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IMPACT OF LEADERSHIP STYLE ON ORGANIZATIONAL PERFORMANCE

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Abstract

Organizations in Nigeria are realizing that in order to adequately achieve the aims and objectives of their business in the short and long run and also to achieve maximum organization performance and effectiveness, full attention must be given to the effective use of leadership style. The study focused on the impact of leadership style on organizational performance. In the process, it also investigated the leadership style dimensions, leadership qualities, leadership theories and the effect of leadership style on organization. The study was conducted using selected organisation in Ilorin, Kwara State. The data collection instrument was questionnaire. Simple random sampling technique was used and analysis was done on 60 employees out of 127 employees in the organization using regression, correlation coefficients, analysis of variance (ANOVA) with the use of SPSS (Statistical Package for Social Science) to test the formulated hypotheses. The study was able to identify that there is a significant effect of leadership style on organizational performance. It is therefore, recommended that managers should adopt the appropriate leadership style that suit the organization at the same time taking into consideration the effective management of employees through leadership qualities in order to increase the level of performance and organization efficiency.

Keywords: Leadership, Organisation, Performance, Qualities, Style.

1.0 Introduction

The rapid pace of change is a challenge to Nigerian organisations and has resulted in the need for more adaptive and flexible leadership. According to Bass & Avolio (2003), adaptive leaders work more effectively in rapidly changing environments by helping to make sense of the challenges confronted by both leaders and followers and then appropriately responding to those challenges. They also contend that adaptive leaders work with their followers to generate creative solutions to complex problems, while also developing them to handle a broader range of leadership responsibilities.

During the past four decades, the impact of leadership styles on organizational performance has been a topic of interest among academics and practitioners working in the area of leadership and also, over the years there has been considerable theoretical and empirical work conducted on organizational performance. This work has sought to better understand the antecedents, processes, and emergent states that facilitate effective organizational outcomes. An emerging area within this work is the role attributed to leadership in facilitating organizational performance enhancement. (Chew & Spangler, 2005). In recent times, many organizations have recorded cases of immoral and unethical practices, gratifications, high labour turnover, inability to meet basic

required obligations, and incessant financial distress syndrome, and this may be as a result of lack of effective leadership. (Chew & Spangler, 2005). Unfortunately, some organizations do not take cognizance of the leadership style adopted by their managers. It is on this premise that this research work set out to examine the effect of leadership style on organizational performance in selected organisations in Kwara State.

2.0 Literature Review

Messick and Kramer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Individual and group are members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them achieve their predetermined objectives.

Therefore, an individual will support an organization if he believes that through his personal traits objectives and goals could be met; if not, the person's interest will decline. Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, Glantz (2002) emphasizes the need for a manager to find his leadership style.

Leadership has probably been written about, formally researched and informally discussed more than any other single topic in the management and organization literature (Fenwick & Gayle, 2008). Review of leadership research shows that there are almost as many different definitions of leadership as there are people who have tried to define it (Podsakoff, McKenzie & Bommer, 1996).

Thus, long before scientific management, and subsequently management science, evolved with Fredric Taylor around the turn of the 20th century, leadership has been eminent in written sources. In a Nordic context, descriptions of leadership are embedded in the stories of the Vikings as told in the old Norse Sagas (Conger & Kanungo, 1987). In spite of a long written tradition, and thousands of studies, many people still do not have a clear understanding of what leadership is and how it can be achieved.

2.1 Concept of Leadership

The concept of leadership has generated lively interest, debate and occasional confusion as management thought has evolved. Even today, it is not easy to define leadership, and given the complexity of the subject, there is no general consensus about delimitation of the field of analysis.

According to Avolio (1999), definition of leadership is related to the purpose associated with the attempt to define it, and so presents a wide range of possibilities. Leadership can be seen as a group process, an attribute of

personality, the art of inducing complaisance, an exercise of influence, a particular type of action or behaviour, a form of persuasion, a power relationship, an instrument to achieve goals, the result of an interaction, a differentiated role or initiation of a structure (Bass, 1990).

