

LEADERSHIP STYLE AND ORGANIZATIONAL PERFORMANCE IN TOTAL E AND P NIGERIA PORT HARCOURT

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ABSTRACT

The study focuses on leadership style and organizational performance. Thus, the impact of leadership style on organizational performance cannot be overemphasized. This is because leadership is as elusive but fascinating concept that has engaged researchers for some time now, it is a universal phenomenon that is present whenever people work together to achievement of organizational goals and objectives depends on the quality of leadership. The researcher concludes thus: That manager's style of leadership and staff performance, given the fact that lack of efficient manager's style of leadership adversely affects staff performance. Furthermore, that, there is significant relationship between the nature of job situation and leadership style chosen by a manager. It is recommended that there should be efficient managers style of leadership so that subordinates performance would not be affected.

Keywords: Leadership Style, Behavioural Situational, Organisational Performance

INTRODUCTION

Leadership is an important aspect of management, the essence of leadership is follow ship that is the willingness of people to follow the instructions of a leader. However, for an effective performance of organizational, there must be the act of inspiring organizational to perform their duties willing, competently and enthusiastically. According to Kooutz et al (2002), leadership is the process or act of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goal. Utomi (2004) see leadership "as the act of mobilizing in a least cost manner to achievement a clearer goal". Leadership is therefore a function of power base of leader, the approach of behaviour of the leader and the correspond of those factors with characteristics need and decision role of the organizational.

In every organization, it must be decided on how many organizational, a superior can lead. Where a leader takes or leads more than the required number of organizational in the office, the performance of the subordinate will be effected. For this reason, a leader is responsible and entrusted to perform such leadership function as planning organization controlling, directing and decision making. In the same view, Stoner et al (1998), see influencing the task related activities of group of members. The above definition show three involve other people (subordinates), secondly, leadership involves an unequal distribution of power among leaders and group members and thirdly, leadership influences organizational in variety of ways.

Ibreath, (2003) posits that everyone has the potential to be a leader. Their environment will either suppress or reward the characteristics that are required with the rights amount of training and inherent skills, people will succeed as leaders, only if there corporate environment mixtures and inspires them. What is required is an atmosphere that rewards people for what they deliver encourages innovation and calculations of risk taking and that cherishes creativity and allows for occasioned failure, one factors that influences the effects of leadership styles is motivation.

Motivation according to Stoner (2001), is that which cause channels and sustains people behaviour. This is important to leaders as they work through peoples motivation which will enable them understand why organizational performance. According to Baridam (2003) leadership style refers to that pattern of constellation of leadership behaviour that is characterized by a given leader. Tomes (1995) leadership styles is that right of leader to assign duties to organizational using a given technique i.e. the method of getting people to do what the leader wants. See Koontz (2002) unidentified leadership style based on the use of authority, he mentioned the autocratic leader as one who commands and expects compliance. He is a dogmatic and positive leader, who has the ability to withhold or give reward and punishment. While the democratic leader, consult with: organizational on proposed actions and decisions and encourages participation for them. There is also the free – vein, in other words known as the laissez fair style. Koontz (2002) stated that this type of leader uses his or her power very little giving organizational high degrees of independence in their operations. Thus, the ability of a leader to vary leadership behaviour to suit different situational demand makes him a successful leader. It is based on this fact that this research study is mapped out to the perception of leader. It is based of leadership style on organizations performance.

Statement of Problem

The problem that most organization faces today has been attributed to the manner in which most of the leaders in the organization have been controlling their organizational. This has resulted to the poor performance of these organizational which are as a result of low motivation.

It has been unidentified the inefficient and ineffective leadership styles significantly affect organizational performance in any organization. This researcher therefore has decided to go in the area deeply on order to find out what could be done to alleviate the situation which could weaken organizations the more. It was also unidentified that most of the problems which have contributed to the poor performance of most organization is due to poor performance of individuals in the organization. But this situation has not been as a result of negligence on the part of the organizational rather it has been on the part of the managers (leader) who do not evaluate their leadership style with the behaviour of organizational.

