STYLE ON DECISION-MAKING

The achievement of sustainable development is perceived as an interactive process based on planning and implementation, as well as monitoring of development strategies as core functions of the manager. In other words the right managerial style, effective decision-making skills, capacity for implementation of policies and participation of all government units and various stakeholders are prerequisites for the attainment of Sustainable Development Goals at both national and international levels (Bahauddin, 2018).

In the literature of organizational management, various studies reveal that management and decision making reinforces and greatly influences each other. Every decision made aligns with a specific managerial style. In other words, management style exercise a great influence on decision making. Thus, authoritative or autocratic decision style is a corollary of the commanding managerial style. A facilitative decision making style is in line with the democratic or visionary managerial style. Also, delegative, consultative and flexible decision making styles all align with democratic, pacesetting and visionary management styles (Kayode, et al, 2014). The management style also determine the behaviour of the manager in organization. So, the behaviour of manager can make or mar an organization because an organization relies on managers at different levels of organization to introduce policies and programme aimed at the realization of the organizational goals and objectives (Dhladha, 2011, cited in Komu, et al (2019). The quality of decision making capacity of managers determine the effective and efficient achievement of these goals, as well as the enhancement of the competitiveness of organizations. It is in this context that Peter Drucker liken decision making process to management. In emphasizing the importance of decision-making to managers, Armesh (2011) cited in Jami (2018) observed that, in case of too much emphasis on data and information collection to the detriment of decision making, it is preferable to make decisions and risk mistakes and learn from such mistakes if they are made. Robbins and Coulter (2012), noted that decision-making is not the sole responsibility of managers, it has to involve every employees in the work place. An empirical study conducted in Iraq by Jami (2018) showed that an increase in both affiliative and visionary managerial styles led to an increase in volumes of decisions taking in the organizations, but increase in laissez faire managerial style showed no impact on decision-making. The study stated that majority of literature have confirmed the failure relationship between lasses faire management style and decision-making.

The impact of the command managerial style on organizational decision-making will adversely affect employee-management relationship as the employee will not demonstrate any sense of belonging to the activities and operations of the organization

(Dagunduro and Adenugba, 2021). The above studies showed that the participation of employees in decision-making increases their satisfaction more than occasional involvement in specific decision making or goal setting (Miller and Monge, 1988). The involvement of employees in decision-making is to achieve industrial democracy. Industrial democracy has been perceived by Nel, Swanepoel, Kirsten, Eramus and Tsabadi (2015) as the degree to which workers or their delegates are able to influence the direction of organizational decisions in line with their interests and demands. The studies carried out by Lessing, Schepers and Valoyi (2012), revealed four major decision areas where workers demand participation. These are: decisions concerning their work life; decisions concerning the conditions surrounding their work; decisions bordering on human resources, and decisions dealing with organizational policy and strategy. They further noted that the dissatisfaction of workers could be traced to exclusion from decisions-making which result to low morale of the worker in enforcing the decisions of the management. In a similar study, Abrook (2009) cited in Komu, et al (2019) conducted a study that supported the inclusion of employees in decision–making in the organization. The study established the fact that such participation could serve as a manipulation tool to make the employees think they are actually making their contributions to the decisions of the organization, hence they would be easily motivated to work effectively, where as in actual fact , they were only been informed of the decision that have already been taken by management. Other works cited by Komu, et al (2019) which supported the participation of employees both passively and actively in organizational decision making are, Brown and Cregan (2011); Noah (2014); Judeh (2011). Several studies, such as Dogunduro and Adenugba (2021); Idowu (2019); Akor (2014) have all recommended the democratic style of management as the best approach to managing organizations.

The involvement of workers in decision-making may be reduced when the workers abilities, knowledge, skills and so on, which are vital elements in decision making are underdeveloped. When these vital elements of decision making are absent, involving workers in decision making would delay and prejudiced the decisions made. Also, there is the popular view that if workers are rewarded and involved in decision making at all levels of the organization then there would be effectiveness and efficiency in decision making process. It can also be concluded that, it is not always the case that low employee turnover, absenteeism and decrease in output is due to non-participation in decision-making. The findings of the study of Komu et al (2019) suggest that, there is no stronger relationship between employee involvement in work activities and decision making (Komu, et al, 2019, p. 580).

Contrary to the above findings, other findings reveal that the complex nature of modern organizations demand a pragmatic choice of decision-making processes in organization. Situations may arise that requires the adoption of commanding management style in decision-making in the organization, while some other situations may call for the use of democratic approaches for maximum effectiveness. The major problem of decision making in an organization is the capacity of the manager to analyze the situational variables in each decision context and deal with them as such (Kayode, et al, 2014). Managers that adopt a variety of styles are more proactive and effective due to the fact that there is no one best style of management (Komu, et al, 2019). House (2003), cited in Komu, et al (2019) opined that the ability of the manager to effectively manage an organization is dependent on the situational variables, with his or her preferred management style inclusive. In some cases, in order to achieve organizational competitiveness, apply force, utilitarian or monetary and normative or symbolic (appeal to emotion) approaches to force acceptance of change on organization's members, especially where the change is of paramount importance to humanity and the existence of the organization. In this case, the coercive approach will only be adopted after the

normative and the utilitarian approaches have failed (Johnson and Scholes, 1999, cited in Ndisika and Odeh, 2021). It is an established fact that the non-democratic and rigid or inflexible style of management can best be applied in periods of crises and emergencies, and when plans are meant to be executed in a specifically straight forward and rigid pattern (Odumeru and Ogbonna, 2013).

