

Effect of Leadership Styles on Organizational Performance

(A Case Study of University of Ilorin)

Chapter One

Introduction

1.1 Background of the Study

Leadership is a process in which a leader attempts to influence his or her followers to establish and accomplish a goal or goals. The capacity to lead others: command, lead. An act or instance of guiding: direction, guidance, lead, management. See affect/ ineffectiveness. Leadership is the process through which an individual tries to influence another individual or a group of individuals to accomplish a goal. Leadership is valued in our culture, especially when it helps to achieve goals that are beneficial to the population, such as the enactment of effective preventive health policies.

An individual with leadership qualities can also improve an organization and the individuals in it, whether it be a teacher who works to get better teaching materials and after school programs or an employee who develops new ideas and products and influences others to invest in them.

Leadership can be exhibited in a variety of ways and circumstances. Mothers and fathers show leadership in raising their children with good values and encouraging them to develop to their potential. Teachers show it in inspiring students to learn and to develop their intellectual capacity. Health care workers can be leaders and develop services that meet the needs of the communities they serve, or work in collaboration with other organizations to create cost effective, prevention oriented programs and services.

Many studies have been done and many books and articles have been published on this subject. Through this work a consistent set of leadership attributes has emerged. An effective leader does most, if not all, of the following:

Challenge the Process - search out challenging opportunities, take risks, and learn from mistakes.

Inspire others to come together and agree on a future direction or goal, create a shared vision by thinking about the future, having a strong positive vision, and encouraging others to participate.

Help others to act - help others to work together, to cooperate and collaborate by developing shared goals and building trust, and help to make others stronger by encouraging them to develop their skills and talents.

Set an example - behave in ways that are consistent with professed values and help others to achieve small gains that keep them motivated, especially when a goal will not be achieved quickly.

Encourage others - recognize each individual's contributions to the success of a project.

Another way of defining leadership is to acknowledge what people value in individuals that are recognized as leaders. Most people can think of individuals they consider being leaders. Research conducted in the 1980s by James Kouzes and Barry Posner found that a majority of people admire, and willingly follow, people who are honest, forward looking, inspiring, and competent.

An individual who would like to develop leadership skills can profit from the knowledge that leadership is not just a set of exceptional skills and attributes possessed by only a few very special people. Rather, leadership is a process and a set of skills that can be learned.

The word leadership can refer to, the process of leading. Those entities that perform one or more acts of leading.

Kouzes (2002) states that "Leadership is not a place, it's not a position, and it's not a secret code that can't be deciphered by ordinary people. Leadership is an observable set of skills and

abilities. Of course some people are better at it than others." In general terms, leadership can be defined as the ability to influence the behaviour of others.

This definition can be expanded when considering leadership in organizations to include the fact that the leader exerts influence within a working group in order that the group may achieve group tasks or objectives. (T .Lucy 1997) leadership is an everyday art involving the skill of leading and dealing with people. The success in ruling new dominions is contingent upon both his ability to wield power effectively, and the existence of an opportunistic situation. Problems, which result within organizational members, disagree on both the natures of the goals of which people disagree on both the natures of the goals of which people aspire, and the act of leadership. Leadership, as we use the term refers to behaviour, undertaken within the context of an organizational members behave.

It could be observed that leadership and management envisage deeply into what the organization can achieve if the quality of recognition is accorded to them. Leadership has been propounded to include the sources of influence that are built into a position in an organizational hierarchy.

These include organizationally sanctioned rewards, and punishments, authority, as well as referent and expert power Katz and Kahn 1966, p.32. It could be seen however, that subordinates within the organization, through not all seem to enjoy the influence that exists all over and above the organization.

Leadership is very essential organization and greatly influences the whole organization because achievements and results occur corollary to the traits being projected by the leader. Leadership includes the ultimate source of power but has that positive ability in persuading other individuals and to be innovative in decision making. According to Bennis and Nanus, many organizations

are over managed and under led. The difference is crucial, managed are people who do things right, but leaders are people who do the right things always.

