

Leadership Styles and Employee Performance of Selected Private Secondary Schools in Port Harcourt

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Abstract: *The study examined the impact of leadership styles and employees performance. Charismatic and transformational leadership were viewed as the dimension for leadership styles in the study. The study population consists of employees of selected private secondary school in Rivers State. The study adopted a descriptive research approach. Spearman's rank order was used for the analysis in order to test the relationship between the variables under investigation. The results of this study revealed that charismatic leadership has more correlation with organizational performance than transformational since its correlation is higher than the other. The study recommends that Private secondary schools should allocate more resources to the development of charismatic leadership style among the management team as this tends to possess the highest positive association with organizational performance level.*

Introduction

As organizations differ, so do their line of operations and its corresponding styles of leaderships that their managers follow to arrive at a predetermined state. The importance of leadership and its effectiveness in organization cannot be overemphasized (Nanjundeswaraswamy and Swamy, 2014). Leadership is a major ingredient that separate successful and unsuccessful organizations as well as that of government owned institutions apart (Bennis, 2007). Leadership has offered tremendous assistance in offering direction and purposeful guidelines towards achieving goals of the organization; it has equally played pivotal role to how group relationships at workplaces are managed, leadership also serves as a major force that influence and shape employees' and management behaviour including current organizational culture (Hackman and Wageman, 2007).

With the presence and correct application of leadership, each employee enjoys a feeling of strong commitment towards the actualization of organizational goal and objectives. It will be difficult for organizations goal to be attained without the adoption and proper application of leadership style required for

that particular organization. It is noteworthy that effective performance of individual employee is a function of both his personal attributes and the environment in which their activities are domiciled. Therefore, careful consideration of knowledge, skills, experience, attitude and drive of individual employee encourages maximum output and efficiency on assigned task; since leadership deals with human resource element which offers the foundation for effective utilization of material resources in an organization via individual skills, knowledge and ability.

By way of definition, leadership is simply defined as a process of influencing the activities of an individual or a group towards the actualization of set goals; it serves as the live-wire of an organization. Leadership is a pattern of managerial behaviour designed to integrate personal or organizational interest and effect, in pursuit of some stated objectives (Flippo and Msinger, 1999). For academic institutions to thrive, what makes the difference is their ability to effect its policies using the best leadership style that is appropriate and in line with the strategy and objectives. It is

the type of leadership that sets an organization higher above others; it determines how productive and excellent an institution can be, helps to project positively the image of the organization.

An effective leader is one who influence subordinates in a required method to accomplish desired goals. There are various leadership styles; each has the capacity to affect organizational effectiveness and/or performance(Nahavandi, 2012).

Employees' of secondary are under the obligation of ensuring that their students are well imparted with necessary knowledge to

guide their future. However, what matters is the nature of leadership that are being dished out by their administrations. In this regard, employees' performance is simply the ability of staff to effectively discharge their duties.

Several studies have evaluated various roles of leadership styles in organizations; however, this particular tends to deviate a bit by studying the impact of leadership styles on employee performance of private owned secondary schools in Port Harcourt, and this serves as the gap in the paper.

Problem Statement

In Port Harcourt, Private secondary schools have been proliferated, thereby, causing lots of confusion in the lives of many. However, the paper observed that some of them are far ahead of other in terms of staff commitment and the rate of successes they have attained. By this, preliminary investigation revealed that some of these

success stories are attributable to the leadership styles they adopted. Premised on this backdrop, this paper is set out to evaluate the nexus between leadership styles and employee performance of selected Private secondary schools in Port Harcourt, Port Harcourt, Nigeria.

Theoretical Foundations

The theories below are the underpinnings of this study, and they are:

Trait Theory

This holds that leaders are born, and are endowed with certain physical traits and personality characteristics which distinguished them from non-leaders(Zakeer, Allah and Irfanullah, 2016).Based on trait theories, the assumptions about whether leadership traits were genetic or acquired are not issue for concern. Accordingly, Jenkins identified two traits; emergent traits (those which are heavily dependent upon genetics)

as height, intelligence, attractiveness, and self-confidence and effectiveness traits(based on experience or learning), including charisma, as fundamental component of leadership (Ekvall &Arvonen, 1991). The main focus of this theory is that some leaders tend to do better if they were able to inherit certain leadership attributes from either of their parents.