The Concept of Leadership

Donnelly (2000) states that leadership is defined as that part of management but all of its leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which hands a group together and motivates it towards hands a group together and motivate it towards hands of group together and motivates it towards goal. While management activities such as planning, organizing and decision making are dominant until the leader triggers the power of motivation of people and guides than towards goals, leadership could be defined as the process whereby an individual or group of individuals exert influence over others towards a desired goals. This could be done with the use of authority and power, authority is the right to give orders and make other to obey. An organizational chart is used in the management, literature to show formal authority, relationship. Authority in a business organization, runs from top to bottom and show who reports to when is a hierarchical order.

In our modern day organizations, a leader who wants things to happen must delegate authority equal to responsibility, Nwachukwu (2007:84). If authority is greater than responsibly, there is bound to be loosed management in the order. If responsibility is greater than authority, there will be frustration on the part of the delegates. However, it could be noted that power comes into play when authority fails. According to Baridam (2007), leadership is defined as the process of

using power to obtain inter-personal influence.” Sulagji and Wallace on the other hand defined power as the capacity to influence through the control over the needed the resources. These two definitions are invariably saying that something influencing other towards a desired behaviour. Donnelly et al (2000:390) proposed five different bases of power. They are reward legitimate, expert and referent power. The first three forms of power have bearing with the position one hold in an organization. A higher someone is placed in an organization hierarchy, the more power he possess. Expert and referent power have to do with individual characteristics “thus the individual leader controls the coercive, reward and legitimate power basis. Donnelly et al (2005), an employee in a work group sees power clearly as a differentiation between the organization and himself. The organization has it if does not. Sherwin (2005), pointed out that organizational resentment power and when the organization is unresponsive in the use of power, frustration escalates the resentment of hostility. Resentful employees consciously or unconsciously may do the organization harm in a large or small ways. “The employee ever question that power is inherently a right of the organization or doubts that is indispensable to organization. It must make power to deal with him, otherwise his reasons for lack of discipline anarchy choose, unfairness and failure would follow” (Ibid). In addition to this Bavedan (2002:363) has this to say the power of the leader in respect to the group is high that is, he could reward and punish and his organizational backing.

Leadership Style

Every situation or business organization needs leadership, therefore none can operate and survive without and effective leadership. A leader must be able to adopt a style referred to the pattern of constellation of leadership behaviour that is characteristics of a given leader, Baridam (2002). Awujo (1999) further posits that “the foundation for the style leadership approved was the belief that effective leaders utilized a participative styles to lead individual/subordinates and group towards achieving certain goals resulting in high productivity.” Also, a more detailed definition of leadership styles as given by Mescon et al (2003) stated thus:

Leadership style in a managerial context is the general way leaders behave towards organization in order to attain objective. The degree to which a manager delegate authority, the modes of power a manager employs and his or her relative concern for human relationship or task orientation all tend to reflect the managerial leadership styles.” A manager – leader is faced with a lot of barrier in trying to choose a particular style of leadership. Ajayi (2002) in his own assertion state that “consideration of leadership styles has longer constituted a managerial dilemma. The managerial dilemma is optimized by several questions such as “can anyone undertake leadership roles or only a favoured few. Are the favoured few (effective leaders) born or made? Is effective leadership an innate characteristics? Is there a particular art to it or a particular style, something that can be measured? Do you like to be will be effective leader or vice versa? And is it feasible to be both popular and production?” Multitudes of theories geared up provide answer to the above stated questions. These studies have produced theories which try to justify the adoption of a particular style of leadership. That will make subordinates work harder and thus move effectively.

According, it is accepted that there are five accepted styles of leadership these are:

1. Benevolent autocratic style
2. Consultative style
3. Democratic or participative style
4. Laissez faire style
5. Authoritarian or autocratic style