Problems are bound to occur within every noted organization and decision making is bound to generate conflicts while initiating policies. People are expected to coordinate. Whatever they are doing to achieve organizational goals. In this light, the notion of leadership act are those which help a grouping meeting those stated objectives (Bavelas 1960, p491). In general terms the acts of controlling other people consists uncertainty reduction ,which entails making the kind of choice that permits the organization to proceed towards its objective despite various kinds of internal and external variables.

The effectiveness of leadership has some characteristics, which include forceful threats, a complete assertion of authority to the subordinates, and a derived, and situational responsibility. Note that in the society today, not only the presence of rewards (positive and negative), or the incentive appraisal could induce productivity but the feeling of belongingness.

Improper leadership qualities within the organization have a negative impact on the subordinates as well as the achievement of the organizational objective. An organization that has growth and forward looking has a good leadership and vis a vis a bad or deteriorating organization has a bad leadership.

Leadership is always related to the situation. There is a growing awareness that is a continuous interaction between the factors presents in any given situation, including for example, the personal characteristics of the leader, the tasks, the environment, the technology, the attitudes, motivation and behaviour of the followers and so on.

1.2 Statement of the Problem

The design of the investigation is to elicit the effect of the different leadership styles in finance oriented and services oriented organization in order to determine its distinct impact on the organizational behaviour of management and employees in the case organization.

Sub Problem I: The purpose of the study to evaluate the factors of leadership (the traits: intelligence, initiative, imagination, communication, the skills, analytical, diagnostic, conceptual, the status, recognition and the situation) culture in the case organization with the view to calculate their contribution in attaining organizational objective. (Contribution to efficiency and growth in profit).

Sub Problem II: The object on the inquiry is to ascertain the most favourable leadership style amongst autocratic, democratic, paternalistic, and laissez faire, used in the case organization to determine its influence on management and employees.

Sub Problem III: The intention of the investigation is to compare the relationship (positive or negative) between leadership and organizational behaviour in the finance and service oriented organization to identify the effect on work performance.

Sub Problem IV: The purpose of the study is to correlate the leadership style to organizational behaviour of management and employees in UNIVERSITY OF ILORIN to decide the trend and influence of leadership style on the organizational behaviour of management and employees.

1.3 Research Questions

- i. What is the leadership quality in your organization?
- ii. What is the leadership style use in your organization?
- iii. What is the degree of importance of leadership in your organization?

1.4 Research Objectives

Research is basically aimed at determining ones view of related studies at every time.

In the course of studying the aforementioned subject on the leadership style: one will be able to determine those areas where the different types of leadership styles have contributed immensely to organization goals.

For the purpose of this study, the behaviour of the management and employees can be viewed as endogenous as well as exogenous. The researcher will therefore proceed to express and state those objectives which the study is expected to accomplish. They are as follows:

- a. The value of the different factor of leadership (the leaders traits, skills and subordinates reaction, status, recognition and the prevailing situation) in finance oriented as well as service oriented organization.
- b. To critically evaluate the nature of leadership in affecting work performance.
- c. To determine the effect of leadership style and their basic relationship with organizational behavior.

Furthermore, the research will assist future researchers in finding possible solutions to the best leadership style after monitoring organizational behaviour found in management and employees in different organization.

1.5 Research Hypothesis

In aiming to go on with the stated problem of study, the following research problem oriented hypotheses are revealed.

H₀: Relationship between leadership and organizational behavior in the case of organization will increase the work performance.

H₀: Leadership styles and its effectiveness can increase organizational performance.

H₀: Leadership styles can help in organizational productivity.

1.6 Significance of the Study

The significance of this study is basically a definite scope which will help elicit all the problems and effect of different leadership styles. Also, it will assist in highlighting how management and employees react under stereotyped condition.

