The Effect of Leadership Styles on Organizational Performance in Nigerian Public Organizations

Dr. Cross Ogohi Daniel
Department of Public Administration/Banking and Finance
Nile University of Nigeria, Abuja, Nigeria

Abstract. One of the fundamental qualities of an effective and good leader is the ability to inspire staff of the organization to align with its mission and visions. Such a leader in most cases combine inspiration with motivation to get the set goals achieved. The underlining factors of this push by the leader besides reaching the set target of the organization are to reduce organizational inconveniences, be accountable, and maintain a good working relationship with members of staff and the public. Hence, a good leader should often make conscious efforts to attain these leadership precepts. However, research has shown that these qualities are very often lacking among the leaders of the various public institutions, agencies and organizations in Nigeria. These lackluster attitudes of our leaders have been fingered as the drag in the performance of many organizations in Nigeria. This paper aim to ascertain the relationship between leadership style and organizational performances. To achieve this, the paper analyzes extant literature on the concept of leadership, examine styles of leadership, and establish how leadership style impacts work efficiency, productivity and performance. The researchers rely on in depth content analysis to achieve the set objectives.
Keywords: Leadership Styles, Democratic, Autocratic, Organizational Performance

Introduction
The Arestolian postulation averred that for any academic work to be worthy it must begin with conceptual definition. In view of this, this review shall consider the concept of leadership holistically incorporating performance and organization in the process. The segment will end with assessing the impacts of leadership style on organizational performance. There are many definitions of leadership as there are authors; however, the common proposition in all the definitions of leadership is the leaders' ability to influence or inspire others towards goal attainment. For instant, Lawal (1993) defined leadership as "a process of influencing others to work willingly toward an organizational goal with confidence" From Lawal's definition, it can be inferred that the led must be willing to carry out the task assign to him or her without compulsion.

While Nwachuku (2017) defined a leader as one who makes concerted efforts to balance the interest of an organization with that of the workers with the aim of achieving the organizational vision and mission. This connotes the leader ensures that the works interest is seemingly incorporated into the overall objectives of the organization by creating a conducive working environment as a precursor to job satisfaction (Ashibogwu, 2008).

More so, leadership signifies an act of showing direction; it presupposes that an individual who occupies an office has the privilege of having to manage and lead the affairs of a system (Igbaekemen and Odivwri, 2015). To lead simply means that whoever is saddled with responsibility of directing and coordinating the affairs of an organization does it with the aim of achieving the goals and aspiration of the organization. In other words, leadership suggests that an individual burdened with an organizational obligation have to lead others for the purpose of achieving the organizational aims and objectives.

Extant literature revealed that leadership styles vary from one organization to another. For instance, Akanwa (1998) listed the leadership styles to include, authoritative, democratic and laissez faire. To Akanwa, the authoritative leadership style is synonymous with

dictatorship. Here the leader do not often consider the opinion of his or her subordinate in the decision making process. The leader considers himself or herself as the boss whose decision is final. The process leaves no room for dissenting voice on how the organization is to be administered. The democratic style creates room for consultation with others in the organization. A democratic leader will often consult with others before a final decision is made. While in the laissez faire leadership style, the leader exhibit I-don't-care attitude to how workers carry out their responsibility. This form of leadership style is known to reduce work performance (Lee and Chuan, 2009).

To scholar like Bass (1985); Khan and Adnan (2014) among others, leadership styles include transformational, transactional and laissez faire leadership style. Transformational and transactional leadership is believed to significantly enhance workers performance while laissez faire type of leadership often reduces work output. It is further averred that, when a leader is not showing keen interest on how the workers are taking their work, the organization will likely not meet the set targets. This has become the norm in most local government councils in Nigeria. It has been posited that the quality of the relationship between a leader and the subjects has direct impact on the performance of the workers, their efficiency, and commitment to work among others (Norman and Sued, 2009). In considering leadership within the context of this study, it is important to look at leadership side by side with the concept Performance. Performance is the real implementation of a deed or a task with use of vital knowledge, skills and abilities. Scholars have concisely contended that the kind of leadership adopted within a particular organization clearly determines performance and productivity (Bass, 1985; Norman and Sued, 2009).

