THE IMPACT OF MANAGERIAL BEHAVIOUR ON
EMPLOYEE PERFORMANCE

(A CASE STUDY OF AGRICULTURE DEVELOPMENT BANK ADUM- MAIN BRANCH)

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CHRISTIAN SERVICE UNIVERSITY COLLEGE
DEPARTMENT OF BUSINESS STUDIES

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BY

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STATEMENT OF AUTHENTICITY
We have read the university regulations relating to plagiarism and certify that this report is all our own work and does not contain any unacknowledged work from any other source. We also declare that we have been under supervision for this report herein submitted.

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ABSTRACT

The management of every organization expects their employees to give of their maximum performance for the achievement of the goals set by the organization. To make this aim
materialize, management is expected to motivates its employees on to perform better, provide the needed logistics to enhance efficiency, provide a conducive and enabling environment for employees to perform their duties and see to a healthy relationship in the organization especially between managers, supervisors and their subordinates.

The purpose of the study was to find out the impact of managerial behaviour on employees performance. The research objectives was to find out the factors that influence managerial behaviour, the level of managerial competence that will increase work place experience and behavior. Descriptive sample survey was designed for the study. The study was done at ADB Adum Branch.

Sampling techniques were employed to select a sample of 18 respondents comprising 13 junior staff and 5 senior staff at the branch.

The main findings that emerged from the study was that employees were not content with their conditions of service. Some factors that make workers comfortable with their jobs such as handling of grievance, recognition, promotion, channel of communication, low appraisal system among others are not implemented properly and also involvement in decision making was minimal.

It is recommended based on the findings that management of ADB Adum Kumasi should improve on their conditions of service as this will motivate employees to perform well and retain competent employees. Management should involve employees in decision making as this can enhance high performance.
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We wish to express our sincere appreciation to our families for their psychological and financial support that has contributed to the completion of our research work.
DEDICATION

To our various families for their constant love and support and to all our dedicated lecturers who made the journey with us and never failed to show us the way.
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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

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 employer’s commands. In this case, the organization does not encourage and facilitate employee creativity (Cascio, 1995, Draft 2003). There is great difference between organizations with dependable employees and 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. Managerial behaviours may impose great influence on the working attitudes, behaviours and performance of employees.

It is commonly accepted that organizations need activities of employees that go beyond role prescriptions. According to Katz (1964) a well functioning organization needs three types of employees behavior (1) People must be induced to enter and remain within the organization (2) They must reliably carry out specific role or job requirement and (3) they also need to be innovative and spontaneous activity that goes beyond role prescription.

The ability to increase organizational performance depends on the quality of leadership within an organization and literature has established solid linkages between employee engagement and organizational performance. This study seeks to identify and determine the relationship between managerial behaviours, employee’s engagement and organizational performance in an effort to effect positive change.

When Manager’s emphasize and support the demands of employees and keep good relationship with them, the psychological contract will be established between employees and organization (or management) which is positively related to employee’s attitude and further positive influence on employee’s behavior (Henkel et all., 2007). The empirical study conducted by Schalk et all. (1998) shows that psychological contract may form series of
psychological liability for the employees and managers and then yield to mutual obligation for each, and finally affect employee’s behaviours and attitudes. Based on all these arguments, employees motivated by supportive leadership or managerial behaviours regard it as the obligation to complete work, keep good relationship with the organization and positively participate in the organizational management and decision-making and perform duties effectively and efficiently.

Human resource management (HRM) is unique and requires a crucial attention from management as it plays a very important function in an organization. When an organization’s human resource is not functioning well, it affects relationships, stability becomes uncertain and contributions become unpredictable. An important asset or inputs of an organization includes among others, its human resource, 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 rival. According to Schuller, (2000), skills, knowledge and competencies are the key factors in determining whether the organizations and nations will prosper.

A positive managerial behavior can improve the working efficiency and performance of employees and promote their willingness to keep a long-term relationship with the organization. Moreover, employees will feel more obliged to do their role better to enhance productivity.

