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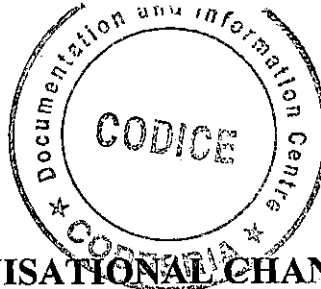
**DEHINSILU, Yetunde
Adebunmi**

UNIVERSITY OF IBADAN

**Leadership Styles and Organisational Change in the
Brewing Industry: a Study of Nigerian Breweries PLC,
Lagos: 1986-1996**

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**LEADERSHIP STYLES AND ORGANISATIONAL CHANGE
IN THE BREWING INDUSTRY.**

A STUDY OF NIGERIAN BREWERIES PLC, LAGOS (1986-1996)

BY

**DEHINSILU, YETUNDE ADEBUNMI
B.Sc. (Hons.) Sociology (O.S.U), 1991**

**BEING A DISSERTATION SUBMITTED TO THE DEPARTMENT OF
SOCIOLOGY, UNIVERSITY OF IBADAN, IN PARTIAL FULFILLMENT FOR
THE MASTER OF SCIENCE (SOCIOLOGY) DEGREE OF THE UNIVERSITY
OF IBADAN, IBADAN.**

MARCH, 1999.

DEDICATION

To my father, THE ALMIGHTY GOD.

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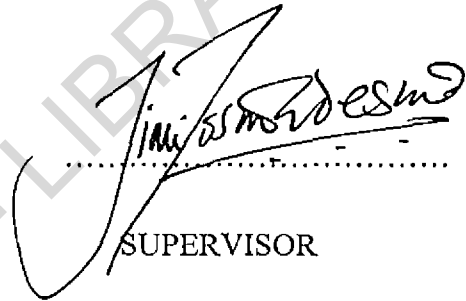
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Above all, I want to thank my father- the Almighty God, who has been the Alpha and Omega, the giver of knowledge, without whom this work would not have been successful, and has made my obtaining this degree a reality.

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CERTIFICATION

I certify that this work was carried out by Miss Yetunde Adebunmi, Dehinsilu of the Department of Sociology, University of Ibadan, Ibadan.



.....

SUPERVISOR

Dr. Jimi Adesina, Ph.D (Warwick)

Senior Lecturer,

Department of Sociology,

University of Ibadan,

Ibadan.

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ABSTRACT

Leadership is a complex phenomenon. It is acutely context sensitive. Leadership is the process of influencing individuals or group activities towards the achievement of enterprise objectives. So, it represents the ability of a manager to influence subordinates to willingly perform specific tasks associated with the goal accomplishment.

The successful organisations have one major attribute that sets them apart from unsuccessful ones; dynamic and effective leadership. Organisations need to change and adapt in order to be effective. It is increasingly apparent to all that organisational change is a requisite for organisational improvement, and that managed change is likely to be more effective than unmanaged change.

Directly flowing from this problem therefore are a number of questions relating to the effects of leadership style on organisational change in industry. We therefore attempted in this study to answer some of these questions.

It was found in this study that leadership style does in fact influence change in organisations in terms of how the change is managed. This change though may be infrequent but could be revolutionary in nature. Consequently leadership is very important in times of organisational crisis. It was revealed in this study that the qualities that will enable the top executive of the future to stand out among his/her fellow presidents are his/her capacity to perceive meaningful change and inspire his/her people to respond, and his/her skill in fostering participative management without losing drive and spirit in his/her

leadership style. The president who achieves these qualities will possess the indispensable ingredients for unleashing the full power of his/her organisation.

The implication of this study is that it has helped to broaden our understanding of the complex, though very interesting issues of human behaviour, and leadership behaviour, in organisational settings.

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CHAPTER ONE

INTRODUCTION

STATEMENT OF PROBLEM

The plate-shifting changes in Eastern Europe, South Africa, and Central America in 1989-90 are frequently viewed from the perspective of leadership. Leadership seems to be the crucial thing to understand about organisations. It has now become clear that only those organisations with a strong aggregate commitment and solid leadership will succeed in reversing the trends of decline (Allen and Sharon, 1982).

The question that readily comes to mind is; why is leadership the subject of such belief and sentiment? Why is it romanticised? What is even leadership? Over a hundred definitions of leadership have proliferated across the social sciences. Leadership in its management application, is the process of influencing individuals and groups to set and achieve goals (Morgan, 1989).

Stogdill (1974), defines leadership as a process of influence on a group in a particular situation, at a given point in time and in a specific set of circumstances that stimulates people to strive willingly to attain organisational objectives. Leadership is accomplished by changing goals of others or by providing ways for others to obtain their rewards, leader behaviour usually focuses on motivating others or initiating means for others to cope with their needs. Leaders create history or historical trends already set in motion create the appropriate leaders (Neuschel, 1971).

Katz and Kahn (1978), defines organisation as an on-going open system of roles

in a state of dynamic equilibrium with its environment. They conceptualized an organisation as being composed of several important subsystems-production, maintenance, boundary, adaptive and management- that must be appropriately organised and managed for organisations to operate efficiently and effectively. Hage (1980), defines organisational changes as the alteration and transformation of the form so as to survive better in the environment. Leadership, especially at the highest levels is becoming more and more concerned with change. Change has become the dominant concern of top management. The challenge is to create change that increases or renews the viability of an organisation's position in its environment. No company president can afford to ignore today's rapid turn over of new development and ideas.

Mckelvey (1982) argue forcefully that the overwhelming majority of changes in organisations are due to external (allegoric) forces as opposed to internal (autogenic) forces. An effective leader initiates and fosters change and innovation (Bennis & Nanus, 1985). Change comes in many different forms- new products and services, new markets, technical innovations or improved quality of products and services. Whatever form change takes, it is clear that a leader's ability to create and manage change is crucial not only to achieving the vision but to the success and survival of the organisation.

Also, in times of change, leaders must make realistic appraisals of the current situation, then develop an appropriate and immediate course of action. This may necessitate creating new and fresh strategies or even restructuring the organisation to assure its success. The search for impeccable leaders and effective leadership in our various establishments has however, brought up a number of studies which in turn has given rise to equally numerous theories which try to justify the effects of the various

leadership styles now manifestable in our various organisations. So concerned have people been that they have been looking and matching leadership styles with types of tasks in organisations. This concern has led to series of equations.

Nevertheless, it should be noted that there is no one best way to lead. Leadership styles (autocratic, democratic and laissez-faire 'carefree' styles) vary according to situations and it is usual to find leaders who combine two or more of the above leadership styles and exhibit them on different occasions. The style of leadership a manager chooses to use greatly influences his effectiveness as a leader. The correct choice of a leadership style coupled with appropriate external motivation can lead to the achievement of both individual and organisational goals.

To Robert (1985), leadership is that energy which make such a difference when comparing the competitive performance of firms. Leadership is one key way of creating and redirecting energy within the change process. In book publishing, for example, Longman's superior record can be directly related to the way its leadership maintained the level of energy over two decades that energy level was necessary in order to shift from its editorial preoccupation's of the 1960s and 1970s, to the market-oriented competitive basis of the 1980s. The best form of leadership might as well be that which makes the best fits between style or task, and the context.

Since leadership is now seen as the key determinant of organisational success or failure, it is partly for this reason that we seek in this study to investigate the relationship between leadership style and organisational change in the brewing industry, using Nigerian Breweries Plc. as the focus of study. Change can be beneficial or detrimental to organisations. It can bring growth or decline or an alteration in form. However, through

the process of this organisation's change, that is, from the time of its birth and transformation to its present stage, what form of leadership is employed that has enhanced its survival for the past fifty years? This company is known for its 50 years of brewing excellence. What form of leadership employed by this organisation has enable it to attain and enhance its efficiency and effectiveness? What are the changes that have occurred during this period? And how were they managed?

Nigerian Breweries Plc was incorporated first, as Nigerian Brewery Limited in 1946 and later as Nigerian Breweries Limited on the commencement of operations in second Brewery at Aba in 1957. In accordance with the Companies and Allied Matters Act of 1990, the name was again changed to Nigerian Breweries Plc. Since the formal incorporation in 1946, the company has grown from its modest beginnings into the giant Company that it is today. The company now has 5 Breweries. Available literature shows that the company has a portfolio of five (5) brands; Star and Gulder larger, Maltina in three variants and Amstel Malta and Legend Extra Stout.

Perhaps more importantly, and one of the major reasons for this research is the fact that in the face of the general structural adjustment, economic reformation and political crisis in the country, the Nigerian Breweries Plc has been improving its profit margin and market share. How has it been possible? What form of leadership regimes and styles has Nigerian Breweries Plc. witnessed?

Since the period under study, the last decade (1986-1996), is the period characterised by economic depression in the brewing industry, a period of ban on importation of basic raw materials for the brewing industry (wheat, barley, etc.). This

period was rather painful where serious surgical operation had to be done in the brewing industry. This led most brewing companies to resort to local production of raw materials which consequently, led to the collapse of so many of them, due to a sharp reduction in demand for their products. How then did N B, Plc managed to survive in the face of this crisis? What are the changes that happened during this period? How were they managed? What style of leadership was employed? What role has leadership in the time of the crisis? How has the style of leadership employed sufficiently achieved good human relations among workers (i.e. management-workers relations)? How is the organisation evolving in the face of today's adverse external conditions? Given the intensified inflationary and regulatory pressures, and greater competitive impacts, what leadership strategies are being employed? Which strategic choices offer the best chances for survival, growth and return in a hostile environment like this?

RESEARCH OBJECTIVES

In the light of the above research questions, the study intends to :

- (1) determine the extent to which the form of leadership employed by this organisation has enable it to attain and enhance its growth and survival;
- (2) ascertain the factors responsible for the style of leadership employed in the organisation since leadership is specific to a particular situation;
- (3) examine the management- workers relations. To analyze the workers' attitude as a group, and how they perceive the leadership style that is employed in the organisation;
- (4) determine the extent to which the structure of the organisation, level of productivity and job satisfaction affects the level of the organisation's growth;
- (5) determine the relationship between leadership style and organisational change.

SIGNIFICANCE OF STUDY

The major significance of this study lies in our attempt to contribute to a better understanding of leadership styles among top leaders in an organisational setting. Various researches have focused on supervisory leadership with some researches done regarding the effect that top leaders have on organisations, particularly during the period of socio-economic crisis in the Nigerian society. More so, little attention has been given to organisational longevity compared to decline and death, which is what this study will explore.

In addition, the study hopes to collect direct information from business leaders. Thus affording the opportunity of capturing their perception on the leadership question. The various leadership styles employed in the organisation during its convergent evolutionary and radical restructuring periods will be expounded, which have contributed to its survival in these years, since different eras produce different leadership needs (Pettigrew & Whipp, 1991).

DEFINITION OF CONCEPTS

According to Seltiz et. al. (1965), any investigator in order to organise his data so that he may perceive relationships among them, must make use of concepts. A concept is an abstraction from observed events or, as McClelland (1975), puts it;

“a shorthand representation of a variety of facts. Its purpose is to simplify thinking by subsuming a number of events under one general heading”.

Since a concept can mean various things, a conceptual clarification will help to convey the actual meaning such a concept represents in any particular research report.