Style and Behaviour Theory

This theory recognizes the importance of certain essential leadership skills that create the opportunity for a leader who performs an act while drawing its corresponding with previous capacity of the leader, previous to

that particular act while suggesting that each individual has a separate style of leadership with which he/she feels most satisfied (Zakeer, Allah and Irfanullah, 2016).

Aim and Objectives of the Paper

Consequent upon the problem, the paper aims at evaluating the association between leadership styles and employee performance

of Private secondary schools in Port Harcourt; with their specific objectives as shown below:

- To ascertain the influence of charismatic leadership on employee performance of Private secondary schools in Port Harcourt.

- To determine the connection between transformational leadership and employee performance of Private secondary schools in Port Harcourt.

Hypotheses

The following hypotheses were formulated and stated as:

H0₁ there is no significant association between charismatic leadership and employee performance of Private secondary schools in Port Harcourt.

H0₂ there is no significant connection between transformational leadership and employee performance of Private secondary schools in Port Harcourt.

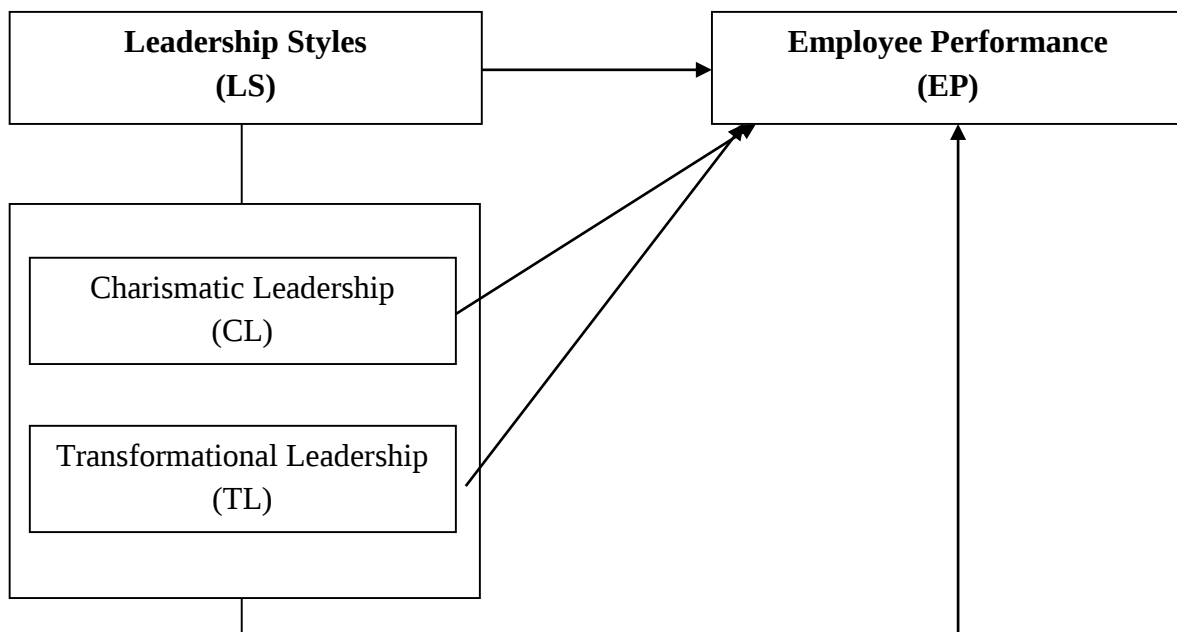


Table 1: Conceptual/Operational Framework of the Association between Leadership Styles and Employee Performance of Selected Private secondary schools in Port Harcourt.

Source: Desk Research, 2018.