Human resource management practices when not harnessed due to managerial behaviors can affect employee’s performance positively or negatively. It is of this view that the researchers sought to find out how managerial behavior at Agricultural Development Bank affects employees performance.

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 company; it is how well one can perform. This explains why managerial behavior has become more and more important of late. The study seeks to convey the impact of managerial behavior on performance.
1.2 STATEMENT OF THE PROBLEM
As an organization, employees see themselves being encountered with problems like management failure to abide by workplace 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.

The structure of an organization can be regarded as a framework for getting things done. It consists of units, functions, divisions, departments and formally constituted work teams into which activities related to a particular processes, project, 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 monetary dimensions of turnovers, there are other policies like training and development, equitable promotion and effective managerial behavior such as establishing trust, good morale, employees participation, commitment and loyalty can help motivate and retain core staff of the organization.

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 test-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 service and maximize profit.

In the light of the above, Agricultural Development Bank has encountered many problems which has led to the low productivity over the years. Among them is low morale of
employees, inability to retain and develop high performing employees, delays in job accomplishment, high employees turnover, mistrust among others. This study therefore seeks to identify and examine the elements of managerial behavior and its impact on employee’s performance at the Agricultural development Bank.

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

1.3.1 Main Objectives
The main objective of the study is to assess the impact of managerial behavior on employees’ performance at the Agricultural development bank, Adum branch Kumasi.

1.3.2 Specific Objectives
The researcher intends to address the following.

- Identify the factors that comprise managerial behavior
- To assess managerial competence at ADB
- To find out how these factors (managerial behavior) affect employees performance.
- To make appropriate recommendation on effectively satisfying, maintaining and improving morale of employees.

1.4 RESEARCH QUESTIONS

- What comprise managerial behavior?
- How managerial behavior at ADB does affect employee’s performance?
- What are the benefits derived from managerial behavior at ADB

1.5 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 ADB-Kumasi to accept the variables that influence managerial behavior and its impact on employees toward 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 envisaged that the findings of this research will enable management to have in depth knowledge on how to deal or manage employees to yield results.

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

1.6 SCOPE OF STUDY
This research work is limited to Agricultural Development Bank Adum main branch Kumasi. The respondents will cover the whole employees at the Kumasi Branch from the General Manager to the bottom of the organizational structure. The areas covered are manager competency level, factor influencing managerial behavior and the benefits of managerial competence. Study of this will apply to ADB-Kumasi (Adum) which was selected for the study.

1.7 LIMITATIONS OF THE STUDY
The core of the study is to investigate the impact of managerial behavior on employee’s performance at ADB-Kumasi. Time constraint was a major setback in the conduct of the study and therefore enough time was not available for the researchers to sample a larger population. Again getting respondents to answer questionnaires was another limitation.

1.8 RESEARCH METHODOLOGY
Since the study is on the impact of managerial behavior on employee’s performance at ADB-Kumasi a descriptive analysis was used to undertake the study. Sampling techniques were adopted for the study. Looking at the nature of the study a questionnaire and on interview was appropriate and the results were used in drawing conclusion for the study.
CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION
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)

Areas to be covered are the concept of management, management competence effectiveness and behavior.

2.1 THE CONCEPT OF MANAGEMENT
One of the very essential human activities is managing. Groups are formed for the purpose of achieving some aims, some form of management is introduced to ensure coordination of individual effort. 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. 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 utilizing the organization’s resources to achieve the
organization’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 activities support each other and combine to contribute to
the overall fulfillment of the organizational 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 that 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 decisional 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 subordinates and the spokes
person role of transmitting information to those outside and inside the organization.
The decisional 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).

The 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.

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 characteristics 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 that, now management is focused on more humanistic aspect. Accordingly, managers are required to have a good interpersonal skill. According to Draft (2003), there are two main things of a managerial competency i.e. leadership and team building skill should be possessed by front liners who directly relate to the customer. According to the researchers, the measures of managerial competency can be determined by many aspects.

