

LEADERSHIP PERFORMANCE AND CIVIC HUMANISM IN NIGERIA**Dr. Voke Charles Mgbonyebi & Mr. Stephen Ezenwani Umerah****University of Delta, Agbor Delta State Nigeria***Email: voke.mgbonyebi@unidel.edu.ng, stephen.umerah@unidel.ng***ABSTRACT**

This study examines the connection between civic engagement and leadership performance in Nigeria, highlighting the vital role that strong leadership plays in encouraging community involvement. Since a healthy democracy depends on civic involvement, it is critical to comprehend how leadership practices and styles affect civic behaviors. The study looks at several leadership philosophies, such as transformational and servant leadership, and how they affect inspiring people to engage in civic duties including voting, volunteering, and community organizing. In addition to conducting qualitative interviews with activists and community leaders, the study included a mixed-methods approach to data analysis, assessing the degree of civic involvement across various populations. Results show that leaders who use inclusive, participatory strategies greatly increase civic involvement, especially among marginalized populations. The study also mentions perceived political efficacy and socioeconomic considerations as impediments to engagement. In the end, this study emphasizes how critical it is to develop leadership that places a high value on diversity and civic engagement. To improve their ability to mobilize community engagement, cultivate an engaged citizenship culture, and eventually fortify democratic governance, leaders and policymakers are given recommendations. Additionally, authorities want to teach aspiring and existing leaders in successful civic engagement techniques. Communication techniques, community organizing, and strategies for encouraging participatory decision-making processes should be the main topics of this training.

Keywords: Leadership Performance, Civic Humanism, Transformational, Transactional, Autocratic, Democratic, Leadership Style.

INTRODUCTION

The dynamics of civic involvement in communities are greatly influenced by leadership. Effective leadership that encourages active engagement in civic life is more important than ever as societies deal with more complicated issues like social inequity and environmental sustainability. According to Adesina J. & Nwankwo C. 2022, civic involvement includes a wide range of actions, like as voting, community organizing, volunteering, and advocacy, all of which are critical to a healthy democracy. In addition to directing their companies or communities toward the accomplishment of certain objectives, effective leaders foster an atmosphere that motivates people to take an active role in the democratic process. In the current environment, where many people feel disenchanting or cut off from political processes and civic institutions, this is especially crucial. This divide can be closed by leadership philosophies that place a high value on empowerment, inclusivity, and teamwork. This will make people feel like they belong and inspire them to speak up and take initiative. According to the study, increasing civic involvement is more successful when transformational and servant leadership philosophies are used. These strategies emphasize encouraging and motivating people, putting their needs first, and cultivating a common

community vision. The ways in which leadership effectiveness affects civic engagement, however, are still little understood, despite the acknowledged significance of leadership in fostering civic engagement. This study looks at how different leadership techniques and styles impact people's propensity to participate in civic activities in order to better understand the relationship between civic engagement and leadership performance. This study aims to provide a deeper understanding of the elements that promote civic involvement and the crucial role that leadership plays in this process by examining quantitative data on civic engagement levels and qualitative views from community leaders. The results will ultimately aid in the creation of tactics that leaders can use to improve civic participation and fortify society's democratic foundation.

