



Management Styles and Workflow Efficiency in Newcruse, 92.7 FM, Ikere-Ekiti, Ekiti State, Nigeria.

¹Obi Olisaeloka Anikan, ²Olajide Ridwaanah Wuraola, ³Tartsea –Anshase Mercy, ⁴Olugbami Omoshola Oluwabusayo, & ⁵Soni-Odoh Ufedo-ojo Patricia

^{1,2,3,4,&5}Department of Mass Communication, Bingham University, Karu, Nasarawa State.

¹<https://orcid.org/0009-0006-0683-3953>

²<https://orcid.org/0009-0005-7443-0921>

³<https://orcid.org/0000-0002-7189-4107>

⁴<https://orcid.org/0009-0009-3268-4412>

⁵<https://orcid.org/0009-0006-2636-3258>

***Corresponding Author:** obieloka24@gmail.com

ABSTRACT

Background: Management styles are critical for ensuring efficient workflow in the broadcasting industry, where rapid technological advancements and dynamic audience demands necessitate agility and precision. The management styles used in any given organisation are paramount to the effectiveness of the staff and their work. Various types of management style exist that range from Autocratic, Democratic and Transformational Management styles, to mention but a few. Workflow is a set of activities arranged in a chronological manner called processes, as well as the people or things needed to complete a given task and accomplish a specified goal over a time frame.

Objective: This study examined employees' perceptions of management styles at the station and the extent to which these styles support an efficient workflow and productivity.

Method: The qualitative research approach, using in-depth interviews, was used to draw responses from 10 purposively selected interviewees from the staff of Newcruse 92.7 FM Ikere, Ekiti State.

Result: The findings indicate that the adoption of a management style has a positive and significant effect on the performance of the staff of Newcruse 92.7 FM. The study identified that the Newcruse 92.7 FM adopts the Democratic/Participatory Management Style as a key management style.

Conclusion: The study recommends that Newcruse 92.7 FM keeps promoting and supporting its democratic/participatory management style, which is successful in boosting employee engagement and streamlining workflow.

Unique Contribution: The study highlighted that in the broadcast space inclusive decision-making practices actively contributed to operational efficiency.

Key Recommendation: The study recommends that management in the station should actively seek staff inclusion in decision making processes to continue promoting effective workflow.

Keywords: Broadcasting, Efficient workflow, Management, Management styles



INTRODUCTION

Management has remained a concept that cannot be avoided. The concept has been defined by various authors; however, Kaehler and Grundei (2019) defined management as a steering influence on market and production in an organisation and its units that may address both people and non-people issues and is exerted by multiple organisational actors through either anticipatory norm-setting or situational intervention to achieve the unit's objectives. Thus, coordinating people and other resources is necessary to accomplish set objectives. It therefore becomes clear that management is necessary for organisations. Every business and organisation exists to satisfy a need or accomplish a goal. This requires persuading people with different points of view in an organisation to collaborate to accomplish the set goals (Nwosu et al., 2018). From instilling the company's culture in workers to severing undesirable behaviours, teamwork may be promoted and collaboration in the workplace. Managers and workers work together to achieve a common goal in an organisation.

Many people associate the word management with large institutions such as universities, massive multinational corporations like NNPC and Chevron, commercial banks like First Bank of Nigeria Plc or United Bank for Africa, and sizable media outlets like Africa Independent Television and Nigeria Television Authority, among others. Whatever the case, almost everyone indeed manages something daily, whether they realise it or not (Modu & Mai, 2021).

It is therefore paramount to state how beneficial it is for broadcasting processes and procedures, like other organisations, to incorporate management ideas for efficiency. Companies in the media sector that are successful have skilled and prepared workforce as well as innovative mind-sets, and they are led by individuals who have a clear understanding of the company's goals. The management of media institutions, with their material, human components and multiple resources, serves many goals to providing exciting and attractive programs to the perceived viewer and listener. (Al-Mosawy & Shaban, 2023).

For example, producing news involves a large number of players and actions, since reporters must acquire news items and write the stories, editors must edit them, and presenters must deliver the news. As a result, leaders are crucial in supporting innovation and effectively managing human resources (Oginyi et al., 2023). A management style that embraces change and moves quickly is essential for innovation. As such, leaders must deal with abrupt and ongoing changes. Employees will not be motivated to attain a high level of productivity unless they consider a high price for realistic, achievable leadership (Sadeghi & Rad, 2018).