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 & Malcom, 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 trust. When the manager conforms to those 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 on 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 on an organization or a company to conduct change in the management style. These changes affect employee’s performance thereby affecting the organizational performance and can be both positive and negative.
Management style according to Breech (1970), involves accomplishing results through other people. The skilled space technology manager does not design a space craft himself. The university president does no teaching. The role of the manager is to assemble best work team he could obtain and then provide a supportive motivational environment to guide that team to accomplish agreed upon objectives.

Goleman (200), 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.

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 management 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.

Figure 1. Basic Managerial Philosophy

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 is 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 emphasized 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 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.

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.

2.6 FIGURE 2. CONCEPTUAL FRAMEWORK OF THE STUDY

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 to Asare-Bediako (2009), performance is about employees’ effort. Employee performance is measured in terms of input relation. It is also measured in terms of efficiency with which inputs or resources are utilized to create outputs. Employee performance is therefore the ultimate measure of the effectiveness of the human resource system and strategies. The determinants of performance are competencies, morale, attitudes, and motivation among others.

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, and managerial behavior is both relevant and unavoidable given the way in which business is conducted with emphasis on continuous improvement and productivity.
CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

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.

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 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 Agricultural development Bank Kumasi.

The design however has a few weaknesses of which the researchers must be aware and try to reduce its magnitude. Some of the questions which may not be understood by the respondents would let them give answers that may not be expected by the researchers. 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 researchers had to undertake pre-testing of instrument to help come out with questions that might be well understood by the respondents and had them recorded. Secondly, the researchers 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
Sample sizes of 19 respondents which represent 100% of the entire population at ADB Adum main were given questionnaires. This number was selected because the researchers believe that it will give a true picture of the study. 13 junior staff and 5 senior staff were chosen for the study. The researchers with the help of the branch manager had the list of all the employees in each of the departments.

3.3 SAMPLE AND SAMPLING TECHNIQUE
Sampling technique was adopted by the researchers in getting the respondents to answer the questionnaires. This was applied to all the junior and senior staff who were chosen for the study. Sampling is used to give everyone equal chance to have his or her fair view collected. Gay (1987) says that sampling technique is used because it guarantees desired representation of the relevant sub groups.

3.4 RESEARCH INSTRUMENT FOR COLLECTING DATA
A set of questionnaire and interview guide were designed to collect data from 13 junior staff and 5 senior staff of ADB Adum main branch. 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) states 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.

3.5 PRE-TESTING OF 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 researchers test the usability of the questionnaires, pre-testing of the instrument was conducted. Six copies of the questionnaires were pre-tested, using some selected junior and senior staff members of ADB Adum main branch.

3.6 DATA COLLECTION PROCEDURE
Copies of the questionnaires were 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 Head of Business department, Christian Service University College for permission.

This process involved a lot of movement from one place to the other by the researchers. The researchers 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.

3.7 DATA ANALYSIS
The research is purely descriptive survey therefore the researchers 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.
3.8 PROFILE OF THE CASE ORGANIZATION

Agric development bank was set up in 1965 by Act 286. ADB is wholly publicly owned. The government of Ghana owns 52% of the share holding, with the remaining 48% held by the financial investment trust on behalf of the Bank of Ghana. ADB Adum branch was established on the 10\textsuperscript{th} may 2004. Agricultural development bank primarily provides specialized financial services with the objective of promoting a sustained and diversified agricultural and rural development as a foundation for Ghana’s overall development. In addition it provides credit facilities for non – agricultural industries in Ghana. Its facilities include overdraft facilities, bank guarantees, mobilization guarantees, short and long term loans.

The bank also provides corporate banking services such as, foreign accounts and domestic current accounts. Consumer banking services including current accounts, deposits, loan products and local payments. In addition, the bank offers international trade financing services such as export and import financing, treasury management services including investment, custodians of banks accounts, cash management, cheque clearing, issue of foreign draft, traveler’s cheque and international money transfer.