Definition of concepts therefore rules out the issue of ambiguity as to the meaning of a concept within the framework of a particular study. The underlisted concepts used in this study have therefore been defined accordingly:

LEADER: This refers to a person in a group who has influence on his group activities and beliefs. He initiates actions, gives orders, make decisions, settle disputes, offers encouragement, serves as inspiration and is in the forefront of any of the group activity.

LEADERSHIP: This refers to the exercise of power or influence in social collectivities such as groups, organisations, countries, or nations. In this context it refers to a process of influencing individuals and groups in an organisation to set and achieve goals.

LEADERSHIP STYLE: This refers to the manner in which a leader interacts with his subordinates. In this context, different typologies of leadership style are identified which includes; autocratic, democratic and laissez-fairre.

CHANGE: This refers to any alteration of the status quo. In this context, change is looked at in relation to an organisation. The right kind of change enables an organisation to maintain its viability in its changing environment. On the other hand, the wrong kind of change can destroy an organisation.

ORGANIZATIONAL CHANGE: This refers to the alteration and transformation of the form of an organisation so as to survive better in the environment. The changes of an organisation that improve its adaptation can be of several types. It can be technological changes including new products and new processes; structural changes including new

policies or procedures; human changes including new promotional techniques or new personnel; and environmental changes including governmental legislation of a new function or method of operation.

MANAGEMENT: This concept was first used by the French Sociologist, Henri Fayol, and he gave five basic functions of management as: planning, organising, commanding, coordinating and controlling.

For this purpose, management refers to the executive organ of an organisation which performs the above listed functions. It is the responsibility of management in an organisation to see that the organisational goals and objectives are achieved. Consequently, the Chairman/ Managing Director, Directors, Company Secretary / Legal Adviser, the six main Heads of Departments and some subsidiary Heads of Departments constitute the management in Nigerian Breweries Plc.

SCOPE OF STUDY

This study focuses attention on the leadership processes or styles and its effects on the organisational change and effectiveness in Nigerian Breweries Plc, Lagos. It is hoped that this study would be able to tell us about the adequacy or deficiency of the present leadership process in the organisation. In addition, it would reveal to what extent the organisation's leadership process or style is able to bring about effective change towards achieving the objectives of the company.

SOURCES OF DATA

The data for this study were obtained from two major sources, namely, through field survey, and official records at the Nigerian Breweries Plc. The field survey involved direct observation, the conduction of in-depth interviews and key informant interview, with both junior and senior officers at the various departments of the organisation .

The independent variable is “Leadership style” while the dependent variable is “organisational change” This study, like any other research project wants to explore the relationship between the independent and dependent variables.

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CHAPTER TWO

LITERATURE REVIEW

Leadership is generally considered to be one of the key functions of management, and as such it has been the subject of considerable research. The key questions that researchers and students of organisational behaviour have been interested in are what are the dynamics of effective leadership? and what is it that makes an effective leader? Leadership is seldom concentrated in only one individual, rather it is a shared function in most groups. Leadership effectiveness, however, is very much a matter of patterns set by the immediate superior and of the organisational climate as a whole as represented by the attitudes and expectations of fellow-employees.

Leadership is different from the concept of power in that it entails influence, that is, change of preferences, while power implies only that subjects' preferences are held in abeyance (Etzioni, 1965). Katz and Kahn (1978) were also of the opinion that organisational leadership is over and above mechanical compliance with the routine directions of the organisation. Thus, leadership is closely related to power, but involves more than simply the power allocated to a position in the organisation or claimed by a member or members of organisation. Leadership is something that is "attributed" to people by their followers (Meindl et. al., 1985).

The persuasion of individuals and innovativeness in ideas and decision making differentiates leadership from sheer possession of power. A mechanical reliance on organisational position would bring about a situation in which the characteristics of the

individuals filling top positions would make no difference whatsoever. The organisation would be totally constrained by precedent and its own structure.

In their review of the research in the leadership area, Filly and House (1969) find that supportive leadership, as opposed to autocratic leadership, is quite consistently related to several indicators of subordinate satisfaction and productivity. There is less intragroup stress and more cooperation, turnover and grievance rates are lower, the leader himself is viewed as more desirable and there is frequently greater productivity.

The evidence above could be confounded in the sense that there is the possibility that the workers themselves may contribute to their greater satisfaction and productivity by their own attitudes and behaviour, independent of that of the leader. They might just be high-producing, positively oriented employees who do not require close, autocratic supervision, and therefore it is possible for the supervisor of such employees to be more human-relations oriented. Despite this possibility, the weight of the evidence is that supportive leadership does lead to more positive attitudinal responses, particularly on the part of subordinates.

This pattern seems to hold even in organisations which are thought to favour more authoritarian leadership styles. In a study of police units, Jermier and Berkes (1979) found that satisfaction and commitment to the organisation were related to more supportive leadership.

While some evidence suggest that greater productivity is associated with supportive supervision, other studies report no difference, or that there is actually more output when autocratic styles are used (Dubin 1965). The conclusion reached by Lawler and Porter's (1967) introduces further difficulties into the relationship between leadership

style and performance by subordinates. They suggest that the causal ordering between satisfaction and productivity might be reversed. It is typically thought that satisfaction leads to productivity, but Lawler and Porter suggest that productivity might lead to satisfaction. For the analysis of leadership, increasing satisfaction to increase productivity might be totally futile.

There is also evidence to suggest that when workers expect to be supervised in an autocratic style, supportive supervision can be counterproductive and satisfaction threatening. The obvious corollary is that in an organisation in which supportive leadership styles are likely to be effective, in an opposite kind of organization, such forms of leadership are least likely to be effective (Filley and House, 1969)

In organisations in which decisions are routine, information is standardized, and so on, effective leadership is more likely to take the task-oriented form, because inputs from the individual members of the organisation are not so important and there is not the same need for time spent in the decision making process. In addition, there may be organisational members who either are threatened by the decision making process or have no wish to participate in it, and for whom the provision of ready made answers in the form of formal procedures or decisions made for them is a satisfying or at least nonthreatening situation.

These postulations are strongly buttressed by the findings emerging from Fiedler et. al (1987) continuing studies of the leadership process. Fiedler finds that in stable, structured situations, a more strict, autocratic form of leadership is most likely to be successful, while in a situation of change, external threat, and ambiguity, the more lenient, participative form of supervision would work better. Of course, in many

organisations conditions will change in one direction or another, suggesting that an effective leader in one situation may not be such in another.

Nevertheless, it is clear that the situation being faced, and the personnel being led are important determinants as to which form of leadership is likely to be most effective. It can be argued that it would be good, from an individual or societal perspective, if all personnel were self-motivating and desirous of participating in decision-making, and that the organisation as a whole would be healthier if it were constantly innovating and engaging in continual interactions with its environment; but the fact suggest that neither condition necessarily exists in practice. This then leads to the conclusion that a revamping of leadership styles in organisations is no panacea to be applied to all organisations and all members therein.

COMPONENTS OF LEADERSHIP

Most theories of leadership are conservative in that they are addressed to the maintenance of social systems rather than to their change. The oldest theory of leadership effectiveness embodies as its basic concept the idea that leadership effectiveness is determined mainly by personal traits nor characteristics of the leader.

The traits theory of leadership is closely allied to what has been called “The Great Man Theory”, based on the proposition that some individuals emerge as leaders because they have been born with the necessary leadership traits. A similar, though not identical theory is the “Zeitgeist Theory”. This is a common German word meaning “spirit of the times”. The implication is that a leader is a product of his times, and those leaders will

emerge who have the traits or characteristics need to meet the demands of their times. (Bobbitt Jr. et. al, 1978)

There have been a number of research efforts to test trait theory of leadership and to identify empirically those particularly traits that generally characterise leaders. It would, of course, be a very valuable finding if one could identify a set of personal traits that could reliably predict a person's leadership effectiveness. Unfortunately, no such findings have emerged.

This is not to say that there have not been certain traits that characterise effective leaders. It has been established, for example, that one who emerges as a leader is likely to be more intelligent than the average of the group that is led (Hollingworth, 1942). Focusing on personality traits, a review of studies carried out from 1900-57 showed that leaders tend to be consistently better adjusted, more dominant, more extroverted, more masculine and more conservative and have greater interpersonal sensitivity than non-leaders (Mann, 1959)

The ideas expressed thus far have strongly implied that individual characteristics are crucial for the leadership role. Although this appears to be the case, extreme care must be taken to put it in the proper perspective. There is a very real danger in assuming that because individual characteristics are crucial for the leader function, there is a set of traits that leaders possess.

However, this trait approach did not get very far, for two reasons. The basic one was that common leadership traits could not be identified. No set of characteristics is possessed by leaders and not by followers. Attention increasingly turned to the situation in which leadership was exhibited (Gouldner, 1950).

The situational approach takes the position that the set of conditions of the moment - the situation - defines by whom and in what manner leadership will be exercised. One of the earliest situational theories of leadership was that offered by Tannenbaum and Schmidt (1973).

In order to relate leadership behaviour to differences between various situations, it is necessary to identify one or more dimensions on which leadership behaviour may vary. Tannebaum and Schmidt conceive of a continuum that runs between boss-centered leadership at one extreme and subordinate- centred leadership at the other.

The core of their theory is that the appropriate leadership style depends on the situation. They conceptualized three classes of factors that determine or should determine the manager's choice of leadership style (1) forces on the manager (2) forces on the subordinate (3) forces in the situation. These are the forces that Tannebaum and Schmidt say a manager should consider in deciding how to manage. A manager who is sensitive to these forces can better assess the problems that face him and determine which mode of leadership behaviour is most appropriate for him.

This approach has largely dominated the sociological approach to leadership, especially in small group studies, but in recent years it has come under fire for its inattention to the characteristics of those who rise into leadership positions. The emergent position is that while different situations demand different forms of leadership and thus generally different individuals, particular skills and behaviours will be called for in each different situation. This is a blending of the trait and situational approaches to avoid the serious pitfalls of each (Yukl ; 1981 : 1989)

This combination approach is used by Hollander and Julian (1969). They reject the trait and situational approaches perse, noting both tell us something about leadership, but not the whole story. To the ideas that have already been stated, they add the important element of interaction between leader and followers. The leader influences follower in the interaction process, and their reactions, of course, have an impact on the leaders own behaviour.

From the perspective taken here, organisational leadership is a combination of factors. The most obvious is the position in the organisation. This gives the leader the power base and leads followers to the expectations that there is a legitimate right to that position and that the leader will in fact engage in the leadership process by shaping their own thoughts and actions and performing the leadership functions from the organisation as a whole. These expectations can be seen even in periods of dissidence within the organisation, when there is leadership succession and the followers express the hope that the new person will provide what the old one did not.

In addition to the position held, the leadership role demands that the individual behave in such a way that the expectations of the followers are fulfilled. Here the interrelationships between the characteristics of the individual and the position filled become crucial. Rather than suggesting that there is one set of leadership 'traits', the evidence indicates that the particular characteristics giving rise to leadership behaviour vary with the situation.

A very useful synthesis of their factors involved in leadership is provided by Yukl (1981). He indicates how leader traits and skill affect behaviour and power. There, in turn, interact with extrenal or exogenous situational variables and intervening variables

and contribute to end-result variables, such as group performance and organisational goal attainment.