In addition, all the aforementioned and determined effects, problems and solutions will be critically viewed to serve as possible recommendations to today's manager who may be willing to employ a particular leadership style. It will forestall a better situation for the leader to select best type of leadership system.

1.7 Scope of the Study

This research study will cover an appraisal of leadership styles and its effectiveness on organizational performance in University of Ilorin.

1.8 Definition of Terms

LEADERSHIP: This is the capacity of someone to lead. The office or status of a leader.

CULTURE: The arts, customs and habits that characterize a particular society or nation.

VISION: An ideal or a goal toward which one aspires the sense or ability of sight.

COMMUNICATION: Group of people sharing a common understanding where themselves by using the same language, manners, tradition and law.

ORGANIZATION: A group of people or other legal entities with an explicit purpose and written rules.

MANAGEMENT: Is the organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objective and measuring result.

BUREAUCRACY: This is a group of non-elected officials within a government or other institution that implement the rules, laws, ideas and function of their institutions.

AUTHORITY: This is the power or right to give orders, makes decision, and enforces obedience the right to act in a specified way delegate from one person or organization to another.

Chapter Two

Literature Review

2.0 Introduction

Many people believe that leadership is simply being the first, biggest or most powerful. Leadership in organizations has a different and more meaningful definition. Very simply put, a leader is interpreted as someone who sets direction in an effort and influences people to follow that direction. How they set that direction and influence people depends on a variety of factors that we'll consider later on below. To really comprehend the "territory" of leadership, you should briefly scan some of the major theories, notice various styles of leadership and review some of the suggested traits and characteristics that leaders should have. The rest of this library should help you in this regard.

Traditional views of management associate it with four major functions: planning, organizing, leading and controlling/coordinating. However, many educators, practitioners and writers disagree with this traditional view.

The following articles offer views different from the traditional view that leading is a major function of management.

Management Styles (says they're different and compares different traits) Leadership (includes good overview of styles, and differences of manager and leader)

View That Separating "Leading" from "Managing" Can Be Destructive. Another view is that to be a very effective member of an organization (whether executive, middle manager, or entry level worker), you need skills in the functions of planning, organizing, leading and coordinating activities the key is you need to be able to emphasize different skills at different times.

Yes, leading is different than planning, organizing and coordinating because leading is focused on influencing people, while the other functions are focused on "resources" in addition to people. But that difference is not enough to claim that "leading is different than managing" any more than one can claim that "planning is different than managing" or "organizing is different than managing". The assertion that "leading is different than managing" and the ways that these assertions are made can cultivate the view that the activities of planning, organizing and coordinating are somehow less important than leading. The assertion can also convince others that they are grand and gifted leaders who can ignore the mere activities of planning, organizing and coordinating they can leave these lesser activities to others with less important things to do in the organization. This view can leave carnage in organizations.

2.2 Conceptual Framework

House defines "leadership" organizationally and narrowly as "the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members". Organizationally, leadership directly impacts the effectiveness of costs, revenue generation, service, satisfaction, earnings, market value, share price, social capital, motivation, engagement, and sustainability. Leadership is the ability of an individual to set an example for others and lead from the front. It is an attitude that influences the environment around us.

Compare the discussions on group leadership and ad hoc leadership above. One can also characterize leadership by the period of the authority, as in "During the 1940s Russia was under Stalinist leadership". In formal hierarchies the term can also serve to describe the position or relationships, which allow and legitimize the exercising of what one, might term "leadership behaviour".

