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EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE: A STUDY OF SELECTED ORGANIZATIONS IN KADUNA, METROPOLIS

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Abstract

The study examined the effect of Leadership Styles on Organizational Performance in selected companies in Kaduna, Nigeria. The emphasis was on the assessment of effectiveness or otherwise of the leadership measures to organizational performance in Nigeria. Census sampling technique was adopted in selecting a total of eighty (80) respondents as sample for the study; however, relevant data was gathered with the aid of a structured questionnaire. The research set out with three specific objectives. First, to assess the effect of effective leadership on organizational performance. Secondly, to evaluate the effect of leadership style on organizational performance and lastly, to determine the extent to which the management structure of organizations influences the performance of an organization. In the final analysis, the findings showed that there is a great relationship between the performance of an organization and the types of leadership styles in operative in the organization. Therefore, the success or achievements of any organization greatly depend on the managers who oversee the affairs of the company. The study recommends that qualified and professional managers should be employed by companies or organizations in order to break even in a global competitive business environment.

Keywords: Leadership Style, Organizational Performance, Transformational Leadership, Transactional Leadership.

Introduction

The early years of human existence was occasioned by disorderliness and lawlessness. Man was more inclined to isolatory survival. However, as societies began to develop, there was the need for common security, exchange of goods, and group labour amongst others. In order to overcome these challenges, humans began to organize themselves into groups to fight, hunt and achieve these common objectives. To avoid chaos within these groups, certain individuals with inherent traits began to provide guidance and direction towards achieving common goals. These individuals were referred to as leaders. A leader is an important part of any group or organization because decisions taken by leaders determine successes or failures of group efforts. Therefore, understanding the concept of leadership is important.

Mitonga-Monga, and Coetzee, (2012) viewed leadership style as a combination of different characteristics, traits and behaviours that are used by leaders for interacting with their subordinates. They also consider leadership as the pattern associated with managerial behaviour, which is designed to integrate the organizational or personal interest and effects for achieving particular objectives. Some other prominent scholars and practitioners suggest that effective leadership behaviours can facilitate the improvement of performance when organizations face challenges (Jing and Avery, 2008). On the other hand, Harris (2007) also postulated that leadership style can be defined as the kind of relationship that is used by an individual so as to make people work together for a common goal or objective. Oyebadé (2016), aptly described leadership as directing

subordinates to achieve their assigned tasks in line with higher command's intentions. A leader influences organizational members to contribute efforts willingly towards the success of pre-determined goals and objectives (Kotter, 1996; Yammarino and Dubinsky, 1994; Obiruwu, et al; 2011). Leadership style in an organization is one of the factors that play substantial role towards the growth or retarding the interest and commitment of the individuals in the organization (Unamaka, 1995; Obiruwu et al., 2011). There is, however, controversy pertaining to the respective impacts of transactional and transformational leadership styles on organizational performance. Certain studies (Pedraja - Rejas, et al; 2006) had indicated that transformational leadership had a positive impact on performance of manufacturing employee's, while transactional leadership had negative impact on performance.

Leadership styles can either motivate or discourage employees, which in return can cause employee's increase or decrease in their level of performance. According to Schyns and Sanders (2007), the sources of employee job dissatisfaction include inadequate salary, conflicting job demands (from the leadership) and absence of promotion prospects. For efficiency purposes, an effective leadership style, one that positively affects employees' satisfaction and results in better performances, effectiveness and productivity is clearly desirable (Turner and Muller, 2005). For every organization who wants to remain and wax stronger in a global market competitive environment must engage the service of good leaders. The effective leadership style certainly improves workers and organizational productivity. Ojokuku et al. (2012) confirmed that leadership style is the major determinant of any organization success especially in Nigerian banks. Williams (2009) pointed out that leadership creates understanding and recognition of a group's undertaking, purpose and make the workers to know beyond their own wants and needs for the good of the cluster. Jago (1982) "Leadership is expressed or displayed through interaction between people and necessarily implies its complement, followership. For one to influence, another must permit himself to be influenced" He pointed out that different leaders have their own distinctive leadership styles that have proved to be closely associated with their

organizational performances and outputs. Hartog, Muijen and Koopman, (1997) noted that transactional leadership and transformational leadership have gained currency and attention over a period of last few decades. They argued that transformational Leadership and Transactional Leadership both are directly related with numerous workplace outcomes such as job satisfaction, group performance, employee's performance, and organizational commitment. Abdul, et al (2012) also agreed that both transformational and transactional leadership have positive significant effect on organizational commitment.

