

# **INFLUENCE OF MANAGERIAL STYLES ON ICT ADOPTION IN TELEVISION STATIONS IN GHANA**

DAMNYANG, John B.  
University of Professional Studies, Accra (UPSA)  
P.O. Box LG 149  
Accra - Ghana  
Email: [john.damnyang@upsamail.edu.gh](mailto:john.damnyang@upsamail.edu.gh)

and

AKINLEYE, Dayo B.  
University of Professional Studies, Accra (UPSA)  
P.O. Box LG 149  
Accra - Ghana  
Email: [dayohoo@yahoo.com](mailto:dayohoo@yahoo.com)

## **Abstract**

This study examined the influence of managerial style influence on ICT adoption in Television stations in Ghana. Hierarchical and Standard Multiple Regression Analysis was used to test the effect of managerial style on ICT adoption in television stations in Ghana. Results shows that participative ( $\beta = .304, p < .05$ ) and exploitative-authoritative leadership style ( $\beta = .209, p < .05$ ) has positive and significant effect on ICT adoption in Television stations in Ghana. The result further revealed that benevolent-authoritative ( $\beta = -.486, p > .05$ ) and consultative leadership ( $\beta = .170, p > .05$ ) *doesn't have significant effect on ICT adoption. Age was found to have more variance on attitude towards ICT adoption than gender.* The study recommends that managers should master all managerial styles because the situational context of issues determines the managerial style to exhibit. Managers were advised to be more participative and authoritative but in a moderate sense.

## **1.0 Introduction**

Due to the incessant changes in economic conditions and trends, it has makes companies and institutions to be more strategic and innovative in their quest for survival and gaining bigger market share. In order to be more competitive, many organisations initiate technological change in their operations. The management initiates the change process in which subordinate implement the change through supervision of the management. Managerial style is simply the way manager's deal with subordinate in achieving stated goals and objectives. Hartzell (2006) defined managerial style as the approach of managers in exercising authority over subordinates towards achieving organizational goals. The management style is related to how manager's influence, control, motivate and supervise their subordinates to achieve organizational success. According to Hersey, Blanchard and Johnson (2001), managers develop their personal leadership style through their education, training, and experience. Though, there is no universally accepted managerial style that is most effective in achieving organizational goals and objectives.

Water and electricity are major utilities in our day to day activities both as individual and corporate bodies. Due to recent trend, ICT can also be classified as a major utility alongside water and electricity due to its socio-economic importance. It is of no doubt that information and communication technology has had enormous impact on our daily living and we can do absolutely nothing without it in our current dispensation. According to Laudon, K. and Laudon, J. (2014), "Business firms invest heavily in information systems to achieve six strategic business objectives: operational excellence; new products, services and business models; customer and supplier intimacy; improved decision making; competitive advantage; and survival" (p.42).

Some research works examining the adoption barriers from Africa perspectives such as Ghana (Owusu, 2011), Nigeria (Eze, Awa, Okoye, Emecheta and Anazodo, 2013), South Africa (Ogunyemi and Johnston, 2012), attributed management incompetence as the foremost restraint to successful ICT adoption. The leadership characteristics in an organization influence the decision to effectively adopt ICT technology. According to Waziri, Ali and Aliagha (2015), it is the task of organizational leaders to improve and inspire their subordinates “by defining and shaping the work settings in which employees interact such that new knowledge and technology can be created which is fundamental to firm innovation and performance” (p.123).

Television stations worldwide were mandated to switch from analogue to digital transmission on June 17, 2015 but only few stations were able to meet the deadline in Ghana and some developing countries. The new tentative deadline for analogue transmission in Ghana has been shifted to September 2017 while the deadline set by International Telecommunication Union (ITU) is June 17, 2020 in order to address the numerous challenges facing implementation of the project in the country. Sarpong, Frimpong and Akom (2016) stated that for Ghana to achieve analogue switch-off there was a need for strong leadership among the various stakeholders as well as adequate and timely information to consumers. Therefore, this paper focuses on examining the managerial styles influence on ICT adoption in Television stations in Ghana.