In some languages the term for a leader and the term for the principle of leadership have very different meanings. Furthermore, note the different connotations of a synonym of the word "leader" adopted from the German: the word Führer, and its accompanying ideas on the Führerprinzip. In would be controlling groups such as the military, political parties, ruling élites, and other belief based enterprises like religions or businesses, the idea of leadership can become a Holy Grail and people can come to expect transformational change stemming from the leader; such entities may encourage their followers and believers to worship leadership, to respect it, and to strive (whether realistically or not) to become effective in it. Ideally, one cannot buy or sell leadership in the military (or elsewhere); instead, leaders must ratify their position of command in the hearts and minds of their soldiers in order to obtain the best from them. Followers in such a situation may become uncritically obedient. Personal strategies that one can use to guard against the unrealistic expectations associated with belief in leaders include:

1. Maintaining a questioning and skeptical attitude
2. Bolstering confidence in one's own decision making abilities
3. Seeking independent verification through appropriate measurement and reporting infrastructures
4. Leadership's relation with management

Some commentators link leadership closely with the idea of management. Some regard the two as synonymous, and others consider management a subset of leadership. If one accepts this premise, one can view leadership as:

- centralized or decentralized
- broad or focused
- decision oriented or morale

- centred intrinsic or derived from some authority

Any of the bipolar labels traditionally ascribed to management style could also apply to leadership style. Hersey and Blanchard use this approach: they claim that management merely consists of leadership applied to business situations; or in other words: management forms a subset of the broader process of leadership. They put it this way: "Leadership occurs any time one attempts to influence the behavior of an individual or group, regardless of the reason. Management is a kind of leadership in which the achievement of organizational goals is paramount."

However, a clear distinction between management and leadership may nevertheless prove useful. This would allow for a reciprocal relationship between leadership and management, implying that an effective manager should possess leadership skills, and an effective leader should demonstrate management skills. One clear distinction could provide the following definition:

- Management involves power by position.
- Leadership involves power by influence.

Abraham Zaleznik (1977), for example, delineated differences between leadership and management. He saw leaders as inspiring visionaries, concerned about substance; while managers he views as planners who have concerns with process. Warren Bennis (1989) further explicated a dichotomy between managers and leaders. He drew twelve distinctions between the two groups:

- Managers administer, leaders innovate
- Managers ask how and when, leaders ask what and why
- Managers focus on systems, leaders focus on people
- Managers do things right, leaders do the right things

- Managers maintain, leaders develop
- Managers rely on control, leaders inspire trust
- Managers have a short term perspective, leaders have a longer term perspective
- Managers accept the status quo, leaders challenge the status quo Managers have an eye on the bottom line, leaders have an eye on the horizon
- Managers imitate, leaders originate
- Managers emulate the classic good soldier, leaders are their own person
- Managers copy, leaders show originality

Paul Birch (1999) also sees a distinction between leadership and management. He observed that, as a broad generalization, managers concerned themselves with tasks while leaders concerned themselves with people. Birch does not suggest that leaders do not focus on "the task." Indeed, the things that characterize a great leader include the fact that they achieve. Effective leaders create and sustain competitive advantage through the attainment of cost leadership, revenue leadership, time leadership, and market value leadership. Managers typically follow and realize a leader's vision. The difference lies in the leader realizing that the achievement of the task comes about through the goodwill and support of others (influence), while the manager may not.

This goodwill and support originates in the leader seeing people as people, not as another resource for deployment in support of "the task". The manager often has the role of organizing resources to get something done. People form one of these resources, and many of the worst managers treat people as just another interchangeable item. A leader has the role of causing others to follow a path he/she has laid out or a vision he/she has articulated in order to achieve a task. Often, people see the task as subordinate to the vision. For instance, an organization might

have the overall task of generating profit, but a good leader may see profit as a by-product that flows from whatever aspect of their vision differentiates their company from the competition.

Leadership does not only manifest itself as purely a business phenomenon. Many people can think of an inspiring leader they have encountered who has nothing whatever to do with business: a politician, an officer in the armed forces, a Scout or Guide leader, a teacher, etc. Similarly, management does not occur only as a purely business phenomenon. Again, we can think of examples of people that we have met who fill the management niche in non business organizations. Non business organizations should find it easier to articulate a non money driven inspiring vision that will support true leadership. However, often this does not occur.