Agricultural development bank also provides retail service such as balance checking, statement request, standing orders, automated teller machine services (ATM), cash deposit and withdrawal, advisory, transfer and loan application.

Agricultural development bank has its head quarters at ADB house, independence avenue Accra.
CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

The analysis made in this study is based purely on the responses given by the respondents on the impact of managerial behavior on employees’ performance at the Agriculture Development Bank Adum Branch. The chapter deals with a brief analysis of the data, which is followed with a discussion of the results of the analysis.

Questionnaire and interview were used to gather information from 18 employees made up of 13 junior staff, 5 senior staff at the ADB Adum Branch. Frequencies and percentages were used to interpret that data. The aim of the study was to determine the impact of managerial behavior on employees’ performance at ADB Adum Branch. ADB Adum main branch has a staff population of 19.

This chapter is discussed under four sections based on the research questions.

1. Factors that influence managerial behavior
2. Managerial behavior and its effects on employee’s performance.
3. Level of managerial competence that will increase positive workplace experiences and behavior.
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 response 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 Agric Development Bank Adum Branch, present rank and level of qualification.

Table 1 Status of Respondents

<table>
<thead>
<tr>
<th>Status</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Staff</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td>Junior</td>
<td>13</td>
<td>72</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>100</td>
</tr>
</tbody>
</table>

Authors Source: May, 2011
From the data gathered, majority of the respondents representing 72 percent were junior staff and the remaining 28 percent hold the senior staff position. This implies that the number of the employees are junior members.

**Table 2 Gender of Respondents**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>7</td>
<td>39</td>
</tr>
<tr>
<td>Female</td>
<td>11</td>
<td>61</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>100</td>
</tr>
</tbody>
</table>

Authors Source: May, 2011
The picture provided by the sex profile of the respondents is interesting. Of the 18 respondents reached by the study, 7 representing 39% are males and 11 representing 61% are females.

**Educational Level**

The table below shows that the highest number of respondents representing 78% are tertiary level and the rest representing 11% SHS and 11% for others.

<table>
<thead>
<tr>
<th>Educational level</th>
<th>Respondents</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHS</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Tertiary</td>
<td>14</td>
<td>78</td>
</tr>
<tr>
<td>Others</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>100</td>
</tr>
</tbody>
</table>

Authors Source: May, 2011

**Figure: 3 Educational level**

**Table 3 Educational level**

![Educational Level Chart]

Authors Source: May 2011

**Table 4 Length of Service of ADB Adum Branch**

<table>
<thead>
<tr>
<th>Years</th>
<th>Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 years to 3 years</td>
<td>4</td>
<td>22</td>
</tr>
<tr>
<td>4 years to 5 years</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td>6 to 7 years</td>
<td>9</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>100</td>
</tr>
</tbody>
</table>

Authors Source: May, 2011
4.2 FACTORS THAT COMPRISE MANAGERIAL BEHAVIOR

This research question sought to find out the extent to which the respondents agree or disagree that the statements below will influence managerial behavior at ADB Adum Kumasi. Table 7 presents respondents’ agreement or disagreement to statements made concerning factors that influence managerial behavior.

Table 5: What factors comprise managerial behavior?

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
<td>No</td>
</tr>
<tr>
<td>Flow of communication</td>
<td>11</td>
<td>60</td>
<td>5</td>
<td>28</td>
<td>1</td>
<td>6</td>
<td>1</td>
<td>6</td>
<td>-</td>
<td>-</td>
<td>18</td>
</tr>
<tr>
<td>Grievance handling</td>
<td>12</td>
<td>66</td>
<td>3</td>
<td>17</td>
<td>1</td>
<td>6</td>
<td>2</td>
<td>11</td>
<td>-</td>
<td>-</td>
<td>18</td>
</tr>
<tr>
<td>Safety and welfare</td>
<td>8</td>
<td>44</td>
<td>8</td>
<td>44</td>
<td>2</td>
<td>11</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>18</td>
</tr>
<tr>
<td>Capacity building</td>
<td>12</td>
<td>67</td>
<td>6</td>
<td>33</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>18</td>
</tr>
<tr>
<td>Involvement in decision making</td>
<td>8</td>
<td>44</td>
<td>3</td>
<td>17</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>17</td>
<td>6</td>
<td>22</td>
<td>18</td>
</tr>
</tbody>
</table>