Therefore, this study aims to determine the adoption of management styles for efficient workflow in broadcasting and how these styles efficiently facilitate work. This is important, especially as rapid technological advancements in broadcasting, from digital transformation to the integration of Artificial Intelligence (AI) and automation, are demanding management approaches that foster continuous learning and adaptability. Also, the diverse nature of broadcasting, which usually involves and requires more management styles that can address varying needs and motivations.



STATEMENT OF THE PROBLEM

In Nigeria, where the media industry is rapidly growing, it is essential to have management styles in place in the organisations to upscale efficiency and productivity. This requires serious and result-driven approaches that ensure seamless workflow and timely delivery of content. Thus, any management style chosen must be such that adaptation to the ever-changing landscape of technology and audience needs will be feasible, while also fostering positive work cultures and promoting employee growth. According to Odumegwu (2019), the relationship between leadership style and employee efficiency in Africa using the leadership route theory indicates that there is a strong link between leadership style and employee performance in a company. Similarly, the willingness of employees to achieve company goals and objectives is affected by organisational leaders and leadership styles, according to Menz (2015).

With the growth seen in the media vis-à-vis the continuous dependence on technology in the media space, there is a notable gap in the literature regarding the specific impact of management approaches on workflow efficiency in broadcasting. Some studies, like Bwalya (2023), studied leadership styles, while Al-Baidhani & Alsaqqaf (2023), studied the effect of leadership on employee's motivation focusing broadly on leadership effectiveness, employee motivation, or organisational performance in the broadcast media sector. Therefore, this study sought to determine the management styles adopted by broadcast organisations in Nigeria and how they affect the flow of work, generally using Newcruse Radio 92.7 FM.

RESEARCH QUESTIONS

This research sought to answer the following questions

1. What are the perceptions of employees at NewCruse 92.7 FM regarding the management styles practised in the station?
2. How do employees describe the influence of the current management style on their daily workflow and job performance?
3. What challenges do employees perceive in the application of the current management style at NewCruse Radio 92.7 FM?

SCOPE OF THE STUDY

This study is limited to looking into the adoption of management styles for efficient workflow in New Cruse 92.7 FM. The study will concentrate on staff currently working in the station, as their views regarding the management styles add value to the study. In order to obtain their views on the adoption of management styles and efficiency in Newcruse 92.7 FM, the study will adopt the use of in-depth interviews to accurately get the views of the staff. Newcruse 92.7 FM is one of the most popular and well-known stations in Ekiti State, South West Nigeria. This makes it a household name in the broadcasting space, hence its selection for this study.



CONCEPTUAL CLARIFICATION

The following related concepts have been reviewed for an enhanced understanding of the topic.

Management Styles

Management styles are the specific applicable systems and philosophies used by managers to manage and coordinate their team, make decisions, and achieve organisational objectives. While management styles differ widely, they all have distinct themes of behavioural leadership, management communication, decision-making competence, and employee motivation and empowerment strategies (Bwalya, 2023).

According to Bwalya (2023), management style could be Autocratic, Democratic, Collaborative, Laissez-Faire, Transformational, Transactional, Servant Leaders or Coach Styles.

Efficient Workflow

In general, workflow refers to the set of activities arranged in a chronological manner called processes, as well as the people or things needed to complete these tasks to accomplish a certain goal. The activities necessary for an entity to accomplish its objectives, the people or resources engaged in carrying out these processes, and the relationships between them are all included in the workflow (Nwosu et al., 2018; Haque & Cain, 2008).

Efficient workflows are foundational to success in various sectors, including healthcare, engineering, public administration, and technology, as they not only reduce redundancy but also enhance resource utilisation, process adaptability, and innovation. In a study, Wu et al. (2024) proved that an efficient workflow can be used to streamline the production process of an organization by introducing a modular workflow for managing large datasets in spatial transcriptomics, this helped enable the organizations to achieve higher outputs with minimal resources.

LITERATURE REVIEW

In this section, literature is reviewed in line with scholarly works and academic contributions that shed light on the multifaceted aspects of the adoption of management styles for efficiency.

Application of Management Styles in Organisations.