Differences in the mix of leadership and management can define various management styles. Some management styles tend to de-emphasize leadership. Included in this group one could include participatory management, democratic management, and collaborative management styles. Other management styles, such as authoritarian management, micro management, and top down management, depend more on a leader to provide direction. Note, however, that just because an organization has no single leader giving it direction, does not mean it necessarily has weak leadership. In many cases group leadership (multiple leaders) can prove effective. Having a single leader (as in dictatorship) allows for quick and decisive decision making when needed as well as when not needed. Group decision making sometimes earns the derisive label "committee ibis" because of the longer times required to make decisions, but group leadership can bring more expertise, experience, and perspectives through a democratic process. Patricia Pitcher (1994) has challenged the bifurcation into leaders and managers. She used a factor analysis (in marketing) factor analysis technique on data collected over 8 years, and concluded that three types of leaders exist, each with very different psychological profiles: _Artists' imaginative,

inspiring, visionary, entrepreneurial, intuitive, daring, and emotional Craftsmen: well balanced, steady, reasonable, sensible, predictable, and trustworthy Technocrats: cerebral, detail oriented, fastidious, uncompromising, and hard headed She speculates that no one profile offers a preferred leadership style. She claims that if we want to build, we should find an "artist leader" if we want to solidify our position, we should find a "craftsman leader" and if we have an ugly job that needs to get done like downsizing. We should find a "technocratic leader". Pitcher also observed that a balanced leader exhibiting all three sets of traits occurs extremely rarely: she found none in her study.

Bruce Lynn postulates a differentiation between 'Leadership' and Management' based on perspectives to risk. Specifically, "A Leader optimizes upside opportunity; a Manager minimizes downside risk." He argues that successful executives need to apply both disciplines in a balance appropriate to the enterprise and its context. Leadership without Management yields steps forward, but as many if not more steps backwards. Management without Leadership avoids any step backwards, but doesn't move forward.

Characteristics of Successful and Effective Leadership

What does it take to make leadership successful or effective? Early students of leadership examined great leaders throughout history, attempting to find traits that they shared. Among personality traits that they found were determination, emotional stability, diplomacy, self confidence, personal integrity, originality, and creativity. Intellectual abilities included judgmental ability, knowledge, and verbal communication ability. In addition, physical traits cannot be ignored, such as age, height, weight, and physical attractiveness.

It is not only inborn personality traits that are important but also styles and behaviours that a person learns. Strong autocratic leaders set their goals without considering the opinions of their

followers, and then command their followers to execute their assigned tasks without question. Consultative leaders solicit the opinions and ideas of their followers in the goal setting process but ultimately determine important goals and task assignments on their own. Democratic or participative leaders participate equally in the process with their followers and let the group make decisions. Extremely laid back leaders, so called laissez faire leaders, let the group take whatever action its members feel is necessary. Inspired and led by Renis Likert, a research team at the University of Michigan studied leadership for several years and identified two distinct styles, which they referred to as job centred and employee centred leadership styles. The job centered leader closely supervises subordinates to make sure they perform their tasks following the specified procedures. This type of leader relies on reward, punishment, and legitimate power to influence the behaviour of followers. The employee centred leader believes that creating a supportive work environment ultimately is the road to superior organizational performance. The employee centred leader shows great concern about the employees' emotional well being, personal growth and development, and achievement.

A leadership study group at Ohio State University, headed by Harris Fleishman, found similar contrasts in leadership style, which they referred to as initiating structure and consideration. The leadership style of initiating structure is similar to the job centred leadership style, whereas consideration is similar to the employee centred leadership style. It was the initial expectation of both research groups that a leader who could demonstrate both high initiating structure (job centred) and high consideration (employee centred) would be successful and effective in all circumstances.