STATEMENT OF THE PROBLEM

Effective leadership is essential for encouraging civic involvement in communities under democratic governance. Significant obstacles, however, make it difficult for leaders to motivate and inspire people to take an active role in civic life. Voting, volunteering, and community organizing are among the activities where participation rates are dropping because many people feel cut off from political processes and civic institutions. This disengagement jeopardizes the health of communal structures and erodes the democratic spirit. Different leadership philosophies encourage civic involvement in different ways. A. Adebayo (2023). Diverse communities may not respond well to traditional, hierarchical tactics, especially underprivileged groups that might not have a say in decision-making. There is still a significant research vacuum about the leadership techniques that best promote inclusivity and involvement. The environment of civic engagement is further complicated by socioeconomic issues, educational discrepancies, and systemic injustices. Underrepresented communities may be difficult for leaders to involve, which could result in a dearth of varied viewpoints in public debates and decision-making. Standardized metrics to evaluate how leadership performance affects civic engagement results are lacking. This disparity makes it more difficult to assess how well various leadership philosophies and techniques encourage civic engagement. The emergence of social media and digital platforms has changed how people participate in civic life. Although many leaders lack the knowledge or abilities needed to properly use these technologies for community participation, they must adjust to these developments. By identifying the traits of effective leadership that increase participation rates and analyzing the obstacles that impede involvement, this study seeks to understand how leadership effectiveness and civic engagement are related. By tackling these issues, the study aims to offer leaders and legislators practical advice and insights to foster a more involved and active populace.

LEADERSHIP PERFORMANCE

The effectiveness and influence of leaders in directing their teams, communities, or organizations toward the accomplishment of particular objectives is referred to as leadership performance. It includes a range of abilities, dispositions, and characteristics that support a leader's capacity to engage, inspire, and motivate people. Northouse P.G. (2022):

Elements of Effective Leadership

A strong vision and strategic goals are communicated by effective leaders, giving their groups or communities focus and direction.

To effectively communicate their vision, expectations, and feedback, leaders must have strong communication skills. This covers active listening as well as verbal and nonverbal communication.

Emotionally intelligent leaders are able to empathize with others and comprehend and control their own feelings. This ability is essential for creating relationships that are based on trust.

By studying data, taking into account other viewpoints, and assessing the possible effects of their judgments, effective leaders make well-informed decisions.

One of the most important characteristics of effective leaders, particularly in dynamic settings, is the capacity to adjust to shifting conditions and change course as needed.

In order to accomplish shared objectives, leaders that cultivate a cooperative team atmosphere promote involvement, establish rapport, and capitalize on team members' skills. Individuals are inspired and motivated to go above and beyond in their work by leaders who can inspire and encourage their teams.

Nonetheless, leadership performance is a complex idea that is essential to both community involvement and corporate efficacy. By cultivating the required abilities and habits, leaders in Nigeria can greatly improve their performance and have a good impact on people they lead. This could lead to an increase in civic involvement and leadership performance. To succeed in a constantly shifting environment, leaders must be flexible and committed to continuous improvement.

LEADERSHIP STYLE

According to the study on leadership performance and civic participation in Nigeria, a leader's style is a conglomeration of several attributes, actions, and features that they employ when communicating with their followers. According to Northouse P.G. (2022), leadership is the pattern of managerial action intended to combine organizational or individual interests and impacts in order to accomplish specific goals.

According to Daft R. L. & Marcic D. (2018), a leader's style can also be described as the type of interaction they employ to motivate others to work toward a common purpose or target.

TYPES OF LEADERSHIP STYLES

Transformational Leadership

In order to inspire and motivate followers to accomplish remarkable outcomes, a leadership style called transformational leadership fosters an environment of trust, collaboration, and shared purpose. P.G. Northouse (2022). On the other hand, more conventional leadership philosophies might be more focused on maintaining law and order and ensuring adherence to established protocols. In the context of performance and leadership style inside organizations, transformational leadership is a critical component in enhancing employee engagement and overall organizational success. The development of followers and taking into account their needs are the main goals of transformational leadership. Developing the employees' total value system, moral development, skill development, and motivation level are the main priorities of managers who practice transformational leadership. In order to establish a comprehensive grasp of motivational levels, values, and interests, transformational leadership serves as a powerful link between leaders and followers.

According to Bass, Daft, R. L., and Marcic, D. (2018), transformative leadership exhibits higher leadership performance. According to Maxwell J.C. (2020), transformative leadership happens when leaders increase or extend their employees' interests. It is transformational leaders who inspire their staff to see beyond their own interests. Several factors contribute to the effectiveness of transformational leaders, including their charismatic ability to motivate staff, their ability to address employees' emotional needs, and their capacity to intellectually challenge staff members.