Statement of the Problem

The basic concern of this research is to discuss and investigate the relationship between leadership styles and organizational performance among public institutions/organizations in Nigeria. The high point of the paper is to carefully address the core issue for determination which is thus: Whether leadership style rightly or wrongly affects performance in public organizations in Nigeria. The foregoing forms the gravamen of the statement of problem. Local government administrations in Nigeria are bedeviled with many challenges.

Bratton (2012) identified some of the antecedents to poor performance of workers and the local government system generally to include lack of accountability by both administrative and political class, inadequate resources, mismanagement of the available resources, poor attitude of workers to work and services, incompetence of staff among others. These problems arise majorly because of poor leadership styles.

Today, it is not uncommon to see absenteeism, lateness to work, loitering, disregards to records keeping etc. in the local government system. It is also not in doubt that amongst the various LGAs in Nigeria, administrative heads uses different leadership styles. And this often yields varying performances. It is also undisputed that many a time some of the LGAs in the country are not performing as expected. In asking the question why some LGAs are lacking in terms of performance and productivity or why there seems to be under performing, scholars would argue that the problem is associated with the leadership style (Bass, 1985; Norman and Sued, 2009). Similarly, some authors will posit that lack of effective performance in organizations goes beyond mere leadership style (Khan and Adnan, 2014). Evidently, the research is intended to address the hypothesis that different leadership styles impacts on organizations performance. This is important in the light of the need to employ leadership and management as strategies to harvest the potentials of the workers towards goal attainment in our local government administration.

Objective of the Study

The aim of the study is to investigate the relationship between leadership styles and organizational performance, the case of Abuja Area Council (AMAC). However, the specific objectives include the following;

i. To examine the effects of authoritative leadership style on organizational performance

ii. To determine the relationship between democratic leadership style on organizational Performance.

Literature Review

It is rightly submitted that there exist several literature pertaining to subject under review, particularly as it relates to leadership style and organizational performance globally. The Nigeria Public Institutions/Organization is certainly not an exception, even though the existing materials in this regards may not be as much what will be obtainable assuming the subject is to be considered from a global perspective. The foregoing notwithstanding, the work will be built on existing conceptual issues from review of others' research with the subject of study (topic) under consideration. Relevant journals on the subject matter will be reviewed to ascertain contemporary thinking on the impact of leadership styles on organizational effectiveness through employee productivity in public organizations in Nigeria. In general, leadership is the process of influencing people to direct their productive efforts aimed at achieving predetermined goals and objectives. Leadership is therefore an essential management function largely as a result of the fact that it pertains mainly to managing people (Igbaekem & Odivwri, 2015). From the overview of leadership, it is a tool of efficiency on organization management that ensures high productivity with respect to input output ratio (Halilu, et al., 2016).

According to Bernard (2006), low performing and high performing organizations are set apart by effective leadership. As such, a leading challenge militating productivity in public organizations in Nigerian is the prevalence of ineffective leadership (Meindonyo & Ibara, 2017). Even within the purview of effective or ineffective leadership, each leadership approach has its profile of merits and demerits as is the case of the interpersonal exchange leadership approach. This approach is considered one of the most popular in literature has its profile of merits and demerits. For instance, its units of analysis will include direction; guidance and routine determination by leaders as subordinate comply towards realizing organizational goals. As is typical, social and interpersonal exchange models, while highlighting the above listed features obviously neglects other key leadership attributes such as leader's effectiveness among other (Duru, et al, 2017).

According to Leonard (2018), leadership skills are not tangible. He has observed that while many leaders are born with specific leadership ability, anybody can learn to improve their leadership skills. This can be through self-awareness and training; you can boost the impact you have on your team as well as an organization as the case may be, which often has a tangible effect on performance. This opinion was expressed in his article entitled "The Impact of Leadership on Organizational Performance". Leonard has identified some of the basic and interesting fundamentals of leadership style to include: 'How Does Leadership Style Influence Organizational Productivity? The Effects of Leadership Styles on the Organization, different types of leadership styles, concepts'. While considering these issues, he maintained that pared down to the basics; you can be a boss or you can be a leader. Even a nice boss gives people directives and orders, and expects compliance in completing tasks. In more authoritarian scenarios, this leadership style can become a fear-based style, in which employees are constantly concerned about losing their job for one or two mistakes.