Literature Review

Leadership is the life blood of any organization; its practice is quite essential which any well-meaning organization cannot underestimate its importance. Several scholars have focused majorly on this phenomenon; however, no universal agreed definition of the meaning of leadership, no dominant paradigm for its study, and little agreement regarding the best strategies for developing and excising it (Bennis, 2007; Hackman and Wageman, 2007; Vroom and Jago, 2007).

A leader is seen as a person who delegates or influence others to perform so as to carry out specified objectives; organizations need an effective leaders who appreciates the

complexities of the swiftly changing global environment (Nanjundeswaraswamy and Swamy, 2014; Mullins,2004). If the task is highly structured and the leader has good rapport with the employees, efficiency will be lofty on the part of the employees. According to Omolayole (2006), leadership is a practice that offers that kind of direction which an individual can offer to group of individuals placed under him/her in a way that will influence the behaviour of others either positively or otherwise.

In a similar vein, Ngodo (2008), believed leadership to involve a reciprocal process of social

influence whereby, leaders and followers influence the behaviour of each other towards the actualization of organizational pre-determined goals. Leadership is also viewed as a process that helps for impacting on others dedication towards recognizing their full latent in achieving goals, vision with passion and veracity. Therefore, leadership style is the combination of traits, attributes, skills and behaviour that leaders (managers)

Employee Performance

Employee performance is a key factor to how far an organization can go in terms attainment of stated objectives, it is a proven indices of worker's satisfaction on the job, and when an employee is satisfied, he/she tends to perform at optimum level. It is essential that companies must focus on those factors that influence employee satisfaction. Individual employee performance goes a long way in enhancing group productivity, as well as overall actualization of company's objectives.

Employee performance is seen as the offshoot or contribution of employees aimed

manipulate during interactive sections with subordinates (Marturano and Gosling, 2008; Jeremy et al., 2011). The relations between leader and worker offers institutions like the religious bodies an additional opportunity for employees'(members) satisfaction which are considerably affected through the leadership style adopted by the leader in charge (Jeremy, Melinde and Ciller, 2012).

at helping their organization to achieve stated attain goals (Herbert, John & Lee 2000); while performance may be used to describe what an organization has actualized with regard to the process, results, relevance and success (Aidah, 2013). According to Afshan et al. (2012) performance is defined as the accomplishment of detailed tasks calculated against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be determined using improvement in production, technological ease and highly motivated workers.

Charismatic Leadership

Charismatic leadership began with the idea of charisma. Max Weber stated that charisma entails specific attributes of an individual's personality by virtue of which he or she differentiated from ordinary people and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities. A charismatic leader exercises power on the followers and the followers also have power over the

leadership style; this brings in an element of interactive relationship. (Nikoloski, 2015). Charismatic leadership is a leadership style that is identifiable but may be viewed as much intangibility. A charismatic leader is one who creates an atmosphere full of energy and positive reinforcement; provides much of inspirations that spore others and encourage them to be their best (Bell, 2013).

Transformational Leadership

Transformational leadership is a leadership style based on transforming and inspiring followers to perform beyond individual's potentials while inter-playing with self-interest for the benefits of the organization (Avolio et al., 2009). Transformational leadership is usually preferred due to its

innovative nature as well as productive and supportive characteristics (Bushra et al. 2011). In an organization with transformational leadership workers can easily interact and distribute their knowledge among members (Behery, 2008).

Leadership Styles and Employee Productivity

A study was carried to explore the relationship between organizational culture and style of leadership; the study adopted organizational culture, charismatic leadership,

transformational leadership and transactional leadership as the indices for leadership. The study discovered that of