The advantage of the Yukl framework is that it identifies the factors that contribute to leadership and those that could block leadership efforts. For example, it is quite possible that subordinate individuals might not have the necessary skills (intervening variable) or the technology available (exogenous variable) might be insufficient for the tasks at hand so that leadership efforts are thwarted. Another advantage of Yukl's framework is that it can deal with leadership at various levels within the organisation.

Another situational theory is the one proposed by Fred Fiedler (1974), which he calls a contingency theory of leadership effectiveness. Fiedler set about to discover what kind of leader is most effective, measured by performance of the leaders' group. His initial hypothesis was that the permissive democratic, or high least-preferred-co-worker (LPC) leader would be the most effective

His first empirical investigations were with high school basket ball teams, and he found that the most successful teams, had controlling, task oriented, and thus low LPC leaders. He found the same to be true of three-to four-man surveying teams, whose effectiveness was measured by the accuracy of their surveying. Therefore, it seemed that the autocratic, Low LPC leader was most effective. The situation was not this simple, however. In a study of leadership in a number of farm supply service companies, Fiedler found that the most successful companies had board of directors whose chairman (or most influential member) were high LPC leaders, although the leaders of the executives groups (the general managers) tended to be low LPC leaders.

His conclusions was that this difference was caused in part by the differing tasks performed by the executive groups and the board of directors. The executives groups' tasks were relatively structured; those of the board of directors were unstructured, since they involved policy and decision making that required considerable creativity. Fiedler concluded therefore that different task situations require different leadership styles. Leadership is acutely context sensitive (Pettigrew & Whipp, 1991).

As his research continued, it became clear that the relationship between leadership style and effectiveness depends upon several factors in the situation. He identified three factors which are task structure, leader - member relations and position power. The leader's relationship with the members of his group appear to be the most important factor in the situation. A leader who has favourable relations with his group does not need to rely on position power. Task structure seems to be next in importance, since it embodies the demands of higher authority. Position power is apparently least important.

Whereas Fiedler's contingency theory is firmly rooted in empirical observations of leadership effectiveness in many situations, Vroom and Yetton (1973) have provided an elaborate and precise normative model of leadership style. What is significant about this model is that it provides operational prescriptive statements that leaders may use in determining which leadership methods they should employ in each of the various situations that they encounter in carrying out their leadership roles. In order to achieve this Vroom and Yetton (1973) put forward a taxonomy of decision processes, since it is the leader's decision making behaviour that they consider to be the central issue.

An important assumption of the Vroom and Yetton model is that the most appropriate unit for analysis of the situation is the particular problem to be solved and the

context in which the problem occurs. They further assumed that the leadership methods used in response to one situation should not constrain the method or style used in other situations. The normative theory of leadership focuses on the decision making function of the leader. But decision making is only one of a number of leadership functions.

The path-goal theory however, emphasizes how the leader influences the subordinate's perception of his work, personal goals, and paths to goal attainment (House & Dessler, 1974; Evans, 1974). The main concern is the degree to which the leader's behaviour is motivating or satisfying to his subordinates. The central hypothesis of the theory is that a leader's behaviour is motivating or satisfying to the degree that the behaviour increases subordinate's goal attainment and clarifies the paths to these goals. This theory is closely related to the expectancy theories of motivation.

In the original theoretical work on the path goal approach, Evan identified two functions of a leader. One of the functions may be referred to as 'path clarification', that is, helping subordinates understand the kind of behaviour that will lead to goal accomplishment and valued rewards. The other function involves the leader's role in increasing rewards available with their status and welfare and with their comfort. This theory relates the leader's behaviour to the satisfaction of subordinates, their acceptance of the leader, and their expectations that effort will result in effective performance and that effective performance is the path to rewards.

The path-goal theory is tentative but offers certain advantages over other situational theories. It not only suggest what type of leadership style may be effective in a given situation but also attempts to explain why it is most effective. It should be noted that the path-goal theory is somewhat more elaborate than Fiedler's in that it takes into

account the personality characteristics of subordinate as well as situational variables. Admittedly, however, the path-goal theory of leadership, while intuitively plausible, is in part, at least, a post hoc theory and has yet to be extensively tested.

LEADERSHIP AND ORGANISATIONAL CHANGE AND PERFORMANCE

Much of the fascination with the topic of leadership stems from its assumed impact on performance. Leadership as a determinant of performance has been the central focus of leadership research for several decades, with interest shifting from trait to behavioural to contingency to reciprocal influence to social-cognitive theories of leadership. (Lord & Maher, 1991).

Leadership cannot be understood outside of a processual perspective. Too often leadership is treated in a unitary way, and the changing nature of leadership across time through cycles of radical and incremental change is seldom addressed (Nadler & Tashman, 1988). Leadership is one key way of creating and redirecting energy within the change process (Roberts, 1985). And it is that energy which makes such a difference when comparing the competitive performance of firms. In book publishing for example, longman's superior record can be directly related to the way its leadership maintained the level of energy over two decades. That energy level was necessary in order to shift from its editorial preoccupation's of the 1960s and 1970s, to the market-oriented competitive basis of the 1980s (Pettigrew & Whipp, 1991).

The analysis of change has also become a dominant focus in organisational research and theorizing. Change can be beneficial or detrimental to organisations. It can bring growth or decline or an alteration in form. Organisational change has been

approached from a variety of perspectives. Kimberly et. al. (1980), have examined the “life cycle” of organisations. The use of this biological metaphor, which they note is imperfect, sensitizes us to the fact that organisations do not go along in the same state for eternity. Growth and decline are important components of organisational change.

Making effective change often requires utilising an incremental process in which big solutions are broken down into small, achievable steps (Kouzes and Posner, 1987). This allows followers to experience a number of small wins so that the enormity of the required change does not become overwhelming to them. Starting this process with actions under the leader’s control, then building upon those actions with the actions of others is an effective way to initiate major change (Kouzes and Posner, 1987) and helps assure it will occur successfully in an organisation.

No matter what strategies are employed, any change that occurs must start with the organisation’s vision. The vision must be one that allows for and encourages change, even though it remains constant, the vision must encourage continual risk-taking and failing, or else the continual changing of everything will not occur. This requires a vision that not only inspires, enables, empowers, and challenges, but at the same time provokes people to take day-to-day risks involved in testing and adapting and extending the vision. It must be specific enough to guide employees in their direction yet general enough to leave room for the taking of bold initiatives in today’s ever-changing environment. (Peters, 1987).

A number of corporate visions fulfill the dual purpose of providing employees with the overarching direction of the organisation and of leaving room for initiative and innovation. The founder of federal express, Fred smith, for example, had a vision of a

reliable, quick mail service. Apple computer founder Steve Jobs wanted to create a computer for the average person. These visions were crucial in bringing about change and, in turn, success for their organisations. (Locke *et. al*, 1991).

Beyond the vision, there are a number of ways by which leaders bring about change in their organisation. These include creating 'strategic' visions, building a selection system that hires persons oriented toward change and innovation, developing new goal systems aimed at change, revamping the reward system, and restructuring the organisation.(Peters, 1987).

Leaders should actually set quantitative innovation goals for their followers; goals that allow innovation to be measured. To do this, a leader must defines what constitutes an innovations, set goals for the achievement of innovation, then involve everyone in the innovation process. Innovation, in short, must be a way of life.

A dynamic leader can be thwarted by passive followers. Thus, leaders must evaluate and reward the followers according to their ability to create change. If the employees of a company are not creating change, they can impede the success of the organisation. (Locke.*et. al*, 1991). Although making any change involves risk, taking risks is essential in order to be successful. Kouzes and Posner (1987) encourage leaders to experiment and take risks because taking risk is identified as one of the key to effective business leadership.

The possibility of failure is inherent in risk-taking. But to truly promote creativity and gain its benefits, a leader must be willing to accept occasional failure as learning experience. A leader must even reward intelligent failures by employees in order to encourage them to take risks when they are striving toward innovation and change

(Peters, 1987). Otherwise, employees will be inhibited and may not risk making an error. Kouzes and Posner (1987) explain that it is easier for people to say yes to change when you can minimize the costs of their potential mistakes.

The art of leadership in the management field would seem to lie in the ability to shape the process in the long term rather than direct it through a single episode. The main weakness of the earlier approaches to leadership was their search for almost universally applicable leader behaviour (Lord & Maher, 1991). Apparently, the flow of alternatives in both the organisation and the external competitive environment call for varying responses and above all different types of leadership. Leadership requires action appropriate to its contexts. Different eras produce different leadership needs. Leaders have to adapt accordingly. In Jaguar, for example, the type of leadership necessary in the survival year of 1980 was wholly different from that required by the problems of growth from 1985 (Pettigrew & Whipp, 1991).

Supportive evidence of the need for variation in leadership, rather than the adoption of supposedly timeless principles, is available. In the area of technological innovation, Manz et. al (1989) point to the existence of 'multiple influence procedures' which may be used in the process. For them effective leadership combines different types of leadership influence overtime as different needs arise. As Nadler and Tushman (1988) argue, 'magical', heroic, visionary leadership has simply been inappropriate when relatively successful companies have undertaken adaptation in order to sustain their performance. Example include Xerox, Digital Equipment, NCR and Kodak.

Also, leadership is not a one-way relationship emanating solely from the leader. Leaders are themselves affected by the forces which they seek to manage. The

relationship is more accurately described as reciprocal. Change may ultimately involve a number of leaders, operating at different levels in the firm. No one person can cover all possible situations. It is noticeable how Prudential, Longman, Kleinwort-Benson, Jaguar (and Peugeot Talbot in the 1980s) share a common characteristics in this regard. Alongside their assessment of their competitive environments, great emphasis was placed on two things : (1) creating a border notion of collective leadership at the highest level, and (2) inculcating overtime a complementary sense of leadership/responsibility at lower levels (Hambrick, 1987; Pettigrew et. al., 1988).

The question that then comes to mind is : why do some leaders have a dramatic effect on their organisation's performance, while others seemingly have no effect at all? One of such determinant is discretion (Hambrick & Finkelstein, 1987). Top leaders can have discretion in a variety of substantive and symbolic domains. When leaders have discretion in a particular domain their influence on organisational performance may be enhanced.

Another question is :What leadership activities of top executives have an impact on organisational performance? Day and Lord (1988) postulated three main arenas for executives action: internally directed activities to increase efficiency or product quality; actions that affect adaptation to external environments; and actions that change the nature of external environments.

Top leader can have an impact on several internal factors, including subsystem organisation. To illustrate, as recorded by Chandler (1962), one of the most important changes Alfred Sloan made at General Motors in the mid- 1920s was to develop cost accounting and performance of different divisions. These changes coupled with

rationalization of the internal organisation structure, quickly made General Motors a much efficient producer of automobiles than its competitors.

In addition to this, executive leaders can have impact on organisational productivity. Productivity is crucial for organisations, since it relates directly to cost per unit and profitability. Thus, deteriorating national business conditions, increased competition, or down sizing to fit new market conditions often results in an emphasis on productivity. During such periods, organisation often make large reductions in capital or personnel costs. For example, in response to dramatic declines in auto sales in the late 1970s, Philip Caldwell, who, became CEO of Ford Motor Company in October 1979, cut \$2.5b out of the company's fixed cost, during an 18 - month period in 1980 - 81 (Halberstam, 1986). Such reductions in the resources consumed by an organisation are often coupled with indirect actions aimed at strengthening productivity norms and with reorganisation of key systems to achieve greater efficiency.