Author’s Source: May 2011
The data in table 5 shows that most respondents in the company representing 60 percent strongly agreed to the fact that proper channel of communication will influence managerial behavior positively, whiles 6 percent of respondents disagreed. 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 their 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 communication process. For managers, effective communicating is a critical skill because the managers planning, organizing, and controlling becomes operationalized only through communicative activity. 6 percent were undecided. It was observed by the researches that employees at ADB Adum Branch are aware that managerial behavior can be influenced by proper channel of communication.

A greater percentage of the respondents representing 66 percent being majority of the respondents also indicated that grievance handling can influence managerial behavior, whiles 6 were undecided. It is clear that grievances when not handled effectively can bring about disputes and low morale at the work place which will in turn affect performance. According to 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. With this it can be said That managers behavior can be influenced by the way they handle grievances.

On the issue of safety and welfare, majority of the respondents representing 44 percent indicated that they agree to the fact that employee’s safety and welfare influences managerial behavior; whiles, none expressed their disagreement on the statement that safety and welfare can influence managerial behavior. According to Armstrong (2003), Health 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.

In practice fair treatment reflects underlying elements such as ‘trusting employees, respecting employees, dealing with employees complaints effectively, and not ignoring employee’s suggestions (Michelle. A. Donovan et al 1998). In talking about capacity building 67 percent of the respondents were of the view that capacity building will influence managerial behavior whiles none 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 44 percent agreed to the fact that employee’s involvement in decision making can influence managerial behavior whiles 17 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 organization. This gives the working people a sense of belonging and mutual trust.

**4.3 HOW MANAGERIAL BEHAVIOR AFFECT EMPLOYEES PERFORMANCE**

How managerial behavior affect employee’s performance at Agricultural Development Bank The purpose of research question two (2) was to find out how managerial behaviors affect employee’s performance. Section C on the questionnaire was used to solicit information from the respondents.
Table 6
How will you rate the following working conditions in your organization? Good (G), Fair (F), Unfair (u)

<table>
<thead>
<tr>
<th>Factors</th>
<th>Good</th>
<th>Fair</th>
<th>Unfair</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
</tr>
<tr>
<td>Physical surroundings at work place</td>
<td>12</td>
<td>66</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td>Involvement of employee in decision making</td>
<td>5</td>
<td>28</td>
<td>4</td>
<td>22</td>
</tr>
<tr>
<td>System of appraising workers</td>
<td>3</td>
<td>17</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td>Maintenance of equipments</td>
<td>14</td>
<td>78</td>
<td>4</td>
<td>22</td>
</tr>
<tr>
<td>Safety at the work place</td>
<td>12</td>
<td>67</td>
<td>6</td>
<td>33</td>
</tr>
<tr>
<td>Handling of grievances</td>
<td>2</td>
<td>11</td>
<td>14</td>
<td>78</td>
</tr>
<tr>
<td>Proper channel of communication</td>
<td>5</td>
<td>27</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Recognition</td>
<td>6</td>
<td>33</td>
<td>9</td>
<td>50</td>
</tr>
</tbody>
</table>

Authors Source: May, 2011

Table 6 talks about managerial behavior and how it affects performance. With this respondents were sampled to know how good, fair and unfair managerial behavior affect their performance. With this majority of the respondents representing 66 responded that their physical surroundings at the work place were good whiles 17 percent responded that their physical surrounding at the work place was not fair. Regarding employees involvement in decision making majority of the respondents representing 50 percent of the respondents representing majority of the sampled size said that their involvement in decision making was unfair, whiles 28% percent said that their involvement in decision was fair.