A leader needs the same work done but looks to help employees find their internal motivation to achieve it. Where a boss views his employees as subordinates, a leader views his employees as part of a team and seeks to empower them so that they exceed minimal

expectations. In other words for Leonard, the level of efficiency and productivity among members in an organization a lot more depends on the nature and style of leadership exhibited by those piloting the organization's affairs. Leonard thinks that leaders who inspire and empower their followers have a greater ability to influence their team actions. Thus, inspiring and empowering build loyalty and trust, which are positive qualities that create a strong, productive corporate culture; when everything is based on performance results without developing loyalty and trust, team performance is often negatively affected and the result will be low productivity. They have jointly that the main aim of any organization is to sustain competitive advantage considered to be effective between the demands of various stakeholders and the needs of the employees. Such aim and organizational objective therefore can easily be achieved where an organization is rightly structured in terms of its leaders.

Also the organization is bound fail if the leadership is nothing to go by. Based on findings on previous studies in related field, the scholars have observed that it has been proven that an appropriate leadership style can influence the success and the economic growth of both the organizations and employees at any level; be it private or public sector as the case may be. The very key component issues canvassed in the above article is the issue as to organizational performance, transformational leadership, leadership and organizational performance, leadership theories and thereafter conclusion. In another related article titled; "How Does Leadership Style Influence Organizational Productivity", Leonard also posits that the leadership style of any leader in an organization affects the motivation, effectiveness and productivity of employees. He further maintain that different leadership styles generate different results and that there are times when one type of leadership style is the overt style in an office, but other styles are incorporated in specific departmental needs. He has overtly submitted therein that understanding how various leadership styles affect productivity and as well allow leaders to analyze and adapt for effectiveness. Leonard has brought to fore several kinds of leadership style to wit;

  i. Authoritative leadership style,
 ii. Affiliative leadership style
iii. Democratic leadership style,
 iv. Coaching leadership style, and
  v. Pacesetting leadership style.

The above, have their respective characteristic and features as identified and concisely discussed by Leonard in his work above mentioned. In a related Article "The Leadership Qualities that Produce Organizational Breakthrough" jointly authored by Anderson and Anderson, they argue that achieving organizational breakthrough requires significant transformation, and leading organizational transformation entails certain qualities that make a good leader. These qualities are influenced by the level of outcome the leader is seeking. It is their expressed view that leaders who seek outcomes not too far out of their organization's current comfort zone of performance can lead as they always have. But leaders pursuing breakthrough require what they term "conscious leadership qualities." The bigger the outcome leaders pursue, the larger the challenges they face, and the more their leadership qualities must bring out the best in themselves and others, and enable them to deal with the complexities that the big challenges entail. In an attempt to provide exceptional leadership requirements/qualities, they have summarized the under listed as template thus

  i. Conscious leadership requires introspective and self-awareness
 ii. Always cultivating self-leadership
iii. Supportive leadership; being a co-creator.

The above leadership qualities according to Anderson and Anderson are essential to achieving organizational breakthrough. Hence, an organization needs conscious leaders if such organization is desirous of succeeding in its quest to solve complex challenges. In the work

titled; "Impact of Leadership Style on Organization Performance: A Critical Literature Review", Igbaekemen and Odivwri (2011) considers several issues in touching on the relationship between leadership style and organizational performance in in Nigeria, with emphasis on federal government organizations, agencies, vis a vis industries as well as having to do a comparative analysis with other countries, all in a bid to show how effective leadership style can help to achieve set goals. It is their submission however that there are vacuum of true conscious leaders, whether in politics, religion, organization, business, education, sports or institutions as far as Nigeria is concern. It is their further view that there is desperate need of competent, principled, sensitive, compassionate, conscious and accountable leaders in Nigerian political system. It is submitted that there cannot be a good understanding or appreciation of the topic for which this review is intended if prominence is not is given to the Organizational Leadership Concepts. Therefore, to understand and appreciate issues in the light of foregoing, article titled "Organizational Leadership Concepts" becomes very fundamental and apt.