Leaders can also in several ways affect an organisation's ability to adapt to external environment. Maintaining a fit with the environment is necessary, since organisations depends for survival on a continual flow of resources from the external environment. Outputs from the organisation (products) must be exchanged for resources, and it is generally the environment, not the organization, that determines the acceptability of these outputs (Berrien, 1976). Because of its obvious implications for the future, strategic planning is an area in which substantive leadership actions are crucial.

Further, executive leaders can also directly alter the nature of the environment through the acquisition of resources and the maintenance of boundaries. They can affect the capability of an organisation to adapt to changing environment. They can for

example, influence the way environmental events are labelled. Dutton and Jackson (1987) posited that labeling (for example, threat versus opportunity) can profoundly affect the way managers think about environmental events their communications about events, and the actions management eventually adopts. For example, as noted by Schwenk (1988) John De Lorean's difficulties in starting his own automobile manufacturing company illustrate how manager's labeling and implicit theories of the environment can affect organisational performance. John DeLorean learned at General motors that mass production and large sales volume were the marks of a successful company. When DeLorean started his own company, he maintained this perspectives and pushed production far beyond what was appropriate for his intended market. Clearly DeLorean's belief that large sales volume was necessary was incongruent with the capacity of the market to absorb his such more expensive product. That DeLorean was unable to adapt to a different consumer market than that of General motors was one of the factors leading to the demise of the DeLorean motor company

Coming down to relevant empirical studies in Nigeria, we want to emphasize here that to the best of our knowledge, not much has been done to determine the probable effects of leadership styles on organisational change. However, in a relevant study carried out by Oloko (1974), at the Ewekoro Cement Factory. He examined the style of leadership on the factory workers. In the study, he found that majority of the workers favoured considerate to inconsiderate style of leadership. In other words, a good leader was seen by the workers as being considerate and democratic in nature. It is important to point out that in Oloko's finding there was no one best method of supervision.

Oloko (1983). points out that some researchers who have searched for the one best form of approach of running an organisation have been reported to have found that the level of effectiveness was directly related to; the extent to which the style of leadership is general rather than close; democratic rather than authoritarian and employee-oriented rather than production-oriented.

As clearly evident in this literature review, the future trend of theories of leadership is increasingly towards addressing changes in the social systems rather than the maintenance of social systems, which is very conservative. Leadership is a very important facet of the whole process of management and is of primary importance in achieving high level of performance of workers. In terms of the effectiveness of the leadership styles, available evidences has shown that the leadership styles is the most successful. Also, studies have revealed that the authoritarian style tends to reduce workers satisfaction and morale whereas democratic leadership style emphasizes group participation.

It is our conclusion therefore, that for any future theory of leadership to be relevant and meaningful, it must be theoretically sound, as well as being amenable to easy translation from theory to practice. We fervently believe that this approach will lead us to a better understanding of the complex, though very interesting issues of leadership and organisational change, and hence produce better results.

THEORETICAL FRAMEWORK

The major function of a theoretical orientation is that it narrows the range of facts to be studied (Goode, 1981). It is through theoretical generalisations that many of our

common statements must be interpreted. Moreover, in the social science, facts are definitely examined within a framework rather than in an isolated fashion.

Consequently, various attempts made to conceptualise and investigate the process of leadership and organisational change have yielded the following theories of organisation among others. Most theories of leadership are conservative in that they are addressed to the maintenance of social systems rather than to their change. However, the following theories of organisational change were considered among others:-

- 1) the resource - dependence model (1976)
- 2) the rational - contingency model (1967)
- 3) the institutional model (1983)
- 4) the modern theory - system analysis of organisation or population - ecology model (1976).

In this section, all the above mentioned theories will be discussed and used to explain leadership process and organisational change. All these theories serve as the source of orientation.

The Resource - Dependence Model

This model has strong ties to what has been labeled the political - economy model of organisations (Wamsely & Zald, 1973; Benson, 1975) and the dependence - exchange approach (Hasenfeld, 1972; Jacob's, 1974). The basic premise of the resource - dependence model is that decisions are made within organisations.

The model begins with the assumption that no organisation is able to generate all the various resources that it needs. Similarly, not every possible activity can be

performed within an organisation to make it self-sustaining. This however, suggest that organisations must be dependent on the environment and other organisations for resources. This also mean that the administrators or top leaders of organisations 'manage their environments as well as their organisations, and the former activity may be as important, or even more important, than the latter' (Aldrich & Pfeffer, 1976). This is what Parsons (1960) called the institutional level of operation, in which the organisation is linked to the social structure by its top executives.

A key element of the resource - dependence model is Strategic Choice (Chandler, 1962; Child, 1972). This concept implies that a decision is made among a set of alternatives in regard to the strategy that the organisation will utilize in its dealing with the environment. Aldrich and Pfeffer (1976), building on the work of Child (1972), note that there are ways in which strategic choices in terms of the environment. One of which is that decision makers in organisations do have autonomy. This autonomy is much greater than would be suggested by a strict adherence to environmental determination.

In addition to the organisational form of bureaucracy, the leadership structure of organisations tends to be consistent overtime. These are thus several mechanisms that ensure that organisational forms that have been successful will be restrained.

The Rational - contingency model

The contingency idea has been developed from contingency model or theory. This theory emerged from Lawrence and Lorsch's (1967) seminal work. Later writers such as Galbraith (1973, 1977), Becker and Neuhauser (1975), and Negandhi and Reimann (1973), developed the basic ideas further.

According to Scott (1981), contingency theory can be summarised as this: “ the best way to organise depends on the nature of the environment to which the organisation must relate”. Thus in Lawrence and Lorsch’s study successful plastic firms were those that were differentiated to deal with an uncertain and changing environment, while beer bottle firms, with a less differentiated environment were less differentiated internally.

When the idea of contingency is added to the notion of rationality, we have the rational-contingency model. Organisations are viewed as attempting to attain goals and deal with their environment, with the realisation that there is not one best way to do so. Marxist analysis blends environmental determinism with rational, strategic choice. As Goldman (1980) has noted, “ The Marxist position sees a high degree of managerial consciousness and intentionality, even omnipotence, not only in technical decisions but also in ostensibly benign programs such as welfare work early in the Twentieth century or the democratization experiments of the 1970s”.

Pfeffer suggests that Marxian perspectives are useful in considering two important organisational issues. First, the issue of worker control and the employment relationship. The second issue regards interorganisational relationships in the form of interlocking board of directors, which are seen as an expression of “classwide rationality” as much as organisationally based rationality. Classwide rationality (Useem, 1979: 1982; Moore, 1979) exists wherein elite seek to enhance and protect their position through their active participation in the governance of organisations.

There is mixed evidence in regard to the extent to which the worker control and deskilling of labour arguments can be supported. There is strong evidence in regard to the presence and role of interlocking boards of directors. However, whether from a

Marxist or non-Marxist perspective, the rational-contingency model views organisational actions as the result of choices made among a set goals in an environmental context of constraints and opportunities (Drazin and Van de Ven, 1985).

The Institutional Model

This model centers on the organisational structure. It seeks to explain why organisations take the form that they do. Di Maggio and Powell (1983) argue that “institutional isomorphism” is now the dominant reason why such organisations assume the forms that they have. According to Di Maggio and Powell, Weber’s original (1952, 1968) analysis of the driving force behind the move toward rationalisation and bureaucratization was based on a capitalist market economy, with bureaucratization an “iron cage” in which humanity was bound since the process of bureaucratization was irreversible.

Di Maggio and Powell believe that major social changes have altered this situation to such a large extent an alternative explanation is needed. Their analysis is based on the assumption that organisations exist in “field” of other similar organisations. To them, there are three reasons why there is isomorphism among organisations in a field. First, there are coercive forces from the environment, such as, government regulations and cultural expectations which can impose standardization on organisations. As Meyer and Rowan (1977) have suggested, organisations take forms that are institutionalised and legitimated by the state.

Also, organisations mimic or model each other. This occurs as organisations face uncertainty and look for answers to their uncertainty in the ways in which other organisations in their field have faced similar uncertainties. A third source of

institutional isomorphism comes from normative pressure as the workforce, and especially management, becomes more professionalised.

The Modern Theory - System Analysis of Organisations

The final theoretical model to be considered is the modern theory - Systems Analysis of organisations. This approach was a major orientation in our consideration of organisational change and transformation. Modern theory considers all elements, the whole organisations as well as its component parts. An organisation is viewed as an adaptive system which must - if it is to survive - adjust to changes in its environment. The organization and its environment are seen as interdependent; each depends on the other for resources.

A modern - theory definition of an organisation is: An organisation is a structured process in which individuals interact for objectives (Hicks, 1972). The emphasis in modern theory is on the dynamic process of interaction that occurs within the structure of an organisation. This contrast with the classical view, which emphasized mostly the static structure.

To the modern theorists, if an organisation is to remain viable (continue to exist) in its environment, it must continually adapt to the changing requirements of the environment. Thus, the organisation and its environment are seen as interdependent, as shown in Figure 2.1

THE INTERDEPENDENCE OF AN ORGANISATION AND ITS

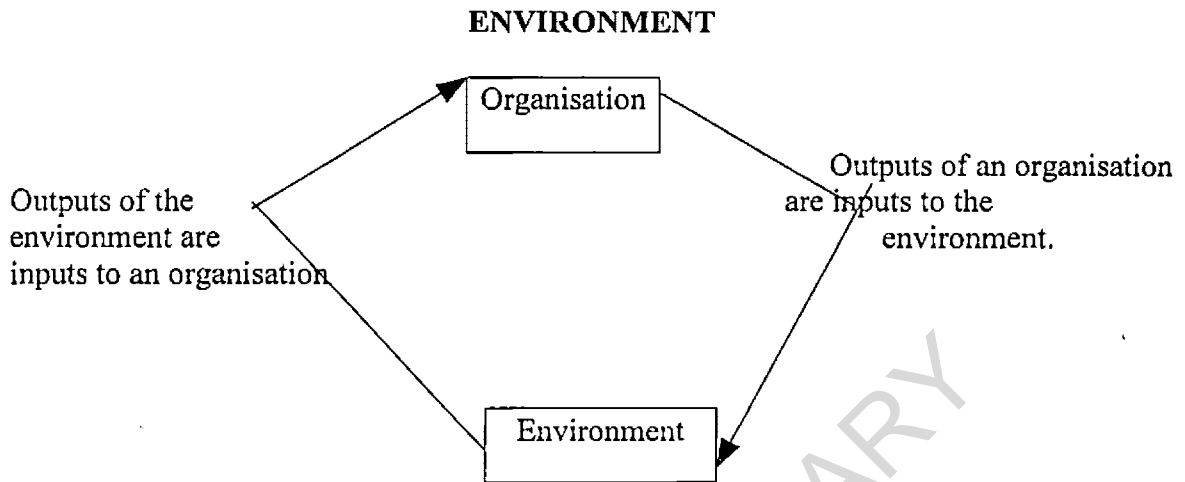


Fig. 2.1: An organisation depends upon its environment for its sources. In turn its outputs are valued by its environment.

In the ecological view, a viable organisation is one that succeeds in its relationship with its environment and that satisfies its members. The environment provides its resources and opportunities. Moreover, the environment may, as a condition for continuing support of the organisation, require desirable outputs from an organisation. Further, the environment may require the organisation to conduct its affairs in acceptable ways.