leadership styles influences employees" job satisfaction in public sector organizations in Malaysia (Voon et al., 2011). In the study, issues like salaries, job autonomy, job security, workplace flexibility. It was further revealed that out of these factors, transformational leadership style has a stronger relationship with job satisfaction. A study has identified that leadership style can influence organizational commitment and work satisfaction positively; and job satisfaction in return can affect organizational commitment and work performance positively (Chung-Hsiung Fang et al., 2009). According to Goh Yuan et al. (2005), leadership style is appreciably influenced by the leader's immediate and extended family, clan and tribe. Their study revealed linkages between organizational leadership and business ethics, thereby building a contribution toward increasing the quality of organizational life that provides positive influence on both members of the organization and the community at large. In a similar vein, Podsakoff et al. (1990) opined that leadership style/behaviour has the ability to always affect confidence and employees satisfaction in an organization; and organizational citizenship behaviour helps to foster the bond between leadership style and organizational commitment directly; and Nanjundeswaraswamy and Swamy (2014) in their theoretical paper, concluded that leadership styles can directly affect the quality of work life and employee efficiency. Leadership styles have significant influence on both small businesses and large business

Methodology

The study is set out to evaluate the connection between leadership styles and employee performance of Private secondary schools in Port Harcourt. The study adopted a descriptive research approach. Data was drawn with the aid of a cross-sectional survey; whereby, eight (8) copies of questionnaire were administered to staff of each of the twenty (20) Private secondary schools that were visited in Port Harcourt

organizations. The pattern of leadership style an organization adopts determines the success of the organization (Rodney Turner and Ralf Muller, 2005). Brown (2003) opined that leadership style such as charismatic and transformational are the most dominant factors that influence employees' attitudes and behaviours including organizational commitment. Transformational leaders are known as promoters of intellectual development, confidence, team spirit and enthusiasm among the followers, thereby encouraging followers to be more focused on collective wellbeing in order to meet organizational objectives (Aydin, Sarier, & Uysal, 2013).

Further, studies by Chu and Lai (2011) shows that leadership styles have significant relationship with performance level of organizations whether profit or non-profit like Private secondary schools, government agencies etc. Their study also shows that transformational leaders are those who created change and innovation into organizations. In other words, within organizational settings, transformational leaderships could be the most among the styles that fosters change via innovation. Similarly, Ogbonna & Harris (2000), accepted that leadership style is associated with the performance of employees which also has a significant relationship with the organizations performance. In addition, Shahab and Nisa (2014) opined that leadership style adopted has a positive influence towards performance exhibited at work which also contributes to the overall organizations' performance.

through a judgemental. Primary data collection method was adopted for the purpose of data gathering. Spearman's rank order was used for the analysis in order to test the relationship between the variables under investigation. Upon retrieval and data cleansing, one hundred and forty six copies were found usable for the analysis; Statistical Package for Social Sciences (SPSS) version 21.0.

Analysis and Results

Table 2 Correlations test of Hypotheses 1 &2

Correlations

		Charismatic Leadership	Transformational Leadership	Organizational Performance
Charismatic Leadership	Spearman's Correlation	1	.	.799**
	Sig. (2-tailed)		.	.000
	N	146	146	146
Transformational Leadership	Spearman's' Correlation	.	1	.723**
	Sig. (2-tailed)	.000		.
	N	146	146	146
Organizational Performance	Pearson Correlation	.799**	.723**	1
	Sig. (2-tailed)	.000	.	
	N	146	146	146

** . Correlation is significant at the 0.05level (2-tailed).

Source: Survey Data, 2018

Findings and Discussions

Table 1 reveals that all the dimensions of leadership style (*charismatic and transformational*) have a positive relationship with organizational performance of Private secondary schools in Port Harcourt. Given that P. value =0.000 which also implies that $\text{sig} < 0.05$. The null hypotheses (H₀) were rejected and the alternatives (H_A) were accepted which state that charismatic and

transformational leadership styles significantly relates with organizational performance of Private secondary schools in Port Harcourt. The results also show that charismatic leadership has more correlation with organizational performance than transformational since its correlation is higher than the other. That is, 0.799 and 0.723 respectively.

Conclusion

The study concludes that an increasing the level of leadership adopted in management of Private secondary schools will significantly

lead to positive organizational performance of Private secondary schools in Port Harcourt.

Recommendations

Based on findings, the study recommends that Private secondary schools should allocate more resources to the development of charismatic leadership style among the

management team as this tends to possess the highest positive association with organizational performance level.

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