## **2.0 Literature Review**

Managerial style plays an important role in the success of an organization. “By using appropriate managerial styles, managers can affect employee job satisfaction, commitment and productivity” (Rad & Yarmohammadian, 2006, p.13). In measuring managerial style of managers, (Rad and Yarmohammadian, 2006; Gonos and Gallo, 2013) adopted Rensis Likert’s model of leadership.

Although Vargic and Luptakova (2003) used Blake & Mouton's managerial grid as a measure for managerial style. There exist similarities between the two managerial style instruments as the later focused on task and people orientation of managerial style. Exploitative and Benevolent authoritative of Likert's model of leadership is task oriented while consultative and participative are both task and people oriented.

Vargic and Luptakova (2003) posited that the most preferred managerial style is “team management with strong commitment to goals as well as emphasis on relationships” (p.40). The findings supported prior studies Cudanov and Jasko (2012) which show that management orientation by result was better than management orientation by people which also plays an important role. Still consistent on Vargic and Luptakova (2003), managerial style doesn't vary in Slovak companies when compared to the foreign ones. The result was contradictory to the findings of Susan, K and Susan, K. (2000) where Indonesian managers were more autocratic than U.S. managers while U.S. managers practice participative management more than their Indonesian counterpart. El Masry, Kattara and El Demerdash (2004) also stated that foreign managers in hospitality industry in Egypt were autocratic while Egyptian managers adopted a laissez faire style. Some demographics and cultural factors can be responsible for the different results. Demographics factors such as age, educational background, and hierarchical level could be responsible for difference in managerial style. Higher level of education of U.S managers and their level of industrialization can play a significant role in their managerial style compared to Indonesian managers. Cultural belief in relations to power and perception of hierarchy can also led to the differences.

The management attitude and style has significant effect on ICT adoption because without their approval and supervisory role, it may lead to failure of the technology innovation. According to

Yang, Lee and Lee (2007), “the positive drive of the CEO and CIO, and supervision and control in the organization play a big part in the acceleration of ICT adoption” (p.1273). Hannif, Cox and Almeida (2014) argued that ICT enhance efficiency in workplace but also posed some negative effect on employee quality of work life but the manager’s used their managerial and supervisory styles and strategies to mitigate those negative influences. Waziri et al. (2015) posited that transformational leadership has direct and positive influence on ICT adoption and the shortcomings in adopting ICT can be effectively managed by the transformational leadership behaviour of the manager to build cordial relationship and trust among subordinates in the organization. El Masry et al. (2004) supported Waziri et al. (2015) by recommending the replacement of autocratic and laissez-faire leadership style with democratic and participative leadership styles by managers in order to achieve organizational goals.

Eze et al. (2013) indicated that organizational support, incentives, managerial swiftness, corruption and other social vices as some of the factors that influence management readiness to adopt ICT innovations in their organizations. Manager’s style factors such as age, interest and attitude toward technological change has role to play in the success of ICT adoption (Yang et al., 2007; Susan, K & Susan, K, 2000). Oshagbemi (2008) pointed that top managers select the appropriate style out of directive, consultative, participative or delegative leadership styles due to their experience and rely less in using composite leadership style. Consistent with Oshagbemi (2008), top management position is not synonymous with older managers because the use of technology has made younger managers attain top positions due to their ability to adopt technology faster than the older managers and therefore age shouldn’t be a barrier in adopting change but skills and competences.

### **3.0 Methodology**

To achieve the objective of this research, a quantitative approach was adopted. The study population comprised of all employees of television stations in Ghana while the sample frame was limited to staff of television station in Accra. A total of one hundred and sixty (160) questionnaires were administered to staffs of television stations in Accra in which twenty-nine (29) were excluded from analysis due to high percentage of incomplete responses which prompted the use of one hundred and thirty-one (131) appropriately filled and returned questionnaire as the sample size for the research study. Tabacknick and Fidell (1996) formula for determining the minimum sample size for multiple regression analysis is  $N \geq 50 + 8 \cdot M$ , where M is the number of independent variables. This study comprised of four (4) independent variables in which makes the required minimum sample size to be 82. Based on the calculation, the sample size of 131 for this study exceeded the minimum sample size of 82 required for the analysis in this study to obtain a valid result.