Many organisations are institutionalised and may continue beyond the lives or memberships of specific persons. Therefore, the effects of organisational creativity are not necessarily limited to the biological lives or memberships of specific persons. However, because of an ever-changing environment, new forms of organisational action and interaction are continually required if success is to be gained or maintained in ever-changing environment. A successful organisation's action of 1980 might be totally unsuccessful in the environment of 1991, and vice versa.

On the basis of the above discussion of the four different models or theories, it could be reasonably inferred that they are amenable for our present study - leadership process and organisational change in all its ramifications and are therefore employed as the theoretical framework for the study. Although each theory has been criticised on many grounds. First, the resource-dependence model has been criticised on the ground that it sidestep the issue of goals. It failed to view organisational actions as being goal based, which the rational-contingency model actually considered. The rational - contingency model views organisational actions as a result of choice made among a set of goals in an environmental context of constraints and opportunities. Second, the institutional model has been criticised on the ground that it is tautological in reasoning and is essentially ontological.

However, inspite of all the different theories' shortcomings their relevance and importance cannot be overemphasized we cannot but admit that their expositions have broadened our understanding of the correlation that exist between leadership processes and organisational change. In our own view, these theories, especially the modern theory explains the leadership process that is existing in the Nigerian Breweries Plc - the organisation under study.

The leadership of the organisation ensures that the organisation adapt to and alter the nature of the environment through the acquisition of resources and the maintenance of boundaries. They maintain a fit with the environment since the organisation depends for survival on the flow of resources from the external environment. The leaders set quantitative innovation goals for their followers thus, providing employees with the overarching direction of the organization and of leaving room for initiative and

innovation. The democratization of the leadership process brings about its success history. Leadership can be seen as having a major impact on what happens to and within the organisation. Leadership was important for profit margins, but still heavily constrained by the environmental conditions. Leadership is clearly important in changing organisational directions, developing new activities, and setting long - run policies and objectives. At the same time, from all the evidence that has been presented, it must be realised that the organisational and environmental constraints drastically limit the likelihood of major change on the basis of leadership alone.

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CHAPTER THREE

RESEARCH METHODOLOGY

This study covers the junior, supervisory, middle management and top management employees of the Nigerian Breweries Plc who are on permanent appointment, irrespective of whether they have been confirmed or not.

It is obvious that the total population cannot be covered, although desirable. Guided by suggestions as 'good sample' (Peil, 1982; Osuala, 1987), the study indepthly interviewed about 40 respondents representing the junior, supervisory and middle management of all the departments. Also, an in-depth interview was conducted for 12 members of the top management as key informants which were then analysed and utilized for this study. It is our view that the 52 responses utilized for this study is truly representative of the entire workforce in the organisation. In addition a direct observation was adopted in collection of data.

We had initially decided on using the simple random method in selecting our sample for the junior, supervisory and middle management levels, but owing to our inability to get the comprehensive staff list of the organisation from the Personnel Department on the grounds of confidentiality, we resorted to purposive and stratified sampling techniques. This method was also used to select the top executive leaders who are judged to be knowledgeable about the topic of the study. This method enabled us to chose a sample that is representative of the population.

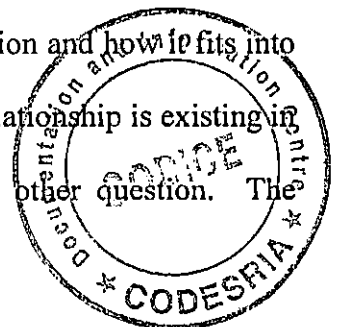
The Brewery has six main Departments, and some subsidiary ones, with some having more employees than others. We however made deliberate efforts to see that all

departments were adequately represented in our sample. Although this idea of equal representation was thwarted by the poor response rate from the technical department, who are directly involved in production, namely, bottling, distribution, packaging, brewing and Engineering.

The reason for this poor responses was that the bulk of the staff in this department are blue-collar workers, who have no offices. They move about the factory floor during working hours, almost glued to their machines and operations. Added to this, is the fact that majority of them run shifts which made it difficult for this researcher to see them during her visits. Equally, most of this category of employees complained of lack of time to sit down for the researcher to conduct the interview. Even the few that were interviewed in this department lost concentration most of the time

The intent of this investigation is to procure information about the leadership process employed by the management of Nigerian Breweries Plc, in so far as it relates to organisational change.

The key informant method, in-depth interview method; and direct observation of data collection constituted the main research instrument of this study. The interview schedule was designed in such a way as to elicit background information on the birth, growth and survival of the organisation understudy; leadership style employed, strategic management employed; leadership succession plan of the organisation; how the organisation has been operating in the midst of increased competition and how it fits into the new market conditions; what kind of management - workers relationship is existing in the organisation and workers welfare provision, amongst many other question. The interview schedules can be seen in Appendix A & B.



We adopted the interview method in preference to other methods for the following reasons. Almost all the employees of the organization under study are literate, consequently they can respond accurately to the various questions asked them; the junior workers especially have the freedom to express their views which may be sidetracked by the personnel manager of the organisation, if it were questionnaire. If peradventure, they have a negative opinion about their different bosses they could air and express their opinions without any fear since they were talking with the interviewer directly. This however, negates Selltiz et. al. (1965) opinion that people may be reluctant to report openly their beliefs, feelings, plans, and so on, and that they may even be unable to do so. Data analysis was mainly descriptive.

LIMITATIONS OF THE STUDY

The only limitation of this is the unequal representation of the various departments within the organisation in our sample. although we selected respondents in all the departments according to the relative staff strength, the response rate from the technical department - bottling distribution, packaging brewing and engineering, where the bulk of the blue - collar workers are, was poor relative to other department. This therefore mean that the above mentioned department was under - represented in our sample. Its however our view that this limitation will not significantly alter the findings in this study.

CHAPTER FOUR

A BRIEF HISTORICAL BACKGROUND

Nigerians Breweries Plc was incorporated first, as Nigerian Brewery Limited on 16th November, 1946. It started out in 1946 as basically a partnership between Unilever Subsidiary (UAC) and Heineken Brouwerijen BV the world reknowned brewers with assistance from some expatriate trading concerns in the country. It also has a royalty agreement with Gulder International Limited. The company combined technological expertise of Heineken with the commercial professionalism of Unilever. The location of the breweries could testify to their understanding of customer service and the importance of efficient distributions.

Production started in June 1949 when the first bottle of star beer rolled off the lines. Although it was not that easy for the brand because it had to compete with imported brands that were firmly established in the market. It took quite a while for the brand to establish itself by 1965, star became the brand leader in the market.

The company's name was later changed to Nigerian Breweries Limited on the commencement of operations in a second Brewery at Aba in 1957. In 1960, the company without any prompting from government decided to sell 10% of its shares to Nigerians. Today, 65% of the company's shares are in the hands of Nigerians. The three partite partnership worked extremely well and all partner are rewarded for their investment and efforts.

Since the company went into production in 1949, it has witnessed an expansion programme aimed at increasing substantially its annual production of beer. The

commencement of operations at the third Brewery at Kaduna in 1963, is a testimony to this, followed by the Ibadan Brewery in 1982, and the Enugu Brewery in 1993 with the company's purchase of the assets of Diamond Brewery, Enugu. In accordance with the companies and Allied matters Act of 1990, the company's name was again changed to Nigerian Breweries Plc, which is what it is known as today.

Currently, the company has five brands in the market. Followed by a range of carbonated soft drinks. Gulder was launched in 1970; Maltina was launched in 1976; Legend extra stout was launched in 1992 while Amstel Malta was launched in 1995. The company's vision is to remain the leading Beverage company in Nigeria. Nigerian Breweries pioneered the soft drinks market in the country with Krola (a cola drink) and Tango (an orange drink). Schweppes was introduced in the 1960s. In a strategic shift dictated by the rapid growth of the beer market, the company decided towards the end of the 1960s to pay more attention to their core business where the market was growing at about 25% per annum. Given a limited amount for investment, it was difficult to maintain a strong presence in both the beer market and the soft drinks business. But now Nigerian Breweries is fully back in the soft drinks business. The structure of the soft drinks business is now different. Maltina is now produced in 3 variants - the old Maltina; Maltina with strawberry; and Maltina with Exotic fruits. Also, the company has Schweppes Bitter Lemon, Scheweppes tonic water and Schweppes soda water.

From the records of the company, one could say that the profitability of the Nigerian Breweries has been an excellent one. During the past decade, the company enjoyed steady growth up to 1993 in a market that was declining. The volume in 1994 was the same as in 1993 but in 1995, there was a dramatic change in the market place and

the volume dropped sharply. However, this did not take the leadership by surprise. They expected a change from 1995 and started preparing for it in 1994.

As an integral part of the national economy, the Brewing industry has not been insulated from the vagaries of the general economic downturn. The industry experienced substantial decline over the past twelve years. From a record of 28 brewing companies in the country in 1983 there are now only 7. The decline reflects the combined effects of diminishing consumer purchasing power and the impact of significant currency devaluation on input costs.

In 1995, the brewed products market suffered a massive decline of about 25%. The company in particular was not insulated from the problem which confronted the national economy. For the first time in nine years, these developments affected the performance of the company's products. Sales volume was down by 20%, although the company maintained a dominant market share. It is however, clearly evident that 1995 was a very difficult year for Nigerian Breweries. The company was compelled to follow the path of other operators of the economy when through a series of reorganisation, it downsided its workforce.

The withdrawal of import license forced all breweries to change over to the use of local raw materials because of the ban on Malta barley. Nigerian Breweries had to resort to the establishment of a farm to produce the local raw materials to be used for the brewed products. The company had to solely rely heavily on the services of its Technical Advisers who were responsible for the production of the local raw materials. Owing to the leadership's foresightedness and the quality of the workforce, they were able to

weather the storm. The company's leadership, is a leadership that follows tomorrow's plan today.

Furthermore, from my discussions with some management staff and board of directors, it was reported that inspite of the constraints of the economic and social environment during the year 1995 the company recorded a turnover of N10.76b (Compared with N7.14b in 1994), while Profit Before Tax was N2.50b (compared with N2.20b in 1994). See the table below.

Table 4.1

Published Financial Results of Nigerian Breweries Plc. for 1986 - 1995

Year	Turnover (N)	Profit Before Tax(N)	Profit After Tax (N)
1986	205,476	45,387	27,567
1987	341,047	75,774	48,651
1988	514,992	138,431	78,037
1989	811,050	227,040	124,982
1990	1.17b	274,562	145,369
1991	1.70b	422,501	247,560
1992	2.89b	684,625	383,491
1993	4.99b	1.50b	948,067
1994	7.14b	2.20b	1.36b
1995	10.76b	2.50b	1.77b

Sources : Series of annual report (1986 - 1995).

The paid up share of the company as at 1995 stands at 915,000, 000 with fixed Assets at cost amounting to N11.37b.

The company is currently involved in the development, production, distribution, sales, marketing and exportation of alcoholic and non-alcoholic beverages.

The issue of the training and development of the employees at every level is a crucial strategic imperative at the core of the company's business. To the leadership of

the company, they acknowledged that sustained competitive advantage depends heavily on the quality of human resources. Apart from the training and development programmes of both Unilever and Heineken to which the company's managers are regularly exposed, the company's in-house training facilities are also made available in the area of technical and consumer service skills training, from which leaders (managers) are mainly selected.