Since living beings organize and adapt in line with the nature of their environments, effective management oriented towards sustainable development, and which is the product of adopting the right managerial style must be flexible, self-renewing, resilient, being able to learn, intelligent and so on. These variables support the findings of this work that there is no one managerial style that is best for an organization. In other words, the ecological setting and current needs and trend of organizations should determine what management strategies to be adopted for organizations. This is the reason why several developmental models imported whole sale from overseas to Africa and other Third World countries by the countries in the West and their affiliated institutions, such as the Britton Woods Institutions and others never succeeded in achieving sustainable development in the Third World countries based on problems of ecological variations of organizations and management principles between the West and the South (Bahauddin, 2018).

This paper argued contrary to the popular opinion that the commanding and the laissez faire styles of management alongside the kinds of decision approaches they may have given rise to, are completely bad methods of management. The laissez faire style of management "have been tested and found to be reliable and valid in explaining how effective management can be achieved, it stresses on the importance of focusing in inter personal relations between various situations, employees and managers styles" (Komu, et al 2019, p. 571). The laissez faire style of management apportions maximum freedom to subordinates in the organization, which gives them free hand in deciding on the policy and decisions of their choices and independence of decision making (Kumar, 2014, cited in Komu, et al 2019). It has been argued that the laissez faire management has the capacity to bridge the gap between workers and managers, and would create a cordial atmosphere through which workers and managers feel as one family irrespective of differences in status.

In a nut shell, the various empirical findings and other research reports examined above indicate that there is no one best managerial style needed for effective and efficient decision –making in organizations. What makes a managerial style the worst for decision-making is when that style is applied to the wrong situation, while what makes a managerial style the best is when it is adopted in the right situation. So, this paper argue contrarily to the claim that all other managerial styles are good for managerial decision making except the commanding and the laissez faire, both of which are deemed not appropriate for effective decision making and formulation of corporate strategies. The paper took the position of the contingency approach that there is no best approach to management, that every situation has a management style that it deserves. For example, the same management approach that would effectively manage the university cannot effectively manage the military organization. Laissez faire style of management may yield productive decisions in the university, but not in the military organization. The military organization would need the command management style to produce effective decisions because of it regimented structures and functions.

CONCLUSION

The paper examined the effects of managerial style on decision making in organizations. Several basic terms used in the work were conceptualized, such as: leadership, organization, management, and decision-making. The differences between leadership and management were also examined in the work. The social exchange theory and the contingency planning theory were both adopted as the theoretical frame work of the paper. Several managerial styles were identified in the paper such as the commanding, visionary, affiliative, democratic pacesetting, coaching, and laissez faire managerial styles. An in depth theoretical analysis of decision-making was carried out in the work. It was observed in the work that every managerial style has it corresponding type of decision-making style. The paramount importance of mangers in decision-making according to (Daft, 2008) is due to the fact that management is concerned with solving problems, ensuring organizational stability and order, it also emphasizes the creation of vision, instigating organizational change and creativity.

The paper presented various scholarly views of the effects of managerial styles on decision-making in organizations, with much emphases by many scholars on the democratic managerial style as the best approach to managing organizations. But this paper argued contrary to that view based on available literature that are of the view that there is no particularly best management approach. The type of approach adopted in a particular organization depends on the nature, structure, and functions of such organizations. For example, while democratic approach may be the best method of managing some organizations, the commanding or autocratic approach may be best for some others, even the laissez faire may be the best approach to managing several other organizations, and so on.

The World and Africa in particular is in dire need of effective leaders and managers for sustainable development, such managers of organizational resources are in need of an inner process, and they must first be equipped with the knowledge of self and a rational world view, in order to successfully cooperate with others to cause change. To achieve the SDGs, managers at both the national and organizational levels must adopt managerial styles which are geared towards the achievement of the goals. They must concentrate on the long-term, and in the process create systems that would perpetually make rooms for the pursuit of these goals in the future. It is the view of this article that the adoption of the appropriate managerial styles in organizations in addition to effective coordination and participation of all organizational factors both human and non-human would engender enhancement of economic efficiency, social cohesion and environmental responsibility, which are the fundamental indicators of sustainable development (Bahauddin, 2018).

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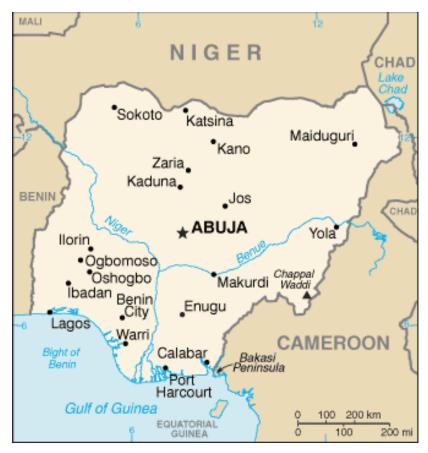
Figure 1: Map of Nigeria

Source: Driving Directions and Maps (2021). Index Web Solutions Ltd.

Drivingdirectionsandmaps.com/nigeria – google – map/

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