- a) **Benevolent Autocratic Style:** This leadership style works with the assumption that he or shows the best for workers or organization. He may be friendly or kind to workers but instructs them on what to do. This kind of leadership style avoids negative coercive power and used power to influence organizational.
- b) **Consultative Style:** Consultative leadership style tends to be fairly high in decisiveness but more participation and opinion from the followers but to find decision his followers/ organizational are also free to consult the leader in terms of contribution in opinion. The consultative leader welcomes idea from group organizational or manager.
- c) **Democratic or Participative leadership Style:** This is a leader with Mc-Gregors' theory philosophy which says that the organizational accept and seek responsibility. Participation means involving work group in making decision that affects them often after explaining the organization's objectives. Supervisor usually wait until the task has been completed before making an evaluation. (Mescon et al 1977). Participation has a motivating influence on workers because it requires them to use their conscious mental effort in work activities, it makes job look interesting and challenging to workers. However, Ugwu (1990:13) posits that "proponents of employee participation argue that it loads to greater goal consensus by reducing conflict and hence improving cooperative. Their opponents see it as explorative and manipulation tendencies of management which is aimed at getting workers to work harder but earn list. See Awujo (2006) they encourage their organization to play an active role in operating the enterprise but they reserve the right to make the final decisions on matters. They delegate authority but do not abdicate in favour of the organizational rule. Some management experts have contended that no manager perform effectively over an extended period of time with a degree or employees participation (McGregor's 1986). This style corresponds for theory "y" which assumes that the average human being is capable of taking responsibility for himself. The proponents theory "y" states that managers create pleasant working conditions, delegate responsibility and seek feedback regarding decision making from organization. The maintaining the commitment to objective is determined by the rewards associated with their achievement and the control and threats of punishments are not the only ways to get people to do things. For participation to be effective an atmosphere of trust needs to be created by the leaders' manager. The way communication system could be maintained is through organizational participation in decision making. Managers' leaders should also realize that organization are individuals who care for recognition and self-actualization.
- d) **Laissez Faire Leadership Style:** According to Awujo (2002) laissez faire in French term meaning non-interference laissez fair known as "free rein" the laissez fair style of leadership is at the end of the continuum from the autocratic style. Here the leader gives little or no direction and does not allow group members a great deal of freedom. The decision making process with this type of leadership is show and there can be great deal of "buck passing." As a result of this, the last may not be undertaken and consideration may become chaotic. According to Nwachukwu, (2007:15) the democratic leader any group are those that:
 - 1. Decision making is shared by the leader and group.
 - 2. Criticisms and planes are objectively given.
 - 3. New ideas and changes are welcome.
 - 4. When the leader is forced to make a decision, his reasoning is explained to the group.

The laissez faire leadership style is a theoretical frame work and does not exist in the real world.

- e) **Authoritarian Style of Leadership:** Leaders who engage in authoritarian leadership tend to task accomplished and little to the human element. The authoritarian leader is the one who pays greater performance to the organizational demand and little to the attention to individual demands. The autocratic leader is the one who pays greater performance to the organizational demand. "The autocratic leader has enough bases to impose his or her will on follower and does not hesitate to do so if necessary" Mescon et al (2007:450).

Authoritarian leaders work through people rather than work with people (Pigors and Myers 1990:38). The underlying principles or job centered aids leadership style "somehow" correspond to McGregor's theory X. managers in the category generally assume that the typical employees dislike work and whenever possible will avoid it and let other people to really do the work. It is thus necessary to use constant pressure. Accomplishment of company objective should be autocratic direction and supervised very closely. In many organization, authoritarian leadership can be practiced differently management in the form of paternalisms. The employer or boss is thus the god father and employees are dependent children who had to be taught obedience. The management style is then both authoritarian and paternalistic. It is a type of managerial authority which is social and cultural in nature for it is based on the African extended family system. It gives little or no room to organizational to have individual initiative. They are expected to committed to the organization and thus carry out orders immediately without questions. "This aspect of authoritative paternalistic management conforms to vagaries theory organizations expect mature adult to behave like an infant Awujo (1991).

The Trait Approach of Leadership

For a long people believed that effective leaders were born with personal characteristics or traits that other individuals did not pass. The theory propounded by Awujo, (2004:202) which contended that a leader is quite different from the average person in terms of personal trait such as physical characteristics, intelligence ambition etc. Thus, there exists a finite set of individual traits that can be used to distinguish successful and unsuccessful leaders they are physical characteristic, social background, intelligence, task related characteristics and social characteristics.