Also, the company's desire for excellence has led to its establishment of a Research and Development centre to enhance its research activities. The research and development centre was commissioned in June 1987, to conduct research into various aspects of Brewing.

In addition to this, the company is committed to the well-being of its employees. Given the close inter - relationship between health, safety and welfare matters, the company is committed to ensuring that it maintains and promotes a healthy and safe work environment in all its operations. To this end, employees have access to well-equipped medical facilities, in all the breweries. Furthermore, employees, who work in hazard - prone areas in its operations are provided with adequate protective equipment and clothing.

From my discussions with some members of the board, management staff and junior staff, it was reported that to the less canny, the consistent track record of excellent performance demonstrated by the company can be attributed to luck. However, to those who know the company well, it is the predictable results of 50 years of visionary leadership provided by men of excellence, constantly propelled by a burning desire to deliver outstanding performance at all times and the ingenuity of the successive teams of

management and staff. These men of vision breed visionary leaders for tomorrow's Nigerian Breweries that is envisioned to be much greater than it has so far been.

The researcher also took the pain to go into the details of the historical background of the leadership succession of Nigerian Breweries Plc. These are men of vision and outstanding capabilities, all noted for their unwavering commitment to excellence. See the table below.

Table 4.2:-Published Leadership Succession of Nigerian Breweries Plc. for 1948 - date.

Name	Post	Year
Van Riju	Joint General Manager	April 1948 - May 1962
F.S. Haywood	Joint General Manager	April 1948 - May 1962
J.F. Mackay	General Manager	May 1962 - Jan. 1975
G.J. Jones	Chairman & MD	Jan 1975 - Aug. 1978
T.J. Davies	Chairman / MD	Aug. 1978 - April 1980
C.E Abebe	Chairman	April 1980 - June 1989
T.J. Davies	Deputy Chairman / MD	April 1980 - May 1983
M.A. Makinde	Deputy Chairman / MD	Nov 1983 - July 1987
F.O.A. Ohiwerei	Deputy Chairman / MD	July 187 - June 1989
F.O.A. Ohiwerei	Chairman / MD	June 1989 - date.

Source:- Nigerian Breweries Plc 1995. Annual Report.

For Nigerian Breweries, it has been an unbroken track record of growth over the last 50 years. The company has developed from a one Brewery \ One Pack size operation, into a multi - brewery, multi-pack business; and has played strong and pioneering role in the transformation of the Brewing Industry from a minor sector into the major player that it is today in the manufacturing industry.

The three partite partnership of the company came to a very amicable end recently. This was due to the strategy of both Unilever and Heineken to concentrate on

their core business. Heineken increased its interest in Nigerian Breweries by acquiring the shares of Unilever. This however, assures Nigerian Breweries the technological expertise of Heineken. With a franchise for Schweppes, the company has access to Cadbury Beverages bottling and marketing expertise

Nigerian Breweries has effectively repositioned itself to meet the challenges of the future. It is in process of being transformed to a brewing concern to a Beverage business.

GEOGRAPHICAL LOCATION

The company's head office is located at the Iganmu house, Abebe Village Road, Iganmu, Lagos. While the multi - brewery factories are located at five different Locations:

- | | |
|---|---|
| (1) Lagos Brewery,
Abebe Village Road,
Iganmu, Lagos. | (2) Aba Brewery,
Factory Road,
Aba. |
| (3) Kaduna Brewery,
Kaduna South,
Kaduna | (4) Ibadan Brewery,
Ibadan / Ife Road,
Ibadan |
| (5) Enugu Brewery,
9th Mile Corner,
Enugu / Onitsha Road, | |

Nsude, Enugu.

Also, the area sales offices are located in five different locations :-

- | | |
|--|---|
| (1) Lagos Area Sales Office,
Abebe Village road, Iganmu | (2) North Area Sales Office,
Industrial Layout, Kakuri,
Kaduna. |
| (3) East Area Sales Office,
Factory road, Aba. | (4) West Area Sales Office,
Km. 3 Ibadan / Ife road,
Ibadan. |
| (5) Mid-West Area Sales Office,
117 1st East Circular Road,
(By Sapele Road junction)
Benin-City. | |

ORGANISATIONAL STRUCTURE

Nigerian Breweries Plc has a flexible organisational chart because most divisions are scrapped after carrying out their duties in a specified period of time. Also, all effort is always directed at making thin the organisational chart. However, the company presently has 6 main divisions. The organisational chart specifies very clearly the authority structure of the organisation in a hierarchical order. See fig. 4.1 for the Brewery's organisational chart.

At the apex of the organisational hierarchy in Nigerian Breweries (head office) is the Board of Directors which has the major responsibility of formulating policies aimed at achieving the goals of the organisation. The Board as presently constituted consist of eleven members (executives and non-executives members) made up of both Nigerians and expatriates, with Mr. F.O.A. Ohiwerei as Chairman / MD.

Closely following the Board of Directors in the organisational hierarchy are the heads or directors of the six divisions. These are as follows:

- (1) Technical division
- (2) Financial / Commercial division
- (3) Marketing division
- (4) Personnel division
- (5) Sales division
- (6) Logistics division.

The heads of these divisions form the executive committee which coordinates the activities of the various divisions, headed by the chairman. Also, these directors of each division coupled with the company secretary who on a day - to - day basis is responsible to the Director of Finance, but who as a secretary to the Board is responsible to the chairman; the Public Relations Adviser who though not a Director reports to the chairman; and the National Sales Adviser (Expatriate) on contract, constitute what the organisation refers to as the Top Management. The top management meets periodically to work out modalities of how best to effectively implement the policies handed down by the Board of Directors.

Next on the line of authority after the top management is the middle management, the supervisory cadre, and the junior staff who are at the bottom of the organisational chart. The middle management are essentially assistants to the various directors of the divisions, while the supervisory cadre is occupied by the supervisors - the lowest of the senior staff category, and the people who are in between the junior workers and the management. Supervisors generally play a very vital role in any organisation. Junior staff covers both the blue-collar and white-collar workers, for example, production hand and clerical staff. But since the top management is what is been considered here, the organisational chart will only show the top management staff.

However, each brewery has its own organisational chart, which is the same throughout the five breweries. The organisational chart specify very clearly the authority structure of each brewery in a hierarchical order. See figure 4.2 for Ibadan Brewery organisational chart. At the apex of the organisatioanl hierarchy is the Brewery manager. All the five brewery managers are accountable to the Technical Director. Closely following the Brewery manager in the organisational hierarchy are the heads of the 10 divisions. These divisions are as follows:-

- (1) Technological Controller
- (2) Head Brewer
- (3) Public Relations \ Brewery Services manager
- (4) Chief Engineer
- (5) Packaging Manager
- (6) Brewery Accountant
- (7) Brewery Medical Officer

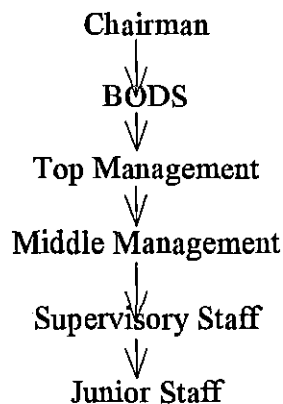
- (8) Distribution Manager
- (9) Personnel Manager
- (10) Sales Manager.

The heads of these divisions together with some representatives of the members of staff form the Joint Consultative Committee (JCC) to discuss issues relating to employees in order to reduce industrial relations frictions. These heads of department represents the top management staff of the brewery.

Next on the line of authority after the top management is the middle management, who are essentially assistants to the various heads of divisions, although next to them, we still have the assistant management levels of the brewery which is the supervisory cadre, and then the junior staff.

Basically, the line of communication in Nigerian Breweries is from top to bottom, that is, from the Board of Directors down to the messenger / cleaner or production hand. Although in most cases, however, communication could move from bottom upwards.

An Illustration of the Line of Communication in Nigerian Breweries, Plc.



As an organisation which engage in the direct production of beer, it becomes obvious that the employees of this company is bifurcated into two line and staff. It is the general feeling that arising from the incongruities of the job roles played by line and staff employees is a relationship usually tension and conflict ridden.

However, from my observation and discussions with employees both in the staff and line divisions, I can safely say that such theoretical conflict does not seem to exist in the Nigerian Breweries. Rather one sees the entire organisation as a team geared towards the achievement of the organisation's objectives. The relationship is more cordial and there is a spirit of comradeship among the workers and management