The concept of leadership is defined, according to Lee and Chuang (2009), "as the process of influencing the activities of an individual or a group in efforts toward goal accomplishment". In the work of Senge (1990), leadership is associated with stimulants and incentives that motivate people to reach common objectives. Hersey, Blanchard & Johnson (2001), states that the essence of leadership involves achieving objectives with and through people. Koontz and Donnel (1993) define leadership as the process of influencing people so that they make an effort by their own will and enthusiasm towards obtaining the group's goals.

According to Micheál (2010), without leadership, the probability of mistakes occurring increases and the opportunities for success become more and more reduced. For these same authors, and in this context, leadership allows cooperation, diminishes conflicts, contributes to creativity and has an integrating role, as it keeps people united even when not physically so. Leadership is a communication process of leader and individuals. So the effectiveness of an organization depends upon the effective leader and effective leader is that person who has an effective leadership style. Leadership is a very important factor for any organization or group. There are three famous ways in which we can describe leadership from different perspectives. (Beare, Caldwell, & Millikan, 1997).

a. Achieve target through others: There are lot of leaders who have been working hard to lead their teams or groups towards the success yet this achievement wouldn't have been possible without the participation of every member of the team. So it is fair to provide the true definition of leadership which includes those helping hands. In the past leaders have been using hierarchy and issuance of an order to complete the given task. But the leaders of the modern times have come up with a different approach and changed it to the investment of trust to their people, with skilled employees working together in a friendly environment to achieve the goals. Mostly in the organizations management styles are widely spoken rather than leadership styles. This style of leadership basically involves ruling out of position less leadership and welcomes the informal one. The only difference is you do not claim certain powers on members.

b. Dominating power of leadership: This type of leadership explains the individual who stands out and is dominant in a group or tribe is said to be their leader. It simply explains that leader is meant to have power over his people by holding top position for certain duration of time. This basically needs the mutual understandings between the people that they will obey the rules. In this type of leadership one doesn't have to be a good motivator relational leader of the people.

c. **Positive change towards the better journey:** In this type of leadership it is basically challenge for the status quo towards a better world. Leader is said to have courage to stand up and let them heard even if it means a great risk to them. But in this type of leadership you don't have to hold a formal appointment as long as you think that change is needed off you go and challenge the status quo. This also gives chance to employees to become a leader even though they don't have the right skills or are authorized to take charge.

Leadership is not only an in born personality trait. There are different types of leader. Such as;

- a. **Strong autocratic leaders:** The leaders who set their goals without considering the opinion of their followers then command their followers to execute their assigned tasks without question.
- b. **consultative leaders:** They consider opinions and ideas of their followers in the goal setting process. They do get other's opinion but don't include it in decision making.
- c. **democratic leaders:** Leaders participate equally in the process with their followers and let the group make decisions.
- d. **charismatic leaders:** This type develops the feeling of oneness between the two people or the personal attraction to be like the other the stronger the attraction is the stronger would be the power. (Bass 1990 Harris and House 1999).
- e. **face saver leaders:** Such leaders ensure the safety and security of the individual.
- f. **laissez-faire leaders:** This is called extremely laid-back leaders. The leader who let the group take whatever action its members feel is necessary.

2.2 Factors Determining Leadership Style

There are a number of factors that can help to determine which type of leadership style is most effective and/or when to draw on a different or combination of leadership styles. Ibara, (2010) listed below factors.

- **Size of an Institution/Organization:** Many organizations have the tendency to grow, and as they grow, to divide into subgroups where the real decision making power lies. As institutions or organization grow, problems arise which may become more difficult to address at a macro or senior management level. At the same time, as institutions and organizations grow larger and become more multifaceted, there is a propensity for decision making to be centralized (Naylor, 1999). This situation leads to limited employee participation or no participation at all. Leaders may, if inclined, present ideas and invite input from employees (Ibara, 2010).