A survey questionnaire was used to collect primary data. The survey period was from January 2017 to March 2017. Before administering the questionnaire, a pilot study was conducted to retest the adapted instruments which were revised and refined to establish the basic reliability of the instruments. All items were loaded on a 5-point Likert scale, anchored by Strongly Disagree (1) at one end to Strongly Agree (5) at the other end.

**Table 1****Summary of Research Instruments**

Variables	Sources	No of questions
Exploitative-authoritative leadership style	Gonos and Gallo (2013)	5
Benevolent-authoritative leadership style	Gonos and Gallo (2013)	5
Consultative leadership style	Gonos and Gallo (2013)	5
Participative-group leadership style	Gonos and Gallo (2013)	5
ICT Adoption	Christensen and Knezek (2009)	4

Sources: Authors' Computation (2017)

#### **4.0 Data Analysis and Interpretation**

This section presents the results from the data analysis and their interpretations. Four (4) research hypotheses were stated to test the research objectives and Standard Multiple Regression Analysis was used to test the research hypotheses. The Statistical Package for Social Sciences (SPSS) version 21.0 was employed to run the analysis

#### **4.1 Hypotheses Testing**

**H1:** Exploitive authoritative style of managers has significant positive effect on ICT adoption in television stations in Ghana.

**H2:** Benevolent authoritative style of managers has significant positive effect on ICT adoption in television stations in Ghana.



**H3:** Consultative leadership style of managers has significant positive effect on ICT adoption in television stations in Ghana.

**H4:** Participative leadership style of managers has significant positive effect on ICT adoption in television stations in Ghana.

**Table 2**

*Pearson's Correlation Analysis*

Variables	1	2	3	4	5
Exploitative-authoritative leadership style	-				
Benevolent-authoritative leadership style	.035	-			
Consultative leadership style	-.166*	.527*	-		
Participative-group leadership style	-.211*	.401*	.614*	-	
ICT Adoption	.115	.171*	.296*	.345*	-

**Source:** Authors Compilation, (2017)

**Note:** \*p< .05, N=131

**Table 3**

**ANOVA**

Variable	Sum of Squares	df	Mean Square	F	Sig.
Regression	94.166	4	23.542	6.493	.000
Residual	456.826	126	3.626		

**Source:** Authors Compilation, (2017)

**Note:** Sig at .05 alpha level; R= .413; R Square= .171; Adjusted R Square; .145

**Table 4**

**Results of Standard Multiple Regression Analyses of effect of managerial styles on ICT adoption**

Variables	Standardized $\beta$	t	Sig.	Part
Constant		7.273	.000	
Exploitative-authoritative leadership style	.209	2.481	.014	.201
Benevolent-authoritative leadership style	-.047	-.486	.628	-.039
Consultative leadership style	.170	1.512	.133	.123
Participative-group leadership style	.304	2.899	.004	.235

**Source:** Authors Compilation, (2017)

**Note:** Significant at .05 alpha level

**Hypothesis 1** sought to test the positive effect of exploitative-authoritative leadership style on ICT adoption. Table 2 showed there exist a positive relationship between exploitative-authoritative leadership style and on ICT adoption ( $r = .115$ ,  $p > .05$ ) but not statistically significant. As shown

in Table 4, the prediction that exploitative-authoritative leadership style will have significant and positive effect on ICT adoption was supported ( $\beta=.209$ ,  $p<.05$ ).

**Hypothesis 2** which stated that benevolent-authoritative leadership style has significant positive effect on on ICT adoption. Table 2 showed that there is positive and significant relationship between benevolent-authoritative leadership style and ICT adoption ( $r = .171$ ,  $p < .05$ ). The result in Table 4 revealed that there was negative effect of benevolent-authoritative leadership style on ICT adoption ( $\beta= -.486$ ,  $p>.05$ ) and it was not statistically significant. Thus, the prediction that benevolent authoritative leadership style has significant positive effect on ICT adoption was not supported.

**Hypothesis 3** stated that consultative leadership style has significant positive effect on ICT adoption. The result in Table 2 established that there was a significant positive relationship between consultative leadership style and ICT adoption ( $r = .296$ ,  $p < .05$ ). Furthermore, Table 4 shows that consultative leadership style has positive effect on ICT adoption ( $\beta= .170$ ,  $p>.05$ ) but not statistically significant. Therefore, the prediction that consultative leadership style has significant positive effect on ICT adoption was not supported.