Researches like Luchak and Gellatly, (2007), Paré Tremblay (2007) revealed that, organizational commitment is positively associated with work efforts, organizational performance and negatively related to absenteeism and employees turnover. Bass and Riggo (2006) described transformational leadership style as a systematic way by which subordinates or fellows praise and appreciate their leaders. Resultantly, this style enhances their motivational level, which leads to organizational productivity. Ivey and Kline (2010) stated that,

Objectives of the Study

The objective of this study was to identify the style or styles of leadership adopted by managers, and examine its effect on workers' performance, which invariably translated to organizational performance. The following hypothesis was formulated for the study: *Hypothesis (Ho): There is no significant relationship between leadership and organizational performance in selected organizations in Kaduna State.*

Significance of the Study

The outcome of the study would aid leaders in formulating feasible policies that would be in the best interest of the organization. At the corporate level, it is expected that the study would become an eye opener and immensely contribute to the knowledge of leaders. The assessing of employees' performance does not only enhances the methodology or efficiency of the organization, but also project the organization in a good shape before the within corporate circle. The findings of this study may also help to identify the problems within

the staff training policy and help to curb their phobia and the lighten tension for an effective performance between leadership and employees. The study could enlighten students about the relationship that coexist between leaders and employees in an organization which may prepare them for a better work environment.

Literature Review

The degree to which a researcher builds his or her study on what has already been researched is a clue of his or her command of the current state of the field, and an indication of the extent to which the proposed work moves ahead in some significant style. This work is not an exemption. It seeks an elaborate but critical assessment of effective leadership and its impact on organizational performance. Leadership style is viewed as a combination of different characteristics, traits and behaviours that are used by leaders for interacting with their subordinates. Mitonga-Monga and Coetzee, (2012) consider leadership as the pattern associated with managerial behavior, which is designed to integrate the organizational or personal interest and effects for achieving particular objectives. Harris et al (2007) also postulated that leadership style can be defined as the kind of relationship that is used by an individual so as to make people work together for a common goal or objective. According to modern leadership styles, leadership styles can be categorized as follows: transformational leadership style, transactional leadership style, culture based leadership, charismatic leadership, and visionary leadership (Harris, et al., 2007).

Concept of Leadership Style

The idea of leadership style in an organization is to influence the thoughts, attitudes and behaviours of others in a positive manner that will prosper the organization to a desired level. Koontz et al 1988 in Morehead and Griffin sees the concept of leadership style as “influence, the art or process of influencing people so that they will strive willingly towards the achievement of group goals”. Good leaders set directions for subordinates or workers to enable them see what lies ahead of the organization; they help to visualize what the organization tend to achieve, they encourage and inspire other for the betterment of the company. Without the concept of leadership a group of people will quickly degenerates into argument and conflict,

because we perceive things in different ways and lean toward different solutions. Quinn (2005) defines effective leadership as the process of influencing people and providing an environment for them to achieve team or organizational objectives. He states further that the concept of effective leadership help groups of people define their goals and find ways to achieve them. A leader is popularly referred to as the chief organizer that directs, develops and conducts meetings until reliable help is found in an organization. Ezeani (2006) state that effective leadership is the “art of influencing individual or group activities towards achievement of enterprise objectives. He went further to elucidate that effective leadership is sometimes more than power or authority. They are responsible for building organisations where people continually expand their capabilities to understand complexity, clarify, vision and improve shared mental models- that is, they are responsible for learning.