- **Degree of Interaction/Communication:** Organizational interaction or communication in this paradigm refers to a relational approach between two or more individuals on the basis of social and organizational structures aimed at achieving goals (Ololube, 2012). Given that uncertainty surrounds many situations in organizations, leaders need to be involved with their staff. In this way, leaders can keep focused on key issues and ensure that organizational learning takes place. The quantity and quality of interaction in an organization tends to influence the style of organizational management with the main issue being that employees must work together in order to accomplish tasks.
- **Personality of Members:** The personality attributes of employees and other managers/leaders can influence the leadership style of an organization. Some people tend to react more to certain styles of leadership than others. Individuals who like to depend on others generally do not like to participate in organizational affairs since their need for security and direction is better served by a rigid organizational structure. Those with an understandable sense of direction wish to advance in their careers and enjoy participating in organizational decision-making processes tend to be more inclined towards open and collaborative leadership styles. Leaders should adapt to such situations by providing opportunities for participation to those who desire them and directing those who find it more difficult to participate in organizational decision-making.
- **Goal Congruency:** The term goal congruence is applied to an organization that ensures that all its operations and activities support the achievement of its goals. Organizations with high goal congruence review their operations and activities to ensure that none of these limit or inhibit the ability to achieve organizational goals. In a situation like this, there is a unity of direction as everybody (individuals, departments and divisions) is working towards the attainment of a common goal. Different leadership styles may be called for depending on the degree of existing goal congruence in an organization.
- **Level of Decision Making:** Differentiating effective leaders from ineffective leaders is a major management concern. One means of differentiation may be the quality of decision making and that effective leaders make good decisions or choices that yield favourable outcomes for the organization (Schoderbek, Cosier, & Aplin, 1988). In addition to leadership ability, employee perception often plays a big role in the implementation and outcome of decisions (Weddle, 2013).

2.3 Levels of Leadership

A leader is anyone who directs and controls a group of people to achieve a set purpose. However, a social organization has many leaders operating at the same time. They may be rivals but they share the various leadership functions of

planning, directing, reviewing, and coordinating. Circumstances may cause changes in leadership pattern thus leading to classification of leadership, based on how it is performed (Hicks and Gullet, 1975, Riggio and Conger, 2007). He stated that there might be two types of leaders:

- i. **Unofficial Leader:** this leader is often not important in an organization though the power ascribed to such leader may rise and fall.
- ii. **Official Leader:** the individual holding this position is officially given charge over the subordinates who should be directed and controlled. The subordinates need to be led to value the rewards they obtain from their work this could be money, friendship, status, approval or a combination of any of these. In most cases official leaders could be called supervisors or managers and they reserve the power to reward or punish. To a large extent, the success of such leadership depends on experience and teachers virtuosity, but on their management style at a greater extent.

2.4 Leadership Ability

It is unquestionable that there are unlimited researches on how people acquire leadership ability, however, the aristocrats believe that it is in-born (in the blood) just like monarchy. Most work known today attempts to describe leadership act and techniques, theorize about why leaders emerge; understand people and the dynamics of interpersonal relations.

Both near and far, there exist highly talented people with leadership ability. Various informal groups; preparatory to university, family to social institutions, traditional settings to modern setting all have distinguished set of people who have demonstrated superior leadership act. However, teaching this process can be difficult. This could be due to the fact that leadership is a dynamic personal process.

Leadership could be said to be dynamic because it varies with circumstances and individuals involved. It is also said to be personal because of the inter-personal influences allowed. However, this process could be difficult, which could be attributed to the fact that leadership is a dynamic personal process (Gerhard, 2002).

Leadership could be said to be dynamic because it varies with circumstances and individuals involved. It is also said to be personal because of the interpersonal influences allowed, meanwhile, this does not necessarily mean direct contact between the leader and the subordinates. While some leaders are known to have direct contact with their subordinates as evidenced in most small scale industries, others are void of this process, possibly because of larger number of subordinates involved.