According to Maxwell J.C. (2020) and Daft R. L. & Marcic D. (2018), there is a positive correlation between transformative leadership and follower performance at the individual level. Additionally, the study showed a strong correlation between transformative leadership and team performance at different levels. The function of talents, abilities, knowledge, and motivation aimed toward a defined conduct is known as leadership performance. According to the study by the aforementioned authors, transformational leadership improves followers' overall growth. Transformational leadership followers identify with a fulfilling and self-defining relationship with a person or group. Transformational leaders inspire followers to identify with them through their idealized and behavioral charisma. A transformational leader's individualized relationships foster a positive work atmosphere where people are content and perform better overall. Therefore, it can be concluded that civic humanism and transformational leadership are favorably correlated with the transformational leadership style, which has a big influence on societal performance. To sum up, transformational leadership directly improves leadership effectiveness.

Characteristics of Transformational Leadership

By presenting a compelling future vision, transformational leaders encourage employees to look beyond their immediate tasks and align their efforts with the organization's overall goals.

These leaders give their people a sense of purpose and motivate them to go above and beyond by motivating them with their charisma and enthusiasm.

Each team member's unique needs and objectives are recognized and met by transformational leaders, who also provide direction and encouragement to foster both professional and personal growth.

By questioning the existing quo and encouraging employees to contribute ideas and solutions, transformational leaders promote a culture of ongoing improvement.

Transactional Leadership Style

Transactional leadership is a management approach that places a strong emphasis on communication between leaders and followers. This management strategy is characterized by well-defined procedures, a system of rewards and penalties to control employee performance, and a clearly defined structure. Transactional leadership is crucial for maintaining order and achieving certain goals in companies, even though it might not evoke the same level of emotional response as transformational leadership. A. Rachman (2021). If a leader consistently offers something in exchange, they are referred to as transactional leaders. Promotions, wage increases, performance reviews, increased duties, and more are a few examples of what this can encompass. The expectation is the main issue with this style of leadership. Therefore, the sharing of goals and incentives between management and staff is known as transactional leadership. Leadership performance is positively

impacted by research on transactional leadership. Because employees can always obtain both real and intangible benefits, the transactional leadership style aids in both developing and maintaining an environment that maximizes organizational and individual capabilities. In addition to articulating a compelling vision that improves overall organizational performance, this leadership style is especially helpful in establishing an environment that is ideal for performance. It was discovered that transactional leadership has no direct effect on the organization's success. Because this leadership style discourages employees from being creative and innovative, they don't perform up to the organization's standards.

Characteristics of Transactional Leadership

Transactional leaders give their employees clear directives and expectations, outlining specific responsibilities and performance goals.

This leadership style primarily relies on a system of rewards for reaching objectives and penalties for failing to do so. Employees are therefore immediately driven to achieve the desired outcomes.

Transactional leaders are particularly effective in environments with regular activities and easily measurable outcomes because they usually place a strong emphasis on operational performance and speedy results.

In order to ensure that work is completed in compliance with established standards, leaders closely monitor employee performance and provide constructive criticism.

Autocratic Leadership

The hallmarks of autocratic leadership include individual authority over all choices and minimal participation from team members. With this strategy, team members are frequently not consulted at all and leaders retain considerable power to make choices on their own.