Concept of Organizational Performance

The general perception behind organizational performance is to measure the efficiency and effectiveness, with which administrators take advantage of resources to satisfy customers and achieve the goals of the organization. It entails the analysis of an organization's performance against its set objectives and goals. Therefore, an Organizational Performance is the actual output or results of an organization as measured against its intended outputs (or goals and objectives). In other words, organizational performance comprises real results or outputs compared with intended outputs. Organizational performance denotes information technology enabled overall firm performance, including productivity, efficiency, profitability, market value, and competitive advantage (Melville *et al.*, 2004).

Types of Leadership Styles

Transformational Leadership style originated with James MacGregor Burns in 1978 and it is characterized by positive, optimistic and trustful leaders, who are emotionally intelligent, encourage team work, set high expectations and promote innovations. This kind of leaders inspires the individuals within the organization to achieve high performance. Brass and Riggio (2006) and Dvir, Kass and Shamir (2004) consider that

transformational leadership involves the concept of motivation, mutually beneficial goals, emotional bond, common values and vision. According to them, transformational leadership is made up of four main parts; charisma, inspiration intellectual stimulation and individual consideration. On the other hand, Richard and Clifford (2008) views transformational leader as somebody who actively engage the subordinates' personal value system and provide ideological explanations which connect subordinates identities to the collective identity of their organization. Thus, increasing the subordinates intrinsic motivation to perform their job, articulate an important vision and mission for the organization.

Transactional Leadership Style. A leader is known as a transactional leader if he/she is always willing to give something in return (Uchenwamgbe, 2013). This can include a number of things like promotion, pay raise, performance reviews, new responsibilities etc. The major problem with this type of leadership is the expectation. Hence, transactional leadership can be defined as the exchange of targets and rewards between the management and the employees (Ojokuku, et al., 2012). The study by Longe (2014) revealed that transactional leadership style has a positive impact on the organizational performance. The transactional leadership style helps in creating as well as sustaining the context in which organizational and human capabilities are maximized as the employees are always able to achieve the tangible and intangible rewards. This leadership style particularly helps in creating an environment that is optimal for performance and also articulates the compelling vision that enhances the overall organizational performance (Longe, 2014). According to the research conducted by Sofi and Devanadhen (2015), transactional leadership was not found to have a direct impact on the performance of the organization. This leadership style does not encourage creativity and innovation among the employees and hence, the employees do not perform as per the expectations of the organization.

Cultural Leadership is the act of leading the cultural sector. Like culture itself, it comes from many different people and can be practiced in many different ways.

Behind every successful leader is a vibrant culture that engages and energizes employees (Glenn and Nejad 2009). It concerns senior managers and directors in subsidized cultural institutions; public officials developing and implementing policy for the cultural sector; and a huge range of producers, innovators and entrepreneurs in small companies, production houses and teams. In the cultural world, nobody has a monopoly on leadership. Leading the cultural sector is practiced in two different ways. First, it concerns competently managing the organizations of the cultural sector, ensuring that they are financially viable, legal and with well-organized staff. Second, it means leading culture itself - making work, productions and projects which show different ways of thinking, feeling and experiencing the world - bringing dynamism to the economy and wider society. Many of the challenges that cultural leaders need to navigate are common to those faced by leaders in other areas of social and economic life. How to stay solvent in an on-going financial crisis. How to engage with digitally connected networked individuals. How to work in less carbon intensive, environmentally sustainable ways. But cultural organizations are different from other organizations and as such face their own distinctive challenges.

Charismatic Leadership is basically the method of encouraging particular behaviour in others by way of eloquent communication, persuasion and force of personality. It motivates followers to get things done or improve the way certain things are done. More than other popular leadership styles, charismatic leadership depends on the personality and actions of the leader not the process or structure. What sets charismatic leaders apart is that they are “essentially trained communicators, individuals who are both verbally eloquent, but are also able to communicate to followers on a deep, emotional level. They have the courage of their convictions and willing to stand up to people who have a differing view of society or the organization. Charismatic leaders tend to be able to see the gaps between what an organization delivers to its workers and what the workers need from the organization. They create visions that their supporters can readily see, and in return the supporters are motivated to contribute to a common goal. This kind of leaders are often identified in times of crisis and exhibit exceptional

devotion to and expertise in their fields. They are often people with a clear vision in business or politics and have the ability to engage with a large audience.