2.5 Leadership Qualities

Leaders cannot afford to become panicky, unsure of themselves in the face of conflicting forces, doubtful of their principles when challenged or amenable to influence. (Rowe, 2001).

According to John c. Maxwell, Becoming the person one can follow, the following are the indispensable qualities of a leader;

- **Character:** Leadership is the capacity and will to rally men and women to a common purpose and the character which inspires confidence.
- **Charisma:** One of the main pre-requisite for attaining charisma is to be more concerned about making others feel good about them. When it comes to charisma, the bottom line is other mindless. Leaders who think about others and their concerns before thinking about themselves exhibit charisma.
- **Commitment:** Leaders must exhibit commitment towards achieving their group goal because everyone they lead depends largely on them.
- **Competence:** Competence goes beyond words. It's the leader's ability to say it, plan it and do it so that others know that you know how and know that they want to follow you.
- **Communication:** Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others.
- **Courage:** This is the leader's ability to do what he/she is afraid to do. The leader gains strength, courage and confidence through such experiences.
- **Concentration:** A leader who knows what his priorities are but lacks concentration, know what to do but never gets it done. If he has concentration but no priorities, he has excellence without progress, but when he harnesses both, he has the potential to achieve great things.

3.0 Methodology

The population of the study encompasses all 127 employees of selected organisation in Ilorin, Kwara State. The employees include managers, heads of operations accountants, and cashiers of the selected organisation. For the convenience, this study adopted a simple random sampling technique to select 60 employees. Structured questionnaires were administered to this sample population and were filled and returned. Data collected were analysed using simple regression technique. Computation was carried out automatically with the help of SPSS (Statistical Processing for Social Science). This technique is employed because it is capable of examining the effect of a single variable or multiple variables with or without the effect of other variable taken into account.

Model for H_{01} : $OP = \beta_0 + \beta_1 LQ + E$

Where: LQ = Leadership Qualities (Independent Variable)

- OP = Organizational performance (Dependent Variable)
- β_0 = the intercept of the model
- β_1 = the coefficient or estimate of the parameter of the independent variable i.e, the slope.
- E = Error term
- **Model for H_{02} :** $OP = \beta_0 + \beta_1 LSD + E$
- Where:
- LSD = Leadership style dimensions (Independent Variable)
- OP = Organisational Performance (Dependent Variable)

- β_0 = the intercept of the model
- β_1 = the coefficient or estimate of the parameter of the independent variable i.e, the slope.
- E = Error term

4.0 Data Analysis and Results

This section of the study focused on the data analysis and results based on the objectives of the study.

4.1 Test of Hypotheses

H_{01} : There is no significant effect between leadership qualities and organizational performance.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.279 ^a	.78	.022	.31639

a. Predictors: (Constant).

Source: SPSS Printout 2016.

From the table 1 above, the coefficient of multiple determination is 0.78 which means that 78.0% of variation in models which stated manager's Coercive behavior increases or decreases organizational performance is explained by variables in the model. The remaining 22.0% is explained by other factors not included in the model. The regression equation appears to be useful for making prediction since the value of R^2 is close to 1

Table 2: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.416	3	.139	1.384	.0002 ^b
	Residual	4.905	49	.100		
	Total	5.321	52			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant): Character, Competence, Commitment.

Source: SPSS Printout, 2016

The calculated ANOVA is to test if any of the variables are significant. From the table 2, $F=1.384$, $P\text{-Value}=0.259 > 0.05$. Since the $p\text{-value} > 0.002 < 0.05$, the null hypothesis is rejected and alternate hypothesis is accepted. This implies that there is significant effect of leadership qualities on organizational performance.

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.351	.339		3.987	.000
1 Character	.071	.076	.138	.936	.000
Competence	-.033	.146	-.033	-.228	.000
Commitment	.217	.146	.217	1.489	.001

a. Dependent Variable: Organisational Performance

Source: SPSS Printout, 2016.