**Hypothesis 4** states that participative-group leadership style has significant positive effect on ICT adoption. Table 2 shows that there exist positive and significant relationship between participative-group leadership style and ICT adoption ( $r= .345$ ,  $p < .05$ ). The standard multiple regression in Table 4 established that the prediction that participative-group leadership style has significant positive effect on ICT adoption was supported ( $\beta= .304$ ,  $p<.05$ ).

According to Table 3, the effect of managerial style of leadership on ICT adoption was investigated using standard multiple regression analysis and total variance explained by the model was 17.1%,

$f(4, 126) = 6.493, p < .05$ . The result was statistically significant as the  $p$  value is below .05. Furthermore, the result revealed that managerial styles of leadership only accounted for 17.1% of the total variation while other factors apart from managerial styles of leadership accounted for 82.9% variation affecting ICT adoption.

It can also be observed that participative-group leadership style ( $\beta = .304, p = .004, t = 2.899$ ) has greater significant positive effect on ICT adoption compared to exploitative-authoritative leadership style. From the part analysis also, participative-group leadership style alone makes 23.5% ( $0.235 * 100$ ) impact on ICT adoption.

## **5. CONCLUSION AND RECOMMENDATION**

The findings revealed that participative and exploitative managerial style had significant positive effect on analogue to digital transmission. Exploitative authoritative leadership has strong impact on the motivation and commitment level of employees towards the organization (Anwar, 2013). Managers who are so mean to their subordinates may not necessarily be harsh in other interpersonal relationships with them which can help in adopting ICT (Skogstad, 1998). Even though, consultative style was exhibited most by managers in television stations in Ghana, it had no significant effect on analogue to digital transmission coupled with benevolent-authoritative style. According to Oshagbemi (2008), due to greater use of more technology recently, it had led to “the use of more team working, older workers invariably consult beneficially with others, including younger workers, to guarantee that the performances of their jobs were achieved at the desired level of quality (p.1907).

For managers to achieve success in ICT adoption, this study presents the following recommendations.

1. Managerial leadership styles depend on the situational context of the issue at hand and so; a specific successful style of a manager in one set of circumstances may be most unsuccessful in another setting. Managers should take cognizance of the managerial leadership style they adopt towards achieving organizational goals and objectives.
2. There is need also for managers to be engaged in training and development programmes to enhance their leadership abilities and knowledge about ICT.
3. It is important for managers to master all managerial style (exploitative-authoritative, benevolent-authoritative, consultative and participative) because the situational context of issues determines the managerial style to be adopted. Though, both consultative and participative managerial style should be mastered most.
4. Managers should engage ICT experts before adopting technology for their advice.

## REFERENCES

- Agboh, D. K. (2015). Drivers and challenges of ICT adoption by SMEs in Accra metropolis, Ghana. *Journal of Technology Research*, 6(1), 1-16.
- Alkalbani, S., Rezgui, Y., Vorakulpipat, C., & Wilson, I. E. (2013). ICT adoption and diffusion in the construction industry of a developing economy: The case of the sultanate of Oman. *Architectural Engineering and Design Management*, 9(1), 62-75, doi: 10.1080/17452007.2012.718861
- Anwar, H. (2013). Impact of paternalistic leadership on employees' outcome- A study on the banking sector in Pakistan. *Journal of Business and Management*, 7(6), 109-115.
- Arikpo, I., Osofisan, A. & Usoro, A. (2009). Bridging the digital divide: the Nigerian journey so far". *International Journal of Technology*, 1(1), 181-204.