Visionary Leader is a person who has a clear idea of how the future should look. They set out concrete steps to bring a vision to life, and then they lead a team of people in that direction. Visionary leaders are usually brought in during a unique time in an organization. They are tasked with helping to move toward innovation and cultivating a new direction for the company. Difficult transitions call for the traits of a visionary leader, and it is essential companies realize that when thinking of the type of leader they want to bring in to lead. According to Patrick (2009), a visionary leader has good communication skills and knows how to verbalize his/her dreams and goals and can explain them to his team. For the leader, communication is not just one-sided. In addition to sharing the vision for the future, a visionary leader is also an active listener. As more people "catch the vision," leaders listen to their ideas and thoughts, incorporating them into the larger goal. Visionaries involve others in reaching their milestones and help the team members meet their personal goals.

Theoretical Review

The path-goal theory is a widely recognized theoretical development from a contingency approach which is derived from the behaviour and the expectancy framework of motivation theory of Victor Vroom. Although George Poulos and his colleague at the University of Michigan for social Research used path-goal concepts and terminology many years ago for analyzing the impact of leadership on performance in modern development is usually attributed to Martin Evans and Robert House, who at about the same time wrote separate papers on the subject. In essence, the path-goal theory attempts to explain the impact that leader behaviour has on associate motivation, satisfaction and performance.

The early theoretical work on the path-goal theory proposed that leaders will be effective by making rewards available to subordinates and by making those rewards contingent on the subordinates' accomplishment of specific goals (Luthans, 2008). The early path-goal

work led to the development of a theory involving four specific styles of leader behaviour (directive, supportive, participative and achievement) and three types of subordinate attitudes (job satisfaction, acceptance of the leader and expectations about effect, performance reward relationships). It is argued by them that an important part of the leader's job is to clarify for subordinates the kind of behaviour most likely to result in goal accomplishment. This activity according to Ivancich is referred to as path clarification (Ivancich 2008). This theory attempts to define the relationships between a leader's behaviour and the subordinates' performance and work activities. Leader behaviour is acceptable to subordinates to the degree that they see it as a source of satisfaction now or as a step toward future satisfaction. Leaders' behaviour influences the motivation of subordinates when it makes the satisfaction of their needs contingent on successful performance; and it provides the guidance, support and rewards needed for effective performance (but that goal theory of leadership and the expectancy theory of motivation, are closely related in that leader behaviours can either increase or decrease employee expectancies).

Relating this to the leader behaviour which was stated in the statement of problem which says that the leadership behaviour in most organizations believes that workers could be treated slavishly as a result of unemployment situation in the country which makes job switch difficult has resulted in the hardship workers face in their places of work in Nigeria. This behaviour has an impact on performing and creating organizational culture which in turn affects organizational performance and commitment. This, no doubt will affect the performance of the staff of Kaduna State Electricity and will also lower level of commitment to their work. Under this theory, each of these leadership behaviours results in different levels of performance and subordinates satisfaction depending on the structure of the work task (Leslie and Byars 2003).

McShane and Glinow (2000) say that path-goal theory states that effective leaders influence employee satisfaction and performance by making their need satisfaction contingent on effective job performance. Leaders strengthen the performance to outcome expectancy and valence of those outcomes by ensuring

that employees who performed their job well have a higher degree of need fulfilment than employees who perform poorly. Effective leaders strengthen the effort to performance expectancy by providing the information, support and other resources necessary to help employees complete their tasks. They also emphasize that effective leaders create conditions that enable others to realize their potential in the work place. In other words, path-goal theory advocates servant leadership. Servant leaders do not view leadership as a position of power; rather, they are coaches, stewards and facilitators. Leadership is an obligation to understand employee needs and to facilitate employee, work performance. It is on this basis that the above literatures on leadership were reviewed. Considering some of the issues rose in the statement of problems, it is clear that these qualities which an effective leader should possess are present in the leadership of Kaduna State Electricity supply which many have attributed to the continuous success of the company.