4.1 Nigerian Breweries Plc - Head Office Organisational Chart For All Departments

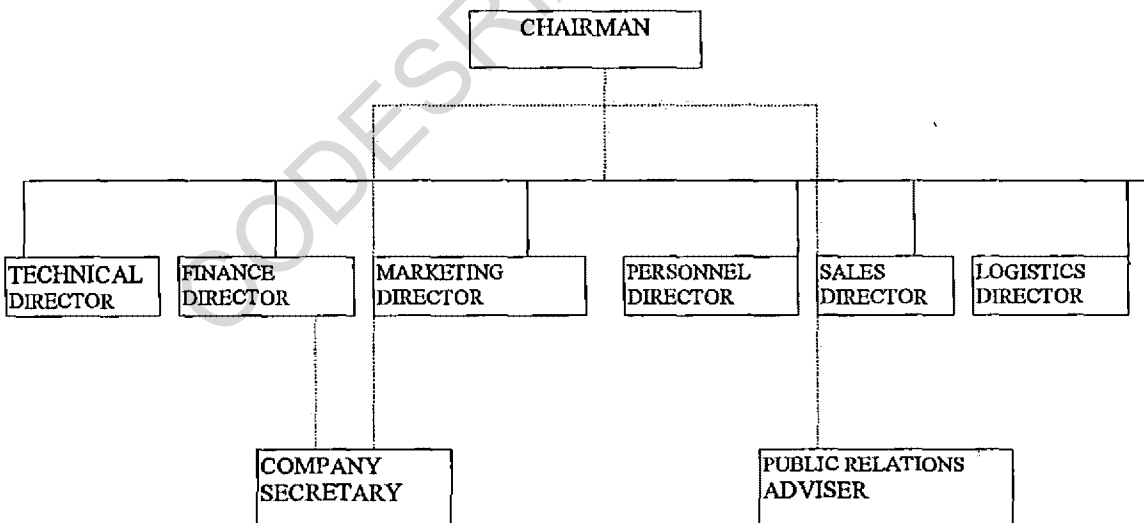
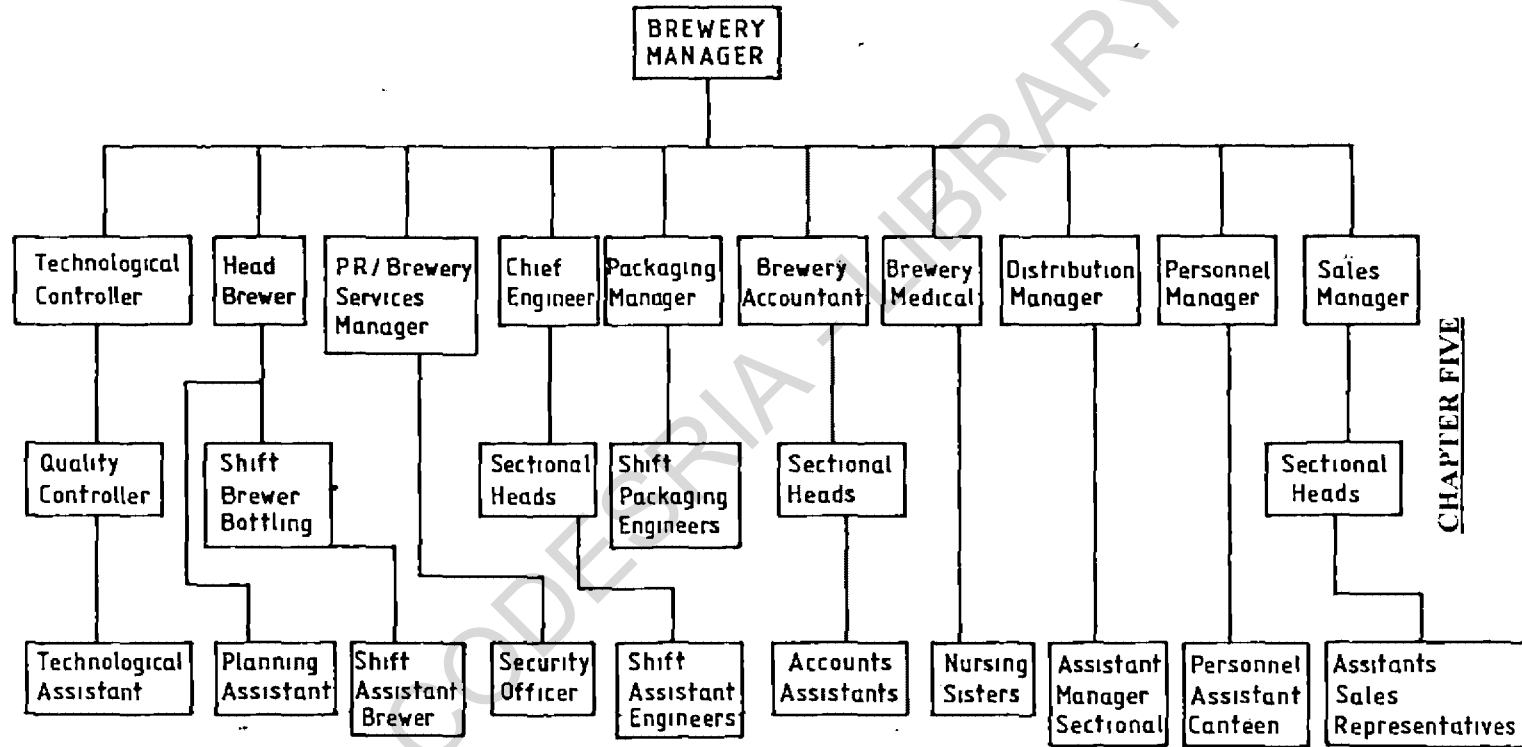


Fig.4-2 . NIGERIA BREWERIES PLC - IBADAN ORGANISATIONAL CHART FOR ALL DEPARTMENTS,



CHAPTER FIVE

CHAPTER FIVE

RESULTS AND DISCUSSION

This chapter presents the results of the various interviews conducted and the analysis of the data collected. The data used in the analysis covered 52 respondents at the junior, supervisory, middle management and top management levels of the Nigerian Breweries Plc. The analysis of the data will be more of a description of the responses of the respondents. A rigorous description of the responses to the questions asked will be done and inferences made. In addition, it should be noted that vital questions will be picked out of all the various questions, and a through description of the responses will be done and inference will be made.

In view of the big size of the organisation, which has 5 different breweries and different authority structure, the in-depth interview was conducted at the company's head office in Lagos. The interview was conducted for 12 members of the top management as key informants comprising the chairman / MD, 2 executive directors, 6 heads of divisions, and 3 sub - head divisions; and 40 members of junior staff cadre, supervisory and middle management levels of all the departments.

Since the basic purpose of the research is to find out how leaders, facilitate or retard change. Change at both incremental stage and discontinuous change. Also, to find out the best style of leadership that facilitate efficiency and effectiveness. Consequently, the respondents at the top management cadre were asked to give a brief but comprehensive history of Nigerian Breweries Plc, which reflects its different levels of changes and how it was adapted to, having found out that a handful of them have been working with the company for so many years.

The most captivating question that was adequately responded to by the respondents was the form of strategy that was employed by Nigerian Breweries in the time of economic down turn that ensured its survival. Responses showed that the team of leadership's foresighted saved the company from collapsing during the crisis. The most trying period of the company was when it had to change over to the use of local raw materials, when there was a ban on the importation of Malta barley. The company took the risk of establishing a farm to produce the local barley using the services of its Technical Advisers. The company used a strategy of mixing a small percentage of the local barley produced with the imported barley, and then, gradually increasing it until the consumer were used to the taste. The direct and sudden change to local barley led to the a sharp reduction in consumer demand for the brewed products of other breweries and consequently, their ultimate demise.

However, in 1995, the company's brewed product market suffered a massive decline of about 25%. Sales volume was down by 20%. The company was compelled to follow the path of other operators of the economy when through a series of re-organisation, it down sized its workforce. However, this did not take the leadership by surprise. They expected a change from 1995. And started preparing for it in 1994, which prevented the company from a total collapse as other breweries. From a record of 28 brewing companies in the country in 1983 there are now only 7. The company could have been one of the collapsed one if not for the leadership .

Furthermore, the respondents were asked on what are the main objectives of the company and how it has been possible to accomplish the purposes intended. Responses showed that the company aimed at operating in a way in which it will be the least - cost

producer in the brewing industry. In such a way that its cost per unit of production will be less than its competitors. Also, to maintain the substance of their business and to remain the leading Beverage company in Nigeria. In achieving this, all effort is directed to having the best quality of workforce through a thorough manpower development program. Qualified people with the right skill are recruited and given a proper training to augment skills and talents

From my observation, it could be observed that the company has a team of good human resources. Training and development is given priority attention by the company. Apart from the training and development programmes which the company managers are exposed to at both Unilever and Heineken, the company has an in - house training facilities. The Technical Training School of the company is established to train Technical Trainees.

This among others have afforded the company the opportunity of operating successfully in the midst of increased competition. The improved quality of workforce and product has enable it to operate and fit effectively well into the new market conditions. Various changes had to be done in achieving greater heights. In 1987, the company had 19% of the brewed product in the brewing industry, but now, it has 55% due to hardwork. The company had to grow at the expense of the competition.

Further questions were asked on how the various sub-systems which make up the organisation were rationalised and integrated to make them work effectively. Responses showed that the executive committee (various divisional heads) coordinates the activities of the various divisions headed by the chairman.

On the question of what style of leadership is been employed by the company. Responses showed that the company practiced an open door policy. A system of good comradeship that is very cordial, people - centred, very democratic, and far from being autocratic. The company operates a leadership style that achieves result through consensus, not dictatorial.

The system enhances a situation whereby subordinates are encouraged to contribute their best and to channel their efforts towards the achievement of corporate goals. They are encouraged to achieve results by being members of a work team. To the respondents there should be a situation whereby work processes are broken-down across the company and best teams or cross-functional teams from different departments are put together to offer solution to a particular problem.

According to the respondents, members of the top management and Board of Directors are influencers and facilitators, not autocrats or dictators. But democrats who listens to subordinates, however junior they are. This however, makes it easy to encourage this kind of philosophy among the middle staff, supervisors down to the junior staff. Nevertheless, it was noted that the company do not practice collective leadership or inculcate a complementary sense of leadership. This is because, to the Chairman / MD, there must always be a leader and then followers. However, there must be a goal or mission which must be achieved. A dynamic leader can be thwarted by passive followers, so he must influence his followers by carrying them along. Leaders are selected in the company based on how meticulous you are and how you are performing. This mean that their concept of leadership in achieved and not ascribed.

In addition, respondents were asked to assess the working relationship that exists between management and staff, how often workers participate in important decisions related to their work, and under what condition workers are likely to perform better. Responses showed that the relationship between management and staff is cordial to sustain the health of the environment. Although the industrial peace is not like that of a grave yard but it is just that there are less frictions. Also, various superiors in each departments are encourage to use the talent of the individuals in their departments to the maximum. The respondents also emphasized that there is a forum for the employees to air their views known as the Employees Forum. In this forum, representatives of the employees across the various breweries meet quarterly to air their views with the management as widely and frankly as possible on issues that affect their welfare. Consequently, managers responsible will proffer solutions.

On the other hand, in relation to the junior staff, supervisors and middle management staff, they were asked to assess the conditions of service in the organisation. Responses showed that many of these staff are so contended with the working condition, the facilities available to them with which they work with, and the cordial relationship that exist between them and their supervisors. Many of the junior workers believe that their company has offered them rewards in terms of salaries and other benefit far above what other companies of their size in the country offers.

Some junior workers, however, added that the job was demanding, though interesting. On further inquiry it was gathered that the company on most occasions reward the staff for working extra time. During this period, provisions are made for the

comfort of the staff on and after the job. Summarily, the staff appreciates the spirit of team work and cordial relationship that exists between them and their bosses.

Furthermore, respondents were asked to give their personal opinion about their various bosses-both immediate and remote. To them, they see their boss relating to them in such a manner that there is a spirit of brotherhood and comradeship. They see their bosses as pleasant and supportive. Although, they do not condone mediocrity but excellency and improved performance is their watchword. The staff see them as supporting and achievement-oriented leader, who sets goals, emphasizes excellence and demands continuous improvement in the way a job is done, treats subordinates as equal in a friendly manner, while equally striving to improve their well-being.

To corroborate this question, workers were asked if they preferred their present boss to their former ones and they all responded in the affirmative, reason being that the present boss is more understanding supportive and pleasant to work with. Their leaders lead by example. However, care should be taken at jumping into conclusion based on the workers' judgment of their bosses as people pleasant to work with. It may be possible that the boss declared as good by the worker is only being accommodating. For instance he may overlook some of his mistakes which another boss might not be ready to do, particularly during different situations. The only solution to this problem is probably a revisit of the company in say for instance, about 4 years time when some of the staff might have been transferred to another department, such that their feelings could be compared with what is obtained in this research. But because of the nature of this research, this cannot be done.

In addition, respondents were asked what single factor gives them the greatest joy in the course of doing their daily job some of the respondents said the good working condition in the company in terms of the facilities. available for work They see the staff welfare programme as well administered . Also the prompt attention given to any problem as soon as it is sighted by the management Another group also said the job design, that is, the routine nature of the job some also said perceived long-range opportunities because they see themselves rising to the to top of the organisation someday, since hardwork is equally rewarded; while others said the style of leadership employed in the company.

Lastly, respondents were asked how often workers participate in making important decisions related to their work, the organisation in general, and whether they have a discussion group where problems and solutions affecting them and the organisation are proffered. Responses confirmed what the members of the top management level that were interviewed said. They said there is an Employees Forum and Joint Consultative Committee comprising managers and representatives of the welfare of staff, and solutions are proffered to them.

SUMMARY AND CONCLUSION

This section summarises the statement of problem, methodology and major findings of this study. The issue under investigation is the effects of style of leadership on organisational change in the Nigerian Breweries Plc., Lagos. We decided on this research topic for two reasons.