This is really affecting them since employees are not allowed to be part of the decision making process and it is really affecting them since it does not make them feel part of the organization. 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 management. On the contrary, employees at ADB Adum
are not involved in decision making. Majority of the respondents representing 56 percent said that the system of appraisal was unfair, whereas 16 percent of the respondents said that the system of appraisal in their company was good and the remaining percentage said it was fair.

Thompson and Luthans (1981) performance appraisal is the process of identifying, measuring and developing human performance in organizations.

According to Stone (1998), performance appraisal may be viewed as an overall measure of organization effectiveness: organizational objectives are met through the effort of individual’s employees. If employees performance is improved, the organization will lift its performance. Many experts feel that traditional appraisals do not 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).

67% of the respondents indicated that safety at the work place was good.

4.4 ASSESSING MANAGERIAL COMPETENCE
Assessing managerial competence of ADB Adum Branch.
In this section, aspects such as giving credit for their ideas and suggestions, setting priorities based on business needs, sensitive to other’s right, considering employees’ views, promoting a healthy relationship among employees, enhances quality of decision as inputs are collated from all departments at the workplace, improving staff commitment to the performance of the organization, helping employees to settle disputes quickly and with guidance which improves staff trust and commitment to their job analyzed and discussed.

The objective is to assess managerial competence that will increase positive work place experience and behaviors at ADB
Table 7
Respondents view on assessing of managerial competence at ADB Adum Branch

<table>
<thead>
<tr>
<th>Parameters</th>
<th>High</th>
<th>Low</th>
<th>Moderate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>%</td>
<td>No</td>
<td>%</td>
</tr>
<tr>
<td>Gives others credit for their ideas and suggestions</td>
<td>9</td>
<td>50</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>39</td>
<td>18</td>
<td>100</td>
</tr>
<tr>
<td>Set priorities based on business needs</td>
<td>9</td>
<td>50</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>33</td>
<td>18</td>
<td>100</td>
</tr>
<tr>
<td>Sensitive to others’ right</td>
<td>6</td>
<td>33</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>50</td>
<td>18</td>
<td>100</td>
</tr>
<tr>
<td>Consider employees’ views</td>
<td>3</td>
<td>17</td>
<td>8</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>39</td>
<td>18</td>
<td>100</td>
</tr>
<tr>
<td>Ask for criticism and suggestions from people with different background</td>
<td>6</td>
<td>33</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>50</td>
<td>18</td>
<td>100</td>
</tr>
<tr>
<td>Promotes a healthy relationship among employees</td>
<td>9</td>
<td>50</td>
<td>4</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>28</td>
<td>18</td>
<td>100</td>
</tr>
<tr>
<td>Enhances quality of decisions as inputs are collated from all departments at the work</td>
<td>10</td>
<td>56</td>
<td>4</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>22</td>
<td>18</td>
<td>100</td>
</tr>
<tr>
<td>Helping employees to settle disputes quickly and with guidance</td>
<td>2</td>
<td>11</td>
<td>9</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>39</td>
<td>18</td>
<td>100</td>
</tr>
<tr>
<td>Improves junior staff commitment to their job</td>
<td>12</td>
<td>66</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>6</td>
<td>18</td>
<td>100</td>
</tr>
</tbody>
</table>

Authors Source: May, 2011

Several factors come into play when it comes to managerial competence and behaviors are considered. It was revealed by 50 percent of the respondents that management moderately give employees credit for their ideas, whiles 11 percent responded that how management gives credit for a work done is low. Giving credits to employees for a work done help employees to work harder or give up their best. 50% said management setting priorities based on business needs was high where 17 percent of the respondents said that it was low.

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. This indicates that the consideration of employees view was low. From the table it can be said that management has not been considering their employee. 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 dissatisfactions (to rectify a problem
with management or prevent deterioration of relations), expression of collective organization (to provide a countervailing source of power to management), contribution to management decision making (to seek improvements in work organization, quality and productivity), and demonstration of mutuality and cooperative relations (to achieve long term viability for the organization and its employees.