Management is the technique use by the leadership of the station to work with and others to successfully acquire the goals of the organization, through efficient use of the available resources and individuals Frya (2018), Management style therefore is best portrayed as a strategy that is utilized by supervisors to better create structure in the organisation (Frya, 2018). In his work, Frya (2018) identified seven management styles which are mostly used and accepted all over the world, according to the majority of writers and authors. These are Visionary, Coaching, Affiliative, Democratic, Pace setting, Autocratic and Laissez-faire Management styles.



Furthermore, Frya (2018) added that the current organisational workplace requires different managing skills as the diversity increases, the new generation workforce needs more attention due to the mixture of different cultures, religions and backgrounds. However, no one management style can sufficiently work for any organisation as all of them have advantages and disadvantages, while some are best for certain situations. Frya (2018) further points out that any manager will get more from their employees if they are stern but understanding, keeping an open-door policy, asking for feedback, and keeping everyone informed on what is going on within the company or organisation.

Management Styles for Employee Dedication

Studies have revealed a strong linkage between engagement, job satisfaction, organisational citizenship behaviour, organisational commitment, employee performance and business outcomes. Organisations with high levels of employee engagement detail positive organisational outcomes (Kular et al., 2008 as cited in Devi & Narayanamma, 2016).

The findings of a study on the impact of leadership styles on employee engagement and dedication in the commercial sector by Chowdhury (2014) indicated a strong correlation between employee engagement and a transformational leadership style. It was also shown that empowering employees at work requires strong leadership.

However, Al-Khaled and Fenn (2020) pointed out that in the current working environment, the most preferred management style for adoption was the democratic management style.

THEORETICAL FRAMEWORK

This study is anchored to the Situational Leadership theory and it is supported by Contingency Theory.

Situational Leadership Theory

Situational leadership appeared as a result of what many social scientists believed, which was that any person or leader is made by the result of time intervention, they believed that time is the key to produce a leader theorist, such as Karl Marx, Hebert Spencer (1884) and Carly le, all believed this fact (Ghazzawi et al., 2017). Furthermore, Miltenberger, 2011 as cited in Ghazzawi et al., 2017, stated that Psychologists assumed that no optimal profile for a leader exists, and no two leaders got the same characteristics as others. Every situation therefore called for a different approach when being handled since every situation has its characteristic. Academics built upon the search of Lewin (1935) and identified 3 types of leadership styles based upon descriptive model of leadership climate. (Miltenberger, 2011).

According to Ghazzawi et al., 2017, Situational leadership is a leadership theory that simultaneously makes use of both directive and supportive dimensions in leadership, and each of these dimensions is to be applied correctly in a given situation.



Leaders who make use of the Situational Leadership theory have to assess their employees through evaluating their commitment to accomplish a certain task. Furthermore, Situational leaders have to change the degree of supportiveness and directness to their employee according to the particular challenge or situation they find themselves and the level of subordinates motivation (Ghazzawi et al., 2017). Also Kindle (2009), defined Situational leadership as the mixture of task behaviour, worker commitment and relation behaviour.

Situational leadership theory is not without critics as Khattak et al., (2023) pointed out that many critics say that it would take time for managers and leaders to select the right management style to use in the organisation, however, Khattak et al., (2023) stated that it was better for leaders to take time when selecting the right management styles that would suit their staffs as it would be more rewarding than the time taken if the wrong style is selected.

Situational leadership Theory is essential to this study as it gives insight into the mind of leaders and it attempts to give a reason as to why and how leaders or management adopt or select a particular management style to be used in their organisations

Contingency Theory

According to Mark and Erude (2023), the contingency theory acknowledges all existing theories by stating that there is a plethora of ways of getting tasks done. Accordingly they added that the theory was developed on the varied aspects of the systems approach. On the basis of this, the theory asserts that there is no one ideal way of managing that works effectively in all circumstances, and indeed, that there are many effective ways of achieving a specified goal given in similar working conditions. In this regard Managers and leaders are expected to understand the peculiarities of the situations that they are being faced with and then chart a course that will be appropriate and would likely be the most effective.

According to Mark and Erude (2023), critics of the theory have stated that the theory has not effectively resolved the issue of multiple contingencies. Critics point out that in a given situation, several factors exist simultaneously but these factors seem to demand conflicting responses from the manager. In the context of this study, contingency theory helps to give reasons as to why managers may choose to make use of a particular management style and how their decision could positively or negatively affect the overall culture, morale and management style of the organisation.