- Christensen, R. W., & Knezek, G. A. (2009). Construct validity for the teachers' attitudes toward computers questionnaire. *Journal of Computing in Teacher Education*, 5(4), 143-155.
- Čudanov, M., & Jaško, O. (2012) Adoption of information and communication technologies and dominant management orientation in organisations. *Behaviour & Information Technology*, 31(5), 509-523, doi: 10.1080/0144929X.2010.499520
- El Masry, S., Kattara, H., & El Demerdash, J. (2004). A comparative study on leadership styles adopted by general managers: A case study in Egypt, Anatolia. *An International Journal of Tourism and Hospitality Research*, 15(2), 109-124, doi: 10.1080/13032917.2004.9687150
- Eze, S. C., Awa, H. O., Okoye, J. C., Emecheta, B. C. & Anazodo, R. O. (2013). Determinant factors of information communication technology (ICT) adoption by government-owned universities in Nigeria: A qualitative approach. *Journal of Enterprise Information Management*, 26(4), 427-443, doi: 10.1108/JEIM-05-2013-0024
- Gonos, J., & Gallo, P. (2013). Model for leadership style evaluation. *Management*, 18(2), 157-168.
- Haller, S. A., & Siedschlag, I. (2011) Determinants of ICT adoption: Evidence from firm- level data. *Applied Economics*, 43(26), 3775-3788, doi: 10.1080/00036841003724411
- Hannif, Z., Cox, A., & Almeida, S. (2014) The impact of ICT, workplace relationships and management styles on the quality of work life: insights from the call centre front line, *labour & industry: A Journal of the Social and Economic Relations of work*, 24(1), 69-83, doi: 10.1080/10301763.2013.877120
- Hartzell, D. (2006). *Dictionary of management*. New Delhi: Academic Publishers.

- Hersey, P., Blanchard, K., & Johnson, D. (2001). *Management of Organizational Behavior. Leading Human Resources* (8th ed.). Upper Saddle River, NJ: Prentice Hall
- Hidalgo, A., & López, V. (2009) Drivers and impacts of ICT adoption on transport and logistics services, *Asian Journal of Technology Innovation*, 17(2), 27-47, doi: 10.1080/19761597.2009.9668672
- Hinton, P. R., Brownlow, C., McMurray, I., & Cozens, B. (2004). *SPSS explained*. Routledge, London.
- Laudon, K. C., & Laudon, J. P. (2014). *Management information system: Managing digital firm*, 13<sup>th</sup> edition, ISBN: 978-0-13-305069-1. Pearson Education.
- Ogunyemi, A. A., & Johnston, K. A. (2012). Towards an organizational readiness framework for emerging technologies: An investigation of antecedents for South African organizations' readiness for server virtualization. *The Electronic Journal on Information Systems in Developing Countries*, 53(5), 1-30.
- Oshagbemi, T. (2008). The impact of personal and organisational variables on the leadership styles of managers, *The International Journal of Human Resource Management*, 19(10), 1896-1910, doi: 10.1080/09585190802324130
- Owusu, A. D. (2011). *The impact of ICT on human resource development in Ghana; The case of rural enterprises project – Ghana* (Unpublished master's thesis). Kwame Nkrumah University of Science and Technology, Kumasi.
- Rad, A. M., & Yarmohammadian, M. H. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. *Leadership in Health Services*, 19(2), 11 – 28.



- Sarpong, K. N., Frimpong, B. A., & Akom, K. (2016). Ghana's readiness to pull the plug on analogue transmission in 2016. *International Journal of Science and Research (IJSR)*, 5(5), 1469-1477.
- Skogstad, A. (1998). Effects of leadership behaviour on job satisfaction, health and efficiency. Thesis (Phd). University of Bergen, Bergen, Norway.
- Susan Key & Susan Key (2000) The Effect of Culture on Management Style. *Journal of Transnational Management Development*, 5(3), 23-46, doi: 10.1300/J130v05n03\_03
- Tabachnick, B. G., & Fidell, L. S. (1996). *Using multivariate statistics*, (3rd Ed.). New York
- Vargic, B., & Luptakova, S. (2003). Managerial style and its managerial implications for organizations in the Slovak republic, *Journal of Business Economics and Management*, 4(1), 36-44.
- Waziri, A. Y., Ali, K. N., & Aliagha, G. U. (2015). The Influence of transformational leadership style on ICT adoption in the Nigerian construction industry. *Asian Social Science*, 11(18), 123-133.
- Yang, K. H., Lee, S. M., & Lee, S. G. (2007). Adoption of information and communication Technology. *Industrial Management & Data Systems*, 107 (9), 1257 – 1275, doi: 10.1108/02635570710833956