Majority of the respondents representing 50 percent said management being sensitive to others right was moderate and 17 percent said it was low. It was indicated that management does not often ask for criticisms from employees, 50 percent said management asking for criticism and suggestions from people with different background was moderate and 17% want 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, representing 50% said management promotes a healthy relationship among employees was high, and 22 percent said management promoting a healthy relationship was low.

Majority of the respondents representing 50 percent revealed that settling employees disputes quickly and with guidance was low, whereas 11 percent said that it was high, concerning staff commitment to their job respondents said that 66 percent was high and 28 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.
Table 8
What other forms of behavior do you expect from your manager?

<table>
<thead>
<tr>
<th>Forms of behaviors</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grievance handling</td>
<td>4</td>
<td>22</td>
</tr>
<tr>
<td>Appraisal</td>
<td>6</td>
<td>33</td>
</tr>
<tr>
<td>Management style</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td>Fair and equity treatment</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Involvement in decision making</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>100</td>
</tr>
</tbody>
</table>

Authors Source: May, 2011

The results of the data analysis show that employees’ at ADB Adum Branch 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 22 percent of respondents of the employees of ADB Adum Kumasi want management to involve them in decision making and other management functions in the organization. According to Owens (2000), participating in decision making enables the organization to arrive at a better decision. Secondly it enhances the growth and development of the organization respondents representing 17% said they want management to change some of their management style. That should be consultative 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.

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 organization 11% of the respondents said they want management to fairly and equitably deal with them in terms
of motivation, appraisal among others. 33 percent of respondent said that management should listen to their grievance and act promptly on them.

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 organization like ADB Adum Kumasi. In this section questions such as ‘what benefits do you get from managerial behavior was asked during the key interview with managers, which is the way you think and go about your daily activities. Another point that was realized was that when you are enthused with good managerial behavior you always love your work and you will be able to deal with all sorts 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 management behavior process brings dignity to the company since people are respected and dealt with fairly and enhances employees’ performance as well. With this respect, Leans 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 conditions of service that guide them as an ADB family. They further said that they have been organizing meetings, seminars, workshop, circulating bulletins among others.
On how they have been appraising their employees, the managers position was that, at first performance was separated from 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 have been informing them of their decisions through the various departmental heads.

On how they have 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 in place.

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

They further said that another way of looking at the manager’s job is that, managers are expected to achieve stability in results despite widely and sometimes wildly varying circumstances. In other words, the work of managers 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.
5.0 INTRODUCTION

This section contains the major findings that came out of the study and the conclusion drawn. It covers recommendations and suggested areas for further study. The study investigated the impact of managerial behavior on employee’s performance at the Agricultural Development Bank, Adum Branch. It sought to find out whether managerial behavior can influence employee’s performance at the workplace of ADB Adum Kumasi.

Descriptive sample survey was used to carry out the study. This was because the study was intended to measure the respondents' views about the issue. Sampling technique was respectively used to select the respondents for the study. In all 18 respondents comprising 13 Junior Staff and 5 Senior Staff were involved in the study. The research instrument that was used in the data gathering was a questionnaire and an interview guide. To give direction to the study the following research questions were asked. What are the factors that influence managerial behavior? What level of managerial behavior will influence positive workplace experience and behavior? What are the benefits of managerial behavior? The data gathered were analyzed using frequencies and percentage distributions.

It was found out that most factors that comprise managerial behavior influence employee’s performance. This is because whatever managers do, affects the employee in one way or the other managers and employees play a very crucial role in an organization like ADB.

5.1 SUMMARY OF FINDINGS

- The main findings that emanated from the study were that employees were not content with some of their conditions of service such as handling of grievance, recognition and promotion, channel of commendation among others. These factors when not harnessed effectively by managers will affect employee’s performance.

- Majority of the respondents were of the view that their present involvement in decision making was minimal and bringing others on board regarding new plans and process was low. It was indicated by the respondents that appraisal system in the
company was not effectively implemented. On the contrary with grievance handling, management said that employees do not channel it properly.