Organizational performance

Organization performance is a function of employee performance. Organization effectiveness depends on constantly improving the performance of organizational members and developing and maintaining the human potential that serves as the backbone of the organization (Kerning and Jaeger1990). Organizational performance refers to how well an organization is performing. Good performance is an indicator of success and development of all organizations.

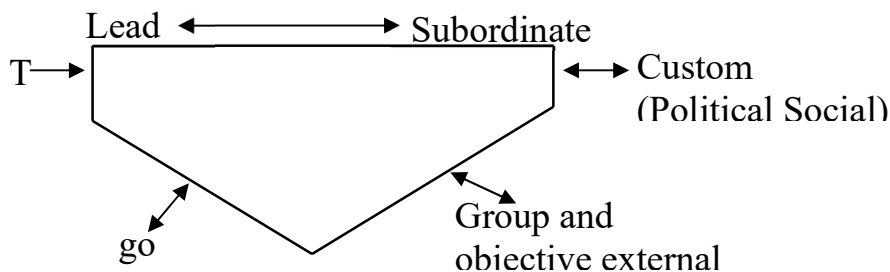
Today best practices evaluate organizational performance in terms of financial results, Products innovations, customer loyalty and people performance helps ensure organizational goals are being achieved Armstrong (1987).

1. Situational style

2. The human relations manager must adapt his or her style to meet the situation (Awujo, 2000). The situation which a leader operates shapes his leadership style. The performance of leaders in to use associated with the situation in which they find themselves, thus, the following factors such as the leader behaviour, leadership quality, member behaviour,

structure of the organization, task being performed and member expectation from the leaders are important dependent variable that affect the leadership process (Nwachukwu 2004).

Figure 2.2 Factors of situational leadership final analysis



Source: Robert, R, Black (1986) Honston Gulf

The focus in the situation of leadership is on observed behaviour not on any hypothetical inborn or acquired ability or potential for leadership, the emphasis is on the behaviour of leaders and their group members (followers) and various situation with his emphasis upon behaviour and environment more encouragement in given to the possibility of training individual in adapting styles of leaders behaviour to varying situations. Horeby (2000) posits the most people can increase their capability in leadership roles through education training and development. Fiedieu (1998) after an extensive research on leadership performance and development the contingency theory which hold that the effectiveness of a group depend on the degree of interaction between the leadership style and the degree to which the situation given the leader control and influence. Fielder advised on what should be the appropriate leadership style on behaviour in various situations. He said the extent to which a manager should be democratic or authoritative in his leadership style relates to the authority and power he has in his position as manager (right to live, dismiss and reward) and members of the group the extent and nature of the inter-personal relation between the leader and members of the groups the situational variables mentioned here are the leader member relations task structure and the position power theory model can be used for the selection and training of manager to fit given position.

Purpose of Performance Evaluation

Performance evaluation is greater extent contribute significantly to the growth and survival of every business organization some of the purpose includes these:

- a) Redesigning of job
- b) It provides information upon which yielding plans budgeting and human resources planning can be used.
- c) It helps manager to make decisions concerning promotion, transfer, demotion etc.
- d) It gives and employee feedback on how the organization views his/her performance. Evaluation helps organizational to know how well they are doing their works and prospects for improving performance.

- e) Performance evaluation facilities wage and salary administrative including increment.

Methods of Performance Evaluation

Nwachukwu C. C. (2006:160) identified the following methods of performance evaluation.

- a) **The Ranking Method:** The supervisor is expected to value his organizational from the least level to the highest level. A variation occurs when supervisor is forced to rank in such a manner that a certain percentage are valued about the others give percentage ranked average, below average and poor or unacceptable. Nwachukwu, C. (2006:60) said manager defined what is to be same time sometimes is complex and cumbersome, a more recent paired comparison have been introduced to compare two employees at a time instead of comparing as many employee as possible.
- b) **The Rating Methods:** It is the most popular method of rating many industries. It measures the basic work characteristics such as knowledge initiative, dependability, leadership quality, loyalty etc. Also it contribute to the organization such as quality and volume of work and the work related characteristics are noted on a time and the degree in measured on a rating scale. It makes it possible to compare employees from different department in the organization. The supervisor select the (100x) that best describes the employee's performance, Nwachukwu C. C. (2006:161).