METHOD

This study adopted a qualitative research design to explore employee perceptions of management styles and their influence on workflow efficiency at NewCruse 92.7 FM, Ikere-Ekiti, Ekiti State, a privately owned broadcasting station. Purposive sampling was adopted to ensure that only individuals with direct experience and relevant insights into the station's practices and workflow were included. This approach is suitable for qualitative research, where the aim is to gain depth of understanding rather than broad generalisation (Creswell & Poth, 2018). The study made use of in-depth interview design with interview guide as instrument of data gathering. The



demographic data findings were presented in tabular form and out of a total staff population of twenty (20) at NewCruse 92.7 FM, ten (10) participants were purposively selected to take part in the study. While other data's gotten were analysed according to Braun and Clarke's (2006) six phase process. Ethical considerations were observed by ensuring voluntary participation and confidentiality of responses.

RESULT

In presenting the findings from the study demographic findings were presented in a tabular format making use of frequency table. The demographic data's included the gender, age, occupation and years of experience of the respondents interviewed.

While findings regarding the research questions where thematically analysed accordingly.

Table 1: Demographic Data

	Frequency	Percentage
Gender		
Male	8	80%
Female	2	20%
Total	10	100%
Age Group of Respondents		
18-24	1	10%
25-35	5	50%
35-45	4	40%
45-55	0	0
55-65	0	0
65-85	0	0
Total	10	100%
Occupation of Respondents		
Broadcaster	7	70%
Manager	0	0
Production Crew	1	10%
Others (Please specify)	2	20%
Total	10	100%
Years of Broadcasting Experience		
Less than a year	1	10%
1-5 years	7	70%
6-10 years	2	20%
Total	10	100%

Source: Field 2024



The above table shows that there were more male responses (8) than female responses (2) interviewed. The findings also showed that respondent 50% were aged between 25-35 years followed by 35-45 which is 40% then 18-24 which is 10%. Broadcaster's dominated the responses by 70% followed by others (which included an editor and Reporter) with 20% then Production Crew with 10 % to round it up.

With regards to years in the industry 70% of respondents had broadcasting experience between 1-5 years, while 20% have 6-10 years of experience and only 10% have less than a year experience.

Data Analysis

Based on Braun and Clarke's (2006) six-phase framework, the interview transcripts were analysed to identify recurring patterns in employee perceptions of the management style at NewCruse 92.7 FM and its effect on workflow efficiency. Three theme's were identified and they were Inclusiveness in decision making, Enhance collaboration and workflow efficiency and finally Inconsistency across departments.

RO1: What are the perceptions of employees at NewCruse 92.7 FM regarding the management styles practised in the station?

Theme 1: Inclusiveness in decision making

The dominant perception seen among employees is that the management style at NewCruse 92.7 FM is democratic or participatory. This view was consistently shared across multiple responses. Most participants highlighted that management frequently invites input from staff during decision-making processes. Many employees described this style as "inclusive", "open," and "encouraging team discussions."

With Interviewee 3 noting that "We are carried along when it comes to decisions by the management. It's not like we are just told what to do, we're asked."

Interviewee 6 also described the station's leadership as one that "Listens to our ideas and gives room for everyone to contribute."

These narratives suggest that employees experience the leadership style as collaborative, motivational, and staff-centred, with only slight variation depending on their role or department.

RO 2: How do employees describe the influence of the current management style on their daily workflow and job performance?

Theme 2: Enhanced Collaboration and Workflow Efficiency

Overall, Interviewees indicated that the current management style has a positive influence on workflow efficiency and job performance. Most interviewees pointed out that clear communication, participatory practices, and accessible leadership contributed to effective task completion. Several participants commented on the supportive nature of management: "They



explain what needs to be done and follow up without pressure. That helps me stay focused and meet deadlines.”

Interviewees 1 and 9 both agreed that they were happy with the way managers relate with them and encourage them to put in their best, because they believed that their efforts are being seen. Teamwork and collaboration were also key themes in responses. Employees acknowledged that the management style made it easier to work together across units. Interviewee 5 further stated that “There’s always this sense that we’re in it together, not ‘them versus us’. That reduces confusion and speeds up how we work.”

Regardless, the general perception is that the democratic management style enhances motivation, clarifies expectations, and facilitates efficient workflow across the organisation.

RO 3: What challenges do employees perceive in the application of the current management style at NewCruse Radio 92.7 FM?