Traditional autocratic leaders are domineering. Autocratic bosses want their employees to follow their lead. The decision-making authority is usually retained by autocratic leaders, who also compel their subordinates to carry out their services and strategies in a limited manner. Rachman, A. (2021) et al. conducted a study to ascertain the effect of leadership styles on organizational performance. The authoritarian leadership style is another name for autocratic leadership, according to the study. Autocratic leaders simply encourage one-sided dialogue and lack creativity. Employee motivation and satisfaction are significantly impacted by this. However, it is well recognized that the authoritarian leadership style works well in the short term. Effective organizational performance is hampered by autocratic leadership, which also limits friendly workplace interaction and communication. Although Rachman, A. (2021) et al. argued that the autocratic leadership style has a favorable impact on the organizational performance, it also causes organizational conflicts that have a negative impact on overall performance. When projects must be finished by the specified deadline, this leadership style works well. We also out a study on the impact of notable leaders' leadership philosophies on their overall success. Autocratic leaders simply encourage one-sided dialogue and lack creativity. Employee motivation and satisfaction are significantly impacted by this. However, it is well recognized that the authoritarian leadership style works well in the short term. Effective organizational performance is hampered by autocratic leadership, which also limits friendly workplace interaction and communication. Although Rachman, A. (2021) et al. argued that the autocratic leadership style has a favorable impact on the leadership performance, it also causes conflicts that have a negative impact on overall performance of note. When projects must be finished by

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Qualities of an Autocratic Management Approach

The team leader makes choices on their own, without consulting the others or getting their approval. Tasks and deadlines are frequently plainly stated by autocratic leaders, who also give clear instructions and expectations. Team members have very little opportunity to voice their thoughts or participate in decision-making. This leadership approach places a strong emphasis on production and efficiency, frequently putting outcomes ahead of team morale or dynamics. Subordinates are rarely encouraged to provide input, and communication is usually one-way between the team leader and the group.

Autocratic Leadership Benefits

Rapid decision-making is advantageous in emergency situations or when prompt action is required. Uncertainty among team members can be decreased by clear instructions that result in roles and duties that are clearly defined. Autocratic leadership can guarantee that activities are finished effectively in circumstances that call for rigorous respect to procedures or laws. Team members might gain confidence from a decisive leader, especially in high-stakes situations.

Autocratic leadership's drawbacks

Due to the absence of feedback, team members may feel underappreciated or disempowered, which lowers morale and motivation. When team members are not encouraged to contribute ideas, teamwork can impede creativity and innovation. Workers may oppose orders from authoritarian managers, particularly if they believe their knowledge or viewpoints are being disregarded. Employee turnover may increase as a result of a lack of empowerment and engagement since people will want to work in more collaborative settings.

Nonetheless, the study which is on leadership performance and civic humanism in Nigeria came to the conclusion that while leadership can be useful in some situations, leaders must be conscious of its limitations. Stronger results and a more engaged workforce might result from striking a balance between chances for team participation and authoritative decision-making. Since flexibility in leadership is essential for long-term success, effective leaders frequently modify their approach depending on the situation and the demands of their team.

Democratic Leadership

Democratic leadership, sometimes referred to as participative leadership, is a type of leadership that promotes team members' involvement in decision-making. This type of leader encourages an inclusive atmosphere where teamwork and shared accountability are valued by valuing the opinions and suggestions of their team. Democratic leadership, according to Aligica and Paul Dragos (2017), is one in which all subordinates participate in decentralized decision-making. There is a greater chance of subpar decision-making and implementation under a democratic leadership model. However, because democratic leadership values their perspectives, it is also recognized to inspire employees to perform better. Another major issue with democratic leadership is the presumption that all parties have a same level of skill and an equal stake in the decision-making process. Paul Dragos Aligica (2017) et al. According to the study, democratic leadership improves leadership

effectiveness. Employees can make decisions and share them with the group and manager under democratic leadership. Employees are given objective praise and criticism in this style of leadership, and they also develop a sense of responsibility. The effect of democratic leadership on leadership performance was also examined. According to their findings, democratic leadership has a good impact on the organization's performance since it gives staff members the chance to participate in decision-making and voice and implement their innovative ideas. In addition to helping the organization in the long run, this leadership style trains future leaders. According to Paul Dragos (2017), Allen D. (2004) et al., a democratic leader is one that prioritizes group involvement and discussion, which in turn improves followers' performance. Thus, the democratic leadership style can be applied to increase both efficiency and leadership performance.