RELATIONSHIP BETWEEN LEADERSHIP STYLE AND ORGANIZATIONAL PERFORMANCE

Leadership styles is seen as a key or tool used for the success of an organization. Leadership is been considered as a main factor that affect or plays important role on organizational performance. See Klient (2013), the leadership style positively affect organizational culture, which also greatly impact on organizational performance. Leadership style has a relationship with organizational culture and performance (Klein, et al., 2013). Given it fit, effective leadership behaviors influences the performance of an organization in the face of new challenges. It is of great impact and understandable that leadership improved the performance of an organization, e.g. (Zhu, Chew, & and Spangler, 2005) as an essential Paratoo for improving the performance of an organization.

The Moderating Role of Organizational Culture in the Relationship between Leadership style and Organizational Performance

Although most of the empirical studies on the moderating role of organizational culture and organizational performance relationship have been based on the path-goal model (Evan and wali, 2005), several researchers argued that other mechanisms should be considered when explaining this relationship (Lee and Peccei, 2007). In line with this view, Evans and his colleagues argued at leadership style would also increase organizational performance by fulfilling needs for esteem, approval, and affiliation, leading to the incorporation of organizational identification and role status into social identity. In line with this view, several authors have suggested that, in meeting leadership needs, organizational culture enhances the attractiveness of the organization and, therefore, increases the likelihood of staff organizational identification (Eisenberger and Stingihamber, 2011; Sluss, Klimchak, & Holmes, 2008). In a similar vein, Bell and Menguc (2002) have argued that a supporting organizational culture build leaders' organizational performance during the socialization process. Accordingly, several studies have reported a positive relationship

between leadership style, organizational performance and organizational culture (Bell and Menguc, 2002; Edwards and Peccei, 2010; Sluss et al., 2008).

Douglas McGregor Theory of "X" and "Y"

McGregor suggested that managers should know how they see themselves in relation to other. The theory "X" is based on the assumption that the power of a leader is derived from the position they occupy and that people are irately lazy and unreliable. This is an authoritative style of leadership. On the other hand, the theory "Y" which is democratic way of behaviour assumes that power of a leadership is granted by the group. They are to lead and that people can be basically self-directed and creative at work if properly innovated. McGregor (1960) maintains that leaders use leadership style consistent with their personalities. According to him, someone who has trouble intrusting other people judgement will tends towards an authoritarian leadership style. People places in an organization climate will behave in a particular manner based on assumption for the theory of "X" (McGregor 1960). A leader who fits into theory "X" leans toward close and control centralized authority, close supervision autocracies leadership and minimum participation in decision making. According to McGregor (1960), the theory "X" assumption are: the average person's dislike and will avoid it as much as possible. The people must be threatened or forced to make efforts necessary to accomplished organizational goals. The average is divided and basically passive, and prefers to be directed rather than assume any risk or responsibility. The theory "Y" is optimistic, dynamic and flexible with an emphasis on self direction and integration of individual need with organization demands. Under the theory "Y" authority is seen as only one of the many ways a manager exerts leadership.

CONCLUSIONS

The researcher concludes thus: That manager's style of leadership and staff performance, given the fact that lack of efficient manager's style of leadership adversely affects staff performance. Furthermore, that, there is significant relationship between the nature of job situation and leadership style chosen by a manager.

Finally it was also discovered in this study that situational factors affect the style of leadership in an organization, democratic form of leadership is the most appropriate and suitable for business organization. Given it fit, good remuneration system (salary and wages) is one of the major factors that motivates employees to improve their performance.

RECOMMENDATIONS

- From the above drawn conclusion, the suggested recommendation includes thus,
1. It is recommended that there should be efficient managers style of leadership so that subordinates performance would not be affected.
 2. Effort should be made in order to ensure that the leadership style adopted by managers do not have negative influence on their subordinate performance.
 3. Situational factors should be closely examined in order not to be affected by the style of leadership adopted in a company.
 4. That companies are advised to adopted democratic style of leadership in as much as it enhances the performance and productivity fair system.

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