Theme 3: Inconsistency across Departments

However, while the democratic style was overwhelmingly recognised, one Interviewee stated that sometimes they were encouraged to be innovative which gave some staffs leeway to not deliver optimally “Sometimes the management encourages us to be innovative in how we work and also sets up goals or targets for us to reach which could lead to different results among staff”

Furthermore, a few interviewees, felt that there was room for further improvement noting that while the style is inclusive, its consistency across all departments could be improved, with Interviewee 2 and 3 adding that “The approach is good, but not all management heads apply it the same way. In some units, there’s still a bit of delay or lack of feedback.”

DISCUSSION

The analysis of the interview above study found out that the predominant management style adopted in the organization was democratic/participatory, which was perceived as effective in facilitating workflow efficiency and encouraging employee engagement, this aligns with the findings of Al Khajeh (2018), The main strengths of the current management style was inclusiveness, while good corporate communication, togetherness and teamwork were noted to be important also. Interviewee believed that a democratic management style would be most effective for promoting workflow efficiency in broadcasting organizations, this is also in line with what Al Khajeh and Fen (2020), as stated in their study. Furthermore, as pointed out by Akinniyi (2021), the management styles used in a station has major effect on the staffs performance and effectiveness which the findings of this study corroborated with. Management teams will settle for a management style that will guarantee efficiency in the work place. This is believed to be the reason why the democratic/participatory style is preferred by the employee’s as it allows them room to contribute in the work place. Overall, the findings highlighted the importance of communication, inclusiveness, and employee engagement in enhancing workflow efficiency in the broadcasting industry.



CONCLUSION

The conclusion of this study is that the management styles used in any given organization is paramount to how effectively and efficiently any work will be carried out in the organization as highlighted in various studies highlighted above. It is also worth noting that the examination of the current state of media management shows that the most glaring omission in the field is in research on media organizational leadership and employee motivation. This gap must continue to be addressed.

It is therefore paramount that every Journalist, Head of department, or any head of an organisation become abreast with the concerns of his or her employees as this will help to boost engagement and increase workflow. It is also worth mentioning from the research that staffs have interest in the decision making that goes on in the organization, so to boost transparency in the station it will be of importance for management leaders to create more likely avenues for staffs to express their opinion.

RECOMMENDATIONS

The study recommends that the radio station keeps promoting and supporting its democratic/participatory management style, which has been shown to be successful in boosting employee engagement and streamlining workflow. The interview show that employees place a high value on cooperation and teamwork, and that the existing management style's communication and inclusivity are its strongest points. These findings lend credence to the recommendation.

In order to improve workflow efficiency and employee satisfaction even further, NewCruse 92.7 FM ought to concentrate on enhancing channels of communication and encouraging inclusivity in decision-making. The implementation of regular communication sessions, such as team meetings and feedback sessions, can guarantee that employees are apprised of organizational objectives, modifications, and updates. Including staff members in decision-making procedures and asking for their opinion on important issues can also foster a sense of dedication and ownership among workers.

NewCruse 92.7 FM has to continue being proactive in tracking employee input and modifying management techniques as necessary. Frequent evaluations of employee engagement and satisfaction levels can guarantee that the management approach is still meeting the requirements and preferences of the workforce while also offering insightful information about areas that could use improvement.

Overall, the study emphasizes how crucial inclusivity, communication, and employee involvement are to improving workflow efficiency in the broadcasting sector. Adhering to these principles and implementing focused enhancements according to staff input would enable NewCruse 92.7 FM to sustain its position as the top radio station in Ekiti State, this highly recommended to all broadcast organization in Nigeria, if efficient workflow is to achieved.



Ethical clearance

Ethical consent was sought and obtained from the participants used in this study. They were made to understand that the exercise was purely for academic purposes, and their participation was voluntary.

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Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Authors' Contributions.

Obi, O. A, Olajide, R. W. and Tartsea –Anshase, M. conceived the study, including the design, Olugbami, O. O, and Soni-Odoh Ufedo-ojo, P. collated the data, and also handled the analysis and interpretation, while Obi, O. A, Olajide, R. W. and Tartsea –Anshase, M. handled the initial manuscript. All authors have critically reviewed and approved the final draft, and are responsible for the content and similarity index of the manuscript.

Availability of data and materials.

The datasets on which conclusions were made for this study are available on reasonable request.

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