Therefore, it can be said that civic participation is positively impacted by democratic leadership (Achen, C. H., and Larry M. B., 2016). Nonetheless, the study on civic humanism and leadership performance in Nigerian democracy is a useful strategy that encourages cooperation, innovation, and teamwork. Leaders can improve individual and organizational performance by fostering an inclusive atmosphere where everyone feels encouraged to participate. Although it might not be appropriate for every circumstance, especially those that need for quick judgments, its advantages frequently exceed its drawbacks, making it the preferred approach in many modern companies.

Civic Engagement

The term civic engagement, also known as civic humanism, describes people's active involvement in their society's social, political, and communal affairs. It includes a variety of actions people do to impact public policy, support community growth, and advance the general welfare. Akinyemi S. (2023) and Adebayo, A. (2023). Any nation's entire sociopolitical and democratic survival depends on civic engagement. Unfortunately, several nations continue to exhibit a lackluster approach in this regard. Nigeria is one of the nations having the lowest rates of public space participation among its inhabitants. The level of public participation in Nigeria has not been very encouraging. The degree of electoral fraud in the political system and the self-centered mindset of the political elite are mostly to blame for this. The participation of citizens in the nation is also hindered by other causes. These are political factors. bureaucratic, sociocultural, and attitude-based. According to Adesina J. & Nwankwo C. (2022), the nation's history of low citizen participation fosters a climate of dissatisfaction with government and inequality in development. In essence, the degree to which citizens participate in the governing process determines a government's capacity to match its priorities with the needs of the populace. Long years of oppressive military policies that excluded the populace may be the cause of the citizens' indifferent attitude toward the democratic process during the process of governance. Alesina, A. & Eliana L.F. (2000) et al. noted that the "many years of military dictatorship has left some psychological scars in the minds of the generality of the Nigerian populace and this has weakened the inherent disposition of the youths to agitate for change," which was a good testament to this claim. Significant negative effects have resulted from the political elites' exclusion of citizens from the governance process. The politically motivated, inept, and self-serving minority controls the governance processes. A large part of the Nigerian state's precarious or almost failed status can be attributed to the actions of this political class. They blame bad governance outcomes in the democratic experiences of the Alesina, A. & Eliana L.F. (2000), Adebayo,

A. (2023) et al., who claim that they employ ethnic and religious sentiments anytime there is conflict among them. They keep citizens away from the governing processes by manipulating them and dividing them with such primitive sentiments. This is among the factors that have contributed to the nation's ongoing corruption. The widespread corruption in the nation has also made it challenging for succeeding administrations to solve the overall development dilemma and the infrastructure shortfall. For example, the health system is in ruins, roads have turned into death traps, public education is at its lowest point, inflation is soaring, and insecurity is pervasive. According to Armstrong (2013) in Akinyemi S. (2023), civic engagement is "the involvement of the people in the decision-making processes of the state in a manner that they have substantial influence on public policies and programs which can impact positively on the socio-economic lives of the citizenry." Civic engagement, also known as citizen participation, is defined by the UN Public Sector Report (2008) as the process of involving citizens in a variety of policymaking activities, such as deciding on service levels, budget priorities, and the viability of physical construction projects, in order to better align government programs with community needs, garner public support, and foster a sense of community within neighborhoods. S. Akinyemi (2023). According to Adebayo, A. (2023), civic participation is defined as a communal decision made to enhance societal well-being. Voting in elections is one prominent way to engage in civic life. Through voting, residents can exercise their freedom to choose who they want to represent them in office and remove unpopular candidates from office. While in office, elected officials are supposed to be in tune with the people's needs. Another highly useful instrument for civic engagement is town hall gatherings. Members of a particular community have the chance to express their thoughts about government policies and programs that impact them at town hall meetings, which are informal public gatherings. Notable academics reaffirmed that it gives the public a forum to hear how elected politicians and public servants respond to these kinds of concerns. Civic engagement has been linked to improved governance outcomes, according to studies. First, civic involvement can make the state more receptive to the desires of its people. Second, it can help reduce corruption in the state. This is due to the fact that public pressure on the government tends to alter its actions, which further curtails corrupt behaviors. Third, improved state budget utilization can result from civic engagement. Fourth, improved state public service delivery may result from citizen engagement. Therefore, it is anticipated that better governance outcomes will result from citizens and diverse civil society groups actively participating in the political and governance processes using the tactics mentioned. For better results, the template can be successfully used in the Nigerian setting. Increased governmental and institutional response to public concerns could be one way that such results materialize. The study on leadership performance and civic engagement in Nigeria can be demonstrated by the reduction of the daily astronomical rate of corruption growth, better budget management, and an increase in the effectiveness and efficiency of public service delivery in accordance with the needs and expectations of the populace. A robust democracy and thriving communities, however, depend on civic engagement. Society may produce citizens who are better informed, more powerful, and more connected by promoting active engagement in a variety of ways. Addressing the obstacles to civic engagement and putting plans in place to increase involvement can result in significant societal change and better government.