Leadership and management are two essential functions in business. Leadership represents individuals involved with balancing varying interests among managers, employees and other business stakeholders. Management commonly is defined as the organization and coordination of various economic resources in a business. While leaders can be managers, managers may not be leaders. Leaders often have specific character traits that lend their skills more to directing a company than managing resources. It is his view however that to ensure optimal functioning and efficient performance, an organization's leader or leaders as the case may be must have a managerial blend or put differently; managerial skill(s) constitutes an advantage for an organizational leader to succeed.

Zach (2018) tries to offer an answer to give an over view to question bothering on the type of leadership style, while canvassing that; "Effective leaders have a style or a combination of multiple styles that make them successful in guiding and inspiring employees. He posits that successful leaders are capable of driving creativity and productivity, while also improving the bottom line of a business. Being an effective leader does not always correlate with being a well-liked person, however. Some leaders are loved by their employees, while others are not highly regarded on a personal level, but remain great at moving the business in a positive direction through distinctive leadership styles. Many leaders are ineffective, and use leadership styles that do not correlate well with their industry or with the people they are attempting to lead. Zach submits that leadership styles often correlate closely with personality type. In his Article titled "Five Different Types of Leadership Styles" Zach has identified and highlighted on five leadership styles to include:

   i. Autocratic Leadership Style
  ii. Laissez-Fair Leadership
 iii. Transformative Leadership Style
 iv. Hand-on, Participant Leadership Style
  v. Transactional Leadership Style.

Apart from the list above, it is said that many more leadership styles exist. One feature which defines unique leadership style is the charismatic leader; which is about transformative leader, they inspire, visionary and motivational, transformative leaders have a way of building a good relationship capable of transforming and impacting on organizational performance.

Methodology

The paper adopted a singular source of data collection. The secondary source of data generation, which include the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet and other published and unpublished materials relevant to work. The data was analyzed using the content analysis approach. This is because of its major dependence on the secondary source data.

Discussion of Findings

From the materials and available information in relation to the subject under review, it is the researcher's finding that:

i. Almost all the definitions of leadership have been able to establish an element of influence and persuasiveness from one person to another; that is from the leader to the follower.

ii. That the relationship between the leader and the other people they influence is said to be a determining factor for employee retention and a factor that determines the level performance in an organization. This view is linked to Ribelin (2003).

iii. The above finding clearly depicts the fact that the style of leadership in place in an organization is often ascribed as the fundamental determinant of productivity.

iv. The study also finds that there are the leadership qualities that produce organizational breakthrough, hence, achieving organizational breakthrough requires significant transformation, and leading organizational transformation requires certain qualities that make a good leader (Anderson 2018)

v. It is also investigated that the qualities of a leader are influenced by the level of outcome for which the leader is seeking. As leaders who seek outcomes not too far out of their organization's current comfort zone of performance can lead as they always have. But leaders pursuing breakthrough require what we call "conscious leadership qualities."

vi. It is empirically established that success and achievement recorded by several public institutions (organizations) in Nigeria over time has greatly been determined by style of leadership adopted, whereas failures in these institutions is also linked to lack of accountability amongst those saddled with leadership responsibilities (Osmond, 2016).

vii. It is established from findings that managerial style in every organization whether public or private as the case may be, have a great impact on the organization. Hence, effective managerial style is important to the extent that it increases productivity and empowerment.

viii. It safe to say that findings have established that a healthy relationship in leadership style and organizational performance often act as a catalyst for organizations sustainability thus it will boost employees' confidence, it will also serve as motivation to employees and staff of the organization.

ix. While it is factually established that leadership style is responsible for performance organization, findings further highlight that leaders in several public institutions and organization in Nigeria are usually not accountable for their actions and performance, which among others have been the basis for inefficiency.

x. Research has further revealed the laxity and sloppiness has extended these negative public sector routines to subordinates, which is expressed in delayed compiling and submission of annual reports. On a macro scale, the economic contribution of the public sector to Nigeria's national productivity is less than optimal.

xi. Study show that the quality and excellence deployed among public organizations in Nigeria is not in any way comparable to what is obtained in the private sector, this account for the dwindling productivity amongst public institutions and organizations in Nigeria.