Methodology

Research Design

This section handles how data was collected for this study. To buttress the initial statement, this chapter deals with the description of procedure adopted in carrying out the study. It describes the research design, source of data, instruments for data collection, establishment of research questions, population for the study, sampling and sampling technique, sample size and technique of data analysis. The research design embodies the blue print for the collection, measurement and analysis of data related to the research questions. Thus, the methodology used for the collection of data is mainly survey method based on secondary and primary sources of data collection.

Table 1:

The Number of Questionnaires Distributed and Retrieved

Serial	Organization	Questionnaire Distributed	Questionnaire Retrieved	Percentage Retrieved
(a)	(b)	(c)	(d)	(e)
1	Kaduna Electric Company	30	26	86.67%
2.	Nigerian Defence Academy Kaduna	30	28	93.33%
3.	Command Guest House	20	17	85%
4.	Total	80	71	

Source: Field Data (2022)

Population and Sample Size of the Study

The target population for the study consists of thirty staff of the Kaduna Electric Power, thirty from Nigerian Defence Academy and twenty from Command Guest house, Kaduna. The staff were selected randomly from different units and departments that makes up the organizations sampled. Similarly, the main data collection instrument employed in this study was a fifteen item questionnaire. The design included multiple-choice questions; fill in questions and questions that require ranking of answers. The questions were clearly simplified and structured in a manner devoid of any ambiguity and technical details. Thus, most of the questions simple required the respondents to tick (x) against the appropriate response answer yes or no and rank on a scale of 0–5. The questionnaire was drawn to elicit information/data on effective leadership and organizational performance. Also, the researcher made use of interview to elicit for more information to support the other instruments used for data collection.

Simple Descriptive Analysis with the Use of Table and Graph

Qualitative method of data analysis was adopted on data collected to arrive at deductions from which recommendations were made. This was used to determine and test the strength of the relationship the good leadership and poor leadership.

Administration and Retrieval of Questionnaire. The questionnaires were distributed and retrieved personally from individuals. Below is the careful analysis of the questionnaires accordingly.

Looking at the table above, it is concluded that majority of the distributed questionnaires were retrieved. Thus, the percentage retrieved is as follows:

Total Number of Questionnaire Distributed

$$= 80$$

Total Number of Questionnaire Retrieved

$$= 71$$

Therefore, the percentage of retrieved Questionnaires

$$= 71/80 \times 100/1 = 88.75\%$$

Additionally, it relevant to elucidate that out of this 71 questionnaires (88.75) retrieved, 57 (80.28%) completed

all the questions that were required to be answered and 14 (19.72%) have either exited the survey half way or have not attempted to answer some of the questions.

Categorization of Respondents. This simply refer to the group or level of staff that the questionnaires were administered. The categories of staff that the questions were administered to falls between managerial cadre, middle cadre and lower cadre of staff.

Table 2:

Breakdown of Questionnaires Distributed to Categories of Staff

Serial	Cadre	Questionnaire Distributed	Questionnaire Retrieved	Percentage
(a)	(b)	(c)	(d)	(e)
1	Managerial	15	12	80.00
2.	Middle	50	48	96.00
3.	Lower	15	11	66.67
4.	Total	80	71	

Source: Field Data (2022)

Examination of the Response Received. In other to draw a conclusive paradigm in favour of the research, it was necessary to analyze the questionnaires received.

Below is the total number of respondent who are of the opinion that the progress of an organization depend as follows:

Table 3:

Categorization of Respondents

Serial	Categories	Leaders	Company Policy	Junior Workers
(a)	(b)	(c)	(d)	(e)
1	Managerial	5	4	3
2.	Middle	38	4	6
3.	Lower	5	2	4
4.	Total	48	10	13

Source: Field Data (2022)