METHODOLOGY

This methodology describes the study plan, data gathering techniques, and analytical strategies used to look into the connection between civic involvement and leadership effectiveness. The objective is to offer a thorough comprehension of the ways in which civic engagement is influenced by leadership styles and the elements that either support or undermine this relationship. Using a mixed-methods methodology, the study will combine qualitative and quantitative research techniques to provide a comprehensive understanding of the connection between civic involvement and leadership performance. Across a range of industries (such as non-profit, government, and education), the study will concentrate on civic engagement, organizational management, and community leaders. Leaders from different nations, industries, and communities with varying degrees of civic involvement will be included in this. leadership effectiveness (as measured by recognized measures like the Multifactor Leadership Questionnaire). Levels of civic involvement (using voting, volunteering, advocacy, and local government participation elements). Age, education, and socioeconomic status are examples of demographic data.

To provide accessibility for participants, surveys will be distributed both in-person and online. A selection of leaders and civic participants will be interviewed in a semi-structured manner to learn more about their perspectives on civic participation and leadership. The results will advance our knowledge of how good leadership may increase civic engagement and foster a more involved populace.

CONCLUSION

Nigerian civic humanism and leadership have been the main topics of this study. Only four categories of leadership styles transformational, transactional, democratic, and autocratic were covered. In the organizations under investigation, it was discovered that the transformational, autocratic, and democratic leadership styles had a favorable effect on organizational performance, whereas the transactional leadership styles had a detrimental effect. This study shows that leadership style and performance are related, and that both have an impact on performance in positive and bad ways. It is crucial for a leadership style to provide employees with opportunities, a sense of community, and the ability to participate in decision-making. To increase organizational performance, it is advised that firms concentrate on implementing transformational and democratic leadership styles.

This study has shed light on Nigerian civic humanism and leadership effectiveness. As a result, future studies should concentrate on applying pertinent research techniques to assess civic participation and leadership effectiveness.

RECOMMENDATION

First and foremost, leaders ought to adopt servant and transformational leadership philosophies that place an emphasis on cooperation and inclusivity. This entails aggressively soliciting feedback from members of the varied community and making certain that all opinions especially those of underrepresented groups are respected and heard. Once more, authorities ought to teach present and future leaders in successful civic engagement techniques. Communication techniques, community organization, and strategies for encouraging participatory decision-making should be the main topics of this training. More importantly, they ought to motivate leaders to use social media and digital platforms to improve outreach and communication. This include setting up virtual town hall meetings to

increase engagement, using social media campaigns to increase awareness of civic concerns, and developing online discussion forums. Nonetheless, create and put into use established measurements to evaluate how leadership affects civic involvement. This can assist in identifying areas for improvement and effective methods, enabling leaders to adjust their strategies in light of quantifiable results.

Finally, community-based initiatives that promote civic engagement should be started and supported by leaders. This can entail planning volunteer opportunities, civic education initiatives, and neighborhood gatherings that encourage involvement and a sense of community. Leaders may improve their performance and create a more educated and involved workforce by putting these suggestions into practice.

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