Conclusion

The study has been undertaken with a view to consider preliminary and foundational issues necessitating a thorough academic paper in relation to the subject "Investigating into the Relationship between Leadership Style and Organization Performance in Public Organization in Nigeria". The work commenced with a general introduction giving a brief inside as to what leadership entails as well as drawing attention to the relationship to between leadership style and organizational performance in Nigeria. The work equally highlights other issues in relation to the statement of problem, objective of the study, research hypothesis, literature, test of hypothesis, discussion of findings and of course this conclusion. From the foregoing, it has

been established in the course of the review that leadership style greatly determines the level of productivity and performance in an organization. While it settled that effective leadership style is responsible for advancement amongst private establishments in Nigeria, it is however unfortunate to find that the leadership demonstrated among those in authorities within public organizations and institutions Nigeria is yet to produce requisite results, clearly public organizations in Nigeria have been adjudged as not functioning optimally due to lack of accountability and lack of will amongst management. It is not in doubt that effective leadership is a vital tool for high level productivity. It is hope that public institutions and organizations in Nigeria will promptly have to reposition in terms of leadership structure.

Recommendations

Based on the foregoing, it is recommended as follows:

i. Over haul and review on basic legislations and regulations with a view to making management and leadership in public organizations more accountable and responsible.

ii. There is need to introduce a standard and uniform code of practice among top management members and leaders within the public sector/organization.

iii. The concept of Total Quality Management (TQM) should of necessity be infused into leadership practices in Nigeria, particularly among public organizations.

iv. There is need to have an assessment framework or mechanism for leadership and same should be expanded to ensure increased leadership effectiveness.

v. The fight against corruption and corrupt practices in public sector and organization should be real and proactive and not just act of lips service towards eradicating all forms of compromise.

vi. Generally, there is need for reorientation as a means of changing the mentality of supposed leaders at every level within the public institution/organization to ensure leadership is seen as call to service as opposed to the believe that once you start leading, then you become a boss and as well seeing leadership as an opportunity to amass public funds.

vii. Continuous education, teachings and trainings at every level to keep 'leader' abreast with the basic characteristics and requirement of leadership.

References

Adebayo, A. A. & Bharat, T. (2016). Nigerian Public Administrators' Leadership Styles and their Perceived Effectiveness. *International Journal of Academic Research in Business and Social Sciences, 6*(9), 85-92.

Adekanbi, A. F. et al. (2016). An Investigation into the Impact of Leadership Styles on Employee Retention: Identifying which Leadership Style Best Encourages Employee Retention in the Nigerian Banking Sector. A Case study of Zenith Bank Plc., Nigeria. Retrieved from: http://trap.ncirl.ie/2277/1/adedamolafavour.pdf

Akanwa, J. C. (1998). *The 21 irrefutable laws of leadership follow them and people will follow you.* Nashville, TN: Thomas Nelson, Inc.

Ashibogwu, M. (2008). Common Failures of Family Business. *Business Day, Monday, May, 18.*

Bass, B. M. (1985). *Leadership and Performance beyond Expectations.* New York: Free Press.

Bernard, H. R. (2006). *Research methods in anthropology: Qualitative and quantitative approaches*. Lanham, MD: AltaMira Press.

Bratton, M. (2012). Citizen perceptions of local government responsiveness in Sub-Saharan Africa. *World Development*, *40*(3), 516-527.

Duru, C. E. et al. (2017). The Impact of Leadership Styles on Organizational Productivity: A Case Study of National Hospital Abuja. *Global Journal of Human Resource Management, 5*(8).