The table 3 “coefficients” provides information on the effect of individual variables (the “estimator coefficient” or “beta”) on the dependent variable. The result indicated p-value of 0 .00 which is less than 5% (critical value) in the entire variable. This implies that all the variables have contributed to the model. Therefore, it is concluded that there is significant effect of leadership qualities on organizational performance.

H_{02} : There is no effect of leadership style on organizational performance.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.314 ^a	.99	.050	.29717

a. Predictors: (Constant)

Source: SPSS Printout, 2016

From the table 4 above, the coefficient of multiple determination is 0.99 which means that 99.0 % of variation in models which stated that would you like to participate in taking decision in your organization is explained by variables in the model; has the leadership of your establishment been able to implement certain motivational factors for its employees does the leadership of your establishment have any policy to improve its organizational performance and Is your organization suffering any adverse effects because of the implementation of a particular style of leadership while the remaining 1.0% is explained by other factors not included in the model. The regression equation appears to be useful for making prediction since the value of R^2 is close to

The calculated ANOVA was test to examine if any of the variables are significant. From the table, $F=2.012$, $P\text{-Value}=0.003 < 0.05$. Since the $p\text{-value} < 0.05$, the null hypothesis is rejected and alternate hypothesis is accepted. This implies that all the variables have contributed to the model. Therefore there is significant effect of leadership style on organizational performance. 1

Table 5: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	.533	3	.178	2.012	.0003 ^b
Residual	4.857	55	.088		
Total	5.390	58			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Autocratic, Democratic, Laizez fair.

Source: SPSS Printout, 2016

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.339	.301		4.448	.000
1 Autocratic	-.075	.121	-.085	-.623	.000
Democratic	.253	.124	.286	2.040	.000
Laizez fair	.160	.083	.262	1.922	.000

a. Dependent Variable: Organisational Performance

Source: SPSS Printout, 2016

Table 4 reveals the information on the effect of individual variables (the "estimator coefficient" or "beta") on the dependent variable. The coefficient of considering the model statements is explained by variables in the model. P-value of 0.00 was less than 5% (critical value). This implies that all the variables have contributed to the model. Therefore, it is concluded that there is significant effect between leadership style and organizational performance.

4.2 Discussion of findings

The purpose of this part of study is to interpret the result of the test carried out with respect to the hypotheses used in the study in line with the study objectives. From the two hypotheses tested for this study, it is observed that the null hypothesis of the first hypothesis was rejected which states that "there is no significant effect of leadership qualities on organizational performance". The null hypothesis of the second hypothesis was also rejected and the alternative hypothesis was accepted which state that "there is significant effect of leadership style on organizational performance".

Majority of the respondents agreed that there is an effect between manager's behavior and organizational performance and also that a manager's level of commitment affect the overall performance. This will in turn lead to employees being fully motivated to work and strive to achieve organizational goals.

It is also believed in this study that the organization is not suffering any adverse effects because of the implementation of a leadership style which is generally believed to be democratic leadership style because most employees will like to participate in taking decisions in their organization.

5.0 Conclusion and Recommendations

The study organisation employs the democratic style of leadership and most employees considered it the best because it gives them an opportunity to participate in decision making in the organization and as well as gives them motivation to perform better. The employees want improved relationship between them and their managers, and this will improve their performance and zeal towards achieving organizational goals.

Manager's interest in his job and level of commitment have greater effect on the overall performance of the organization, because a manager has to carry along all his subordinates and thus fashion out ways of motivating them. The quality of leadership in the organization is very important and affects the employee's performance and if reduced, it will be a disaster and affect the organizational performance adversely. Organisations therefore, should ensure that democratic leadership style adopted seems to promote high productivity, good communication and mutual friendliness among workers. Hence, the profit can be maximized using the democratic style. Managers should also adopt the appropriate leadership style that suit the organization at the same time taking into consideration the effective management of employees through good leadership in order to increase the level of performance and organization efficiency.

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