Effective Leaders as the major proponent of an organizational progress =

$$48/71 \times 100 = 67.61\%$$

Company Policy as the major proponent of an organizational progress =

$$10/71 \times 100 = 14.08\%$$

Junior Workers as the major proponent of an organizational progress =

$$13/71 \times 100 = 18.31\%$$

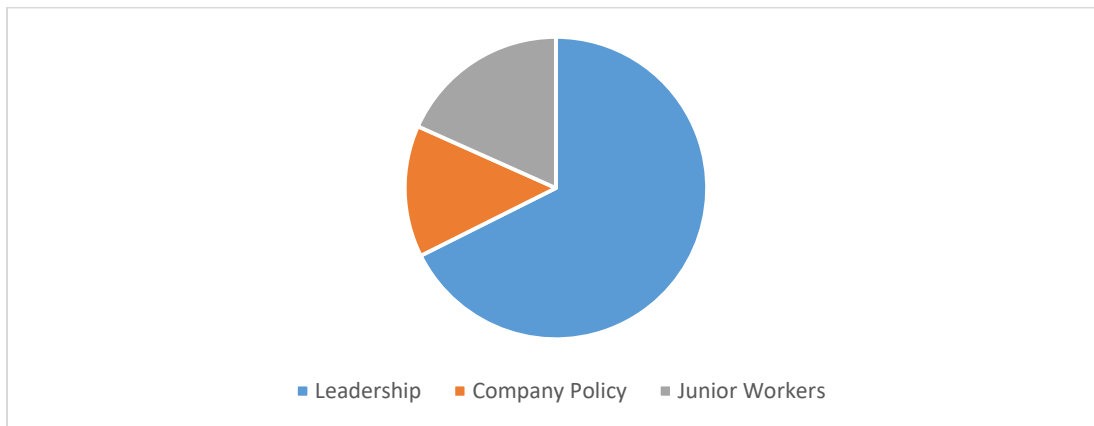


Figure 1: Pie Chart of Percentage Comparism of Various Respondents

Source: Field Data (2022)

Findings

The findings show that effective leadership style is one of the most important feature that swivel organizations to their peak. In an environment where the leadership knows what it entails to manage resources (both human and capital) above average, such organization is destined to excel. Overall, scores in effective leadership style were found to be strongly correlated with both measures of employee performance and overall performance, which had insignificant positive correlation with quality of performance. Based on the objectives of the study two hypotheses were formulated for the study. These hypotheses consisted of null hypotheses and the alternative. The hypotheses were tested based on the information generated and at the end the null hypothesis of the first was rejected because it negate the outcome of the research In the same way the second hypothesis was tested and at the end the null hypothesis was rejected. The findings are summarized as follows:

- i. Leadership has a great influence in employees' performance in Nigeria.
- ii. That there is a relationship between effective leadership and organizational turnover in Nigeria.

However, when these variables were held constant other factors such as good office equipment, insufficient funds, poor work environment and others are some of the variables that hamper the performance of the employee. To guarantee the hypotheses above, the other factors that could thwart effective leadership need to be taken care of so as to succeed meaningfully.

Discussion

The main objective of this study was to examine the Effect of Leadership Style on Organizational Performance in some selected organizations in Kaduna with specification to:

- i. access the effect of effective leadership on organizational performance.
- ii. evaluate the effect of leadership style on organizational performance in some selected organizations.
- iii. determine the extent to which the management structure of organizations influences the performance of the organization.

This finding agrees with the work of Howell and Frost (1989), Fu-Jin et al. (2010), Obiwuru et al (2011), and Jeremy et al. (2011), that leadership style has significant influence on organizational performance.

Conclusion and Recommendations

The research has shown that for any organization to survive, appropriate impact of leadership on the employee must be followed. It was inferred that democratic or participative types of leadership is the best of all the leadership styles because of the benefits that will be derived from it by the employees amid the overall result to the organization as a whole. The study further reveals that it is necessary to effect changes in impact of leadership when the need arises in an organization in order to enhance performance. Organizations are established for specific purpose and objectives, people

also join organizations to satisfy their needs, and in so doing they contribute to organizational performance to achieve the objectives of the organization. Therefore, it is the responsibility of every leader to build an organization that will function effectively because the extent to which

he/she succeeds will depend considerably on subordinates willingness to corporate with him/her among other things which will depend on the degree of relationship between the leadership style adopted by the leader and the expectations and desires of the subordinates.

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