Edoka, J. et al. (2015). Effective Leadership and Organizational Performance: A Case Study of National Youth Service Corps (NYSC). Kogi State University of Nigeria Virtual Library. Retrieved from: http://www.unn.edu.ng/publications/files/images/JOHN%20EDOKA.pdf

Gleeson, B. (2016). Leadership and the 7 I's For Influencing Others. Retrieved from: https://www.inc.com/brent-gleeson/leadership-and-the-7-i-s-for-influencing-others.html

Halilu, U. et al. (2016). Assessment of Leadership from the Perspective of Accountability in the Nigerian Publci Sector. *Asian Journal of Economics, Business and Accounting, 1*(11), 1-11. Retrieved from: https://researchrundowns.com/quantitativemethods/instrument-validity-reliability

Igbaekem, G. O. & Odivwri, J. E. (2015). Impact of Leadership Style on Organizational Performance: A Critical Literature Review. *Arabian Journal of Business and Management Review, 5*(5). doi:DOI: 10.4172/2223-5833.1000142. Retrieved from: https://www.omicsonline.org/open-access/impact-of-leadership-style-on-organization-performance-a-critical-literature-review-2223-5833-1000142.php?aid=58909.

Imran, R. & Daniel, R. (2018). Management of Bureaucrats and Public Service Delivery: Evidence from the Nigerian Civil Service. *The Economic Journal, 128*(608). Retrieved from: https://academic.oup.com/ej/article/128/608/413/5068981

Kehinde, J. O. et al. (2016). Good Governance and Leadership: Pathway to Sustainable National Development in Nigeria. *Journal of Public Administration and Governance, 6*(1), 35-49.

Khan, A. Z. & Adnan, N. (2014). Impact of Leadership Styles on Organizational Performance. Ideas. Retrieved from: https://ideas.repec.org/a/rss/jnljms/v2i11p2.html

Lawal, A. (1993). *Management in Focus.* Lagos: Abdul Industrial Enterprises.

Lee, H. C. & Chuang, T. H. (2009). The Impact of Leadership Styles on Job Stress and Turnover Intention: Taiwan Insurance Industry as an Example. www.hclee@ttu.edu.tw

Leonard, K. (2018). The Impact of Leadership on Organizational Performance. Retrieved from: https://smallbusiness.chron.com/impact-leadership-organizational-performance-2970.html

Meindonyo, R. O. K., Ibara, E. C. & Tuatongha, C. (2017). Leadership Styles of Secondary School Principals and Teachers' Job Satisfaction in Yenagoa Local Government Area of Bayelsa State, Nigeria. *Journal of Research and Method in Education (IOSR-JRME), 7*(2), 62-66.

Norman, F. & Sued, Y. (2009). Leadership styles in competing organizational cultures. *Leadership Review, 10*, 125-141.

Nwachuku, A. M. (2017). Productivity of Local Government Staff: Problem and Prospects. In Nzelube, C. G. (Ed.), *Current Issue in Political and Local Government Administration*. Enugu: Fourth Dimension.

Okafor, C. et al. (2015). Style and Organizational Performance of Nigerian Companies: An Empirical Analysis. Retrieved from: https://scialert.net/fulltext/?doi=jas.2008.302.308

Ukaidi, C. U. (2016). The Influence of Leadership Styles on Organizatinal Performance in Nigeria. *Global Journal of Human Resource Management, 4*(4). Retrieved from: http://www.eajournals.org/wp-content/uploads/%C2%ACThe-Influence-of-Leadership-Styles-on-Organizational-Performance-in-Nigeria.pdf

Webster's New Explorer Encyclopedia Dictionary (2006). Mariam-Webster, Incorporated, Springfield MA, p. 1042.

Yusuf-Habeeb, M. & Ibrahim, Y. (2017). Effects of Leadership Style on Employee Performance in Nigerian Universities. *Global Journal of Management and Business Research, 17*(7), 27-33.

Zach, L. et al. (2018). 5 Different Types of Leadership Styles [Updated August 14, 2018]. Retrieved from: https://smallbusiness.chron.com/5-different-types-leadership-styles-17584.html