5.2 CONCLUSION
The observation was that management was consistent with regard to their views but most junior staff were somehow inconsistent. This however brings the assumption that employees were not aware of the means in which they are to participate in the organization’s governance. Managers behaviour is very crucial part in every organization, and that an organization will not develop as much as they want without proper managerial behavior.

The study has outlined some of the factors of managerial behaviors that influence employee performance. It is clear that some of the factors that influence manager behaviour like grievance handling, exchange of communication, appraisal of employees, capacity building among other were low.

5.3 RECOMMENDATION
The researchers found that employee’s involvement in decision making was minimal. Therefore it is recommended that management should involve employees in decision making to encourage them to work harder and also give them the sense of belonging. When this is done employees give up their best which can increase performance.

5.3.1 Condition of Service
It was found out that employees are not satisfied with their conditions of service and that affects them negatively it is therefore recommended to management to improve their condition of service as well as handling of welfare issues and how to channel their grievance to management.

It is recommended that management should be consultative rather than authoritative. It is recommended that a comprehensive training programme be instituted by the organization for management to enhance their competence in issues like grievance handling, decision making, interpersonal skills and leadership skills. Employees should be trained on the proper channel of communication and interpersonal skills.
5.3.2 Recommendation for Further Research

It is hereby suggested that a similar research be carried out in other branches of the bank.
REFERENCE


QUESTIONNAIRE

Please Tick [   ] where applicable

1. Status [   ] Senior staff [   ] Junior staff [   ]
2. Gender Male [   ] Female [   ]
3. Education level
   MSLC [   ] JSH [   ] Tertiary [   ]
4. How long have you worked at Agricultural development Bank
   1 year to 4 years [   ] 5 to 15 [   ]

SECTION B

The following statement relate to factor that influence managerial behavior at ADB, Kumasi. For each factor listed below, please indicate the extent to which you agree by placing a tick [✓] the sign in the box.

Strongly agree (SA), agree (A), undecided (U), disagree (SD)

<table>
<thead>
<tr>
<th>Factor</th>
<th>(SA)</th>
<th>(A)</th>
<th>(U)</th>
<th>(D)</th>
<th>(SD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flow of communication</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grievance handling among the rank and file</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety and welfare</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity building</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Involvement in decision making</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION C
How will your rate the following working conditions in your organization Good (G), Fair(F), Unfair (UF)
Please tick [✓] in the appropriate box.

<table>
<thead>
<tr>
<th>Physical surroundings at work place</th>
<th>Good</th>
<th>Fair</th>
<th>Unfair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involvement of employee in decision</td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Maintenance of appraising workers</td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Maintenance of equipment</td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Safety at the work place</td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Channel of communication</td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Handling of grievance</td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Handling of welfare issues</td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Giving recognition to employee</td>
<td></td>
<td>√</td>
<td></td>
</tr>
</tbody>
</table>

SECTION D
What is the level of managerial competence that will increase positive workplace experience and behavior?
Please tick [✓] in appropriate box.

<table>
<thead>
<tr>
<th>Gives other credit for their ideas and suggestions</th>
<th>High</th>
<th>low</th>
<th>Moderate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set priorities based on business needs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consider employees’ views</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ask for criticism and suggestions from people with different background</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote a healthy relationship between junior and senior staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhance quality of decision as inputs are collated from all departments at the work place</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helping employee to settle disputes quickly and with guidance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers bring other ‘on board’ regarding new plans and process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improves junior staff commitment to their job</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What other forms of behavior do you expert from your manager?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________


Interview Guide

1. What are some of the factors that influence your behaviour?
2. How does the factors affect employees performance?
3. How does your management style affect employees performance?
DEFINITIONS OF OPERATIONAL TERMS
EMPLOYER: An employer can be defined as a person or an institution that hires people.
Employee: This refers to the person being hired. (supplier of labour)
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)

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: behaviour 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.

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

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

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

ACRONYMS
ADB: Agricultural Development Bank.