First, in the face of the general structural adjustment, economic reformation and political crisis in the country between the period of 1986 - 1996, the Nigerian Breweries Plc has been able to improve its profit margin and market share despite all odds. How this has been possible and what form of leadership regimes and styles NB Plc has witnessed, is what we have found out. Second, to the best of our knowledge, not much research work has been done in the area of leadership at the top management level as it relates to organisational change in Nigeria. Moreover, little attention has been given to organisational longevity compared to decline and death.

It is therefore our view that the findings of this study will broaden our understanding and knowledge of leadership behaviour, and industrial relations in organisations in this country.

In a research carried out by Dubin (1965), it was reported that there is actually more output from subordinates when autocratic styles of leadership are used. He further argued that there is the possibility that the workers themselves may contribute to their satisfaction and productivity by their own attitude and behaviour, independent of that of the leader. However, despite this possibility, the weight of the evidence is that supportive leadership does lead to more positive attitudinal responses; particularly on the part of subordinates. This view is supported by a study carried out by Jermier and Berkes (1979), in police units. These are organisations which are thought to favour more authoritarian leadership styles, but was found out that satisfaction and commitment to the organisation were related to more supportive leadership.

However, for a leader to effectively manage a change in an organisation, he must have a good understanding of the work environment, in terms of the workers attitude to

work and how well they are working towards the achievement of the corporate goal. The leader must also make realistic appraisal of the current situation, then develop an appropriate and immediate course of action. Even if the leader has a vision he must work together with the workers in achieving the corporate goal. He must be people - oriented and someone that can carry others along. This is supported by the path-goal theory of leadership propounded by Evans, 1974; Michell & House, 1974. The central hypothesis of the theory is that a leader's behaviour is motivating or satisfying to the degree that the behaviour increases subordinates goal attainment and clarifies the paths to these goals. The leader must be directive, supportive, participative and achievement - oriented. This theory is closely related to the expectancy theories of motivation.

It is however, clear that change is crucial not only to achieving the vision but to the success and survival of the organisation. Leadership is one key way of creating and redirecting energy within the change process. It is on these bases, that we set out to investigate the relationship between leadership style and organisational change in a Nigerian industry.

Perhaps, it is also important to point out that an average employee will prefer to put up his best in terms of production, when he is working with a leader that is more understanding, supportive, pleasant, and always interested in his well-being. Although, the leader is also achievement - oriented.

The independent variable in this study is leadership style, while the dependent variable is organisational change. A total number of 52 respondents were selected from the six divisions in the organisation, and from the executive members of the board of directors of the organisation, using the purposive and stratified sampling methods. It is

our view that the 52 responses utilized for this study is truly representative of the views, feelings and aspirations of the entire workforce in the organisation. However, the limitation of this study is that some departments, particularly those in production, distribution and packaging were under-represented in the sample because of poor response rate.

The key informant method, in-depth interview method and direct observation of data collection constituted the main research technique used in this study. These were supported by data from official records of the company.

Our findings, based on the data collected for this study indicate that no pattern of leadership is appropriate for all phases of organisational life. There is evidence, however, that the broad sharing of leadership functions contributes to organisational effectiveness under almost all circumstances. The conclusion was reached that there is no one style of leadership that is successful at all times. The total situation must be viewed if leadership is to be understood. It was noted that the current conceptualisation of leadership involves a combination of factors, which are the position in the organisation itself, the specific situations confronted, the characteristics of the individuals involved, and the nature of the relationships with subordinates all affect leadership behaviour and the impact of that behaviour. Leadership is acutely context sensitive.

We also discovered in this study that the perpetuation of a business is a central entrepreneurial task, and ability to do so may well be the most trenchant and definite test of management. Leadership style influences the way an organisation handles the other central factors in managing change.

Our findings also revealed that leading change involves action by people at every level of the business. It was found out that the implementation of the corporate vision is central to successful leadership and requires the development of an agenda of tasks to be accomplished. These include structuring the organisation in ways that decrease excessive bureaucracy; selecting, acculturating, and training employees so that they possess the needed skills and values; motivating them to produce results; assembling them into teams of individuals who can work together effectively; and initiating and fostering change and innovation to assure the organisation's survival.

It was further revealed that the qualities that will enable the top-executive of the future to stand out among his fellow presidents are his/her capacity to perceive meaningful change and inspire his/her people to respond, and his/her skill in fostering participative management without losing drive and spirit in his/her leadership style. The president who achieves these qualities will possess the indispensable ingredients for unleashing the full power of his/her organisation.

Our findings also revealed that majority of our respondents at the junior staff cadre, supervisory cadre and middle management cadre, expressed satisfaction with the staff welfare scheme of the organisation, and the cordial relationship that exist between them and their immediate bosses in the job environment. The respondents expressed satisfaction because hard work is favourably rewarded in the organisation, there is opportunity for advancement and reaching on to greater heights in the organisation, and a good man power development programme. It is however recommended that the training programme be intensified to cover all categories of employees. This will obviously help to satisfy their need for experience and skill.

Haven established the fact that leadership style can influence the way change in an organisation is effectively managed, we want to state that the management of Nigerian Breweries Plc should improve on their present status and style of leadership, in relation to how employees affairs are managed and how changes are managed. The management should not rest on their oars.

The implications of the results of this study is that it has helped to broaden our knowledge on leadership style and its effects on organisational change in industrial organisations, particularly in the Brewing sub-sector.

The results here have clearly demonstrated that a leadership style that involves an open-door policy or that carries followers along can influence how change is effectively managed. Also, it can be deduced that constant change of leader has a corresponding effect on workers performance and this might hinder organisational effectiveness.

At this juncture, it will be imperatives to suggest some useful recommendations based on the findings of the study and suggest some areas of further research. The relationship between leaders and employees is of utmost importance because it has a direct relationship to the employees' output and contribution to the attainment of the organisation's goal. A cordial relationship must be ensured.

Moreover, leaders should show genuine concern to subordinates by encouraging a two-way communication. Also, emphasis should be placed on subordinates' participation in decision making affecting their work.

In the course of this research, it was observed that constant change of leader had an effect on workers performance. But because the leaders of the company understudy

have been there for quite sometime there has not been any negative effect on workers performance.

However, though our coverage of leadership perceptions has been thorough, some areas clearly need more work. Future work should examine the effects of gender on leadership perceptions and cross-cultural differences in leadership perceptions.

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APPENDIX A**INTERVIEW SCHEDULE**

For Top Managements

- Chairman/MD
- Board of Directors- Executive members
- Company Secretary- Legal Adviser
- Divisional Senior Executives

PART ONE:

A brief introduction of the interviewer, aims and purposes of the interview.

PART TWO:

- (1) Name (of the respondent)
- (2) Marital Status
- (3) Job rank/ position
- (4) Educational qualification
- (5) For how long have you been working with this organisation?
- (6) Could you please give a brief but comprehensive history of N.B Plc:

(a) The evolutionary period of the organisation, that is, the period of convergence and re-orientation and (b) The revolutionary period of the organisation, that is, the periods of dominant management problems before growth was attained.

(7) Have you, to date ever encountered any crisis in any of the organisations you have worked with? and what style of leadership was employed then?

(8) What form of strategy was employed by NB. Plc, in the time of economic downturn (crises) that ensure its survival?

(9) What are the main objectives of the organisation and how have they been achieved? OR how has it been possible to accomplish the purposes intended?

(10) How far is it true that the degree to which an organisation thrives depends to a great extent on how well it adapts to its external environments? How has NB. Plc, adapted effectively to its external environment?

(11) How has the organisation been operating in the midst of increased competition and how does it fit into the new market conditions?

(12) Since the organisation is made up of many sub-systems how do you rationalize and integrate these sub-systems to make them work effectively?

(13) How would you rate the performance of your section in terms of effectiveness? Is it high, average, or low?

(14) If low what is the cause?

(15) Do you practice collective leadership or inculcate a complementary sense of leadership or responsibility at lower levels? If yes, how?

(16) In your experience, what type of attitude should a manager or leader adopt towards those under him to enhance greater performance?

- (17) How can a manager or leader ensure that things are done quickly and effectively.
- (18) What is the best personality traits, in your experience that make a better manager/surpervisor/leader and is likely to get the best outn of his workers?
- (19) Under what condition do you think workers are likely to perform better?
- (20) In this organisation, how often do workers participate in making important decision related to their work?
- (21) How often do workers participate in important decision related to the organisation in general?
- (22) In your experience, could you please assess the working relationship between management and staff. Is it very satisfactory, satisfactory or not satisfactory? If not satisfactory, what is the cause?
- (23) Do you really engage in supervisory behaviour?
- (24) How has the top leaders (BOD) ensure the dedication of management and staff?
- (25) What advice would you like to offer to the management?
- (26) Could you please give a comment about the organisation

APPENDIX B**INTERVIEW SCHEDULE**

For Supervisors, middle management staff, members of staff of all departments.

PART ONE:

A brief introduction of the interviewer, aims and purposes of the interview.

PART TWO:

- (1) Marital status
- (2) Date of first appointment in this organisation.
- (3) Position on first appointment
- (4) Present position
- (5) Have you worked somewhere before joining this organisation?
- (6) Are you satisfied with your present job? If yes, state reasons for your answer.
- (7) What is your view about the conditions of service in your organisations?
- (8) Do you like your boss (oga)? If yes, why do you like him/her?
- (9) How often do workers participate in making important decisions related to their work?
- (10) How often do workers participate on important decision related to the organisation in general?
- (11) How often are people affected by company's decision usually consulted for in taking such decisions?
- (12) Do you have discussion group where you discuss problems and solutions affecting the organisation with your colleagues?

- (13) If the above is yes, are the decisions taken by the group presented to the management?
- (14) How would you describe your boss' attitude towards you and other members of staff? Is it nice always aggressive, moderate, excessively bossy or occasionally kind and loving?
- (15) Do you prefer your present boss to your former one?
- (16) If yes why?
- (17) Would you say you are committed to the company?
- (18) If yes, how would you rate your level of commitment as regards profit-making in the company?
- (19) Which of the following do you feel you can be your best in the company if given the chance?
- (a) To control workers.
 - (b) Participating in company's policy formulation.
 - (c) To train workers.
 - (d) To discipline and reward workers.
 - (e) Increasing productivity.
- (20) How would you describe the working relationship between you your co-workers?
- (21) How satisfied are you with the authority that your supervisors gives you in carrying out your work?
- (22) Do you think your supervisor favours some people in the section than others?
- (23) If yes, what do you think is the cause?
- (24) How do you see your physical working environment?

- (25) Do you feel the staff welfare programme in your organisation is well administered?
- (26) Which single factor gives you the greatest joy in the course of doing your daily job?
- (27) Do you see yourself rising to the top of this organisation someday?
- (28) How would you rate the performance of your section in terms of effectiveness? Is it high, average, or low?
- (29) If low what do you think is the cause?
- (30) What advice would you like to offer to the management in ensuring and maintaining greater performance in the organisation?
- (31) How can a manager or leader ensure that things are done quickly and effectively.
- (32) What is the best personality trait that makes a better manager/supervisor/leader, and is likely to get the best out of his workers?
- (33) Would you say hardwork is rewarded in this company?
- (34) If you have a better offer (salary or position) elsewhere will you leave your present job?
- (35) Could you please give a general comment about the organisation?
- (36) Do you think the main objectives or purposes of the organisation are been accomplished? How?