Many students of leadership today believe that there is no one best way to lead, believing instead that appropriate leadership styles vary depending on situations. Fred Fiedler (1967), for instance,

believes that a task oriented leadership style is appropriate when the situation is either extremely favourable or extremely unfavourable to the leader. A favourable situation exists when the relationship between the leader and followers is good, their tasks are well defined, and the leader has strong power; when the opposite is true, an unfavourable situation exists. When the situation is moderately favourable, a people oriented leadership style is appropriate. Some theorists suggest that situational factors—the type of task, nature of work groups, formal authority system, personality and maturity level of followers, experience, and ability of followers—are critical in determining the most effective leadership style. For instance, when followers are inexperienced and lack maturity and responsibility, the directive leadership style is effective; when followers are experienced and willing to take charge, supportive leadership is effective.

Leadership in a Multicultural Setting

One major situational factor is the cultural values of the followers. People who have different cultural norms and values require different leadership styles. In a highly collective society such as Japan, the Philippines, Guatemala, or Ecuador, where the social bond among members is very strong and people look out for one another, a strong patriarch at the top of the social hierarchy tends to emerge as an effective leader. Such a leader is not only accepted by the followers but is also expected to protect their interests. China's Deng Xiao Ping, whose influence continues even after his death, is a case in point.

On the other hand, in an extremely individualistic society, such as the United States (Hofstede, 1980), where the social bonds are loose and individuals are expected to take care of themselves, success and achievement are admired, and a competitive and heroic figure is likely to emerge as a leader. It is no surprise that John F. Kennedy became such a charismatic figure in the United States. His energetic and inspirational speeches are still vividly remembered.

Charismatic and Transformational Leadership

Regardless of culture and time, however, a great leader is remembered for his or her charisma, which means, "divinely inspired gift" in Greek. Charismatic leaders have profound effects on followers. Through their exceptional inspirational and verbal ability, they articulate ideological goals and missions, communicate to followers with passion and inspiration, set an example in their own behaviours, and demand hard work and commitment from followers, above and beyond normal expectation.

Building on charismatic leadership, Bernard Bass (1985) proposed a theory of transformational leadership. Bass views leadership as a process of social exchange between a leader and his or her followers. In exchange for desired behaviours and task accomplishment, a leader provides rewards to followers. This nominal social exchange process is called transactional leadership. In contrast, a transformational leader places a higher level of trust in his or her followers and demands a much higher level of loyalty and performance beyond normal expectations. With unusual charismatic qualities and inspirational person to person interactions, a transformational leader transforms and motivates followers to make extra efforts to turn around ailing organizational situations into success stories. Lee Iacocca, when he took over Chrysler as CEO in 1979 and turned around this financially distressed company, was considered an exemplary transformational leader. He was able to convince many people, including employees and the U.S. Congress, to support the ailing company and to make it a success. Leadership is a fascinating subject for many people. The term conjures up a familiar scene of a powerful, heroic, triumphant individual with a group of followers returning home after winning a national championship or a war against the evil enemy. They all march through town surrounded by a crowd waving flags.

Or an enthusiastic orator delivers an energetic speech, hands waving in the air, to thousands of people gathered in a plaza.

The widespread fascination with leadership may be because of the impact that leadership has on everyone's life. Stories of heroic leadership go back thousands of years: Moses delivering thousands of Hebrews from Egypt or Alexander the great building a great empire. Why were certain leaders able to inspire and mobilize so many people, and how did they achieve what they achieved? There are so many questions to which we want answers, but many remain as puzzling as ever. In recent decades, many researchers have undertaken a systematic and scientific study of leadership.

Leadership is defined in so many different ways that it is hard to come up with a single working definition. Leadership is not just a person or group of people in a high position; understanding leadership is not complete without understanding interactions between a leader and his or her followers. Neither is leadership merely the ability or static capacity of a leader. We need to look into the dynamic nature of the relationship between leader and followers. In these unique social dynamics, all the parties involved attempt to influence each other in the pursuit of goals. These goals may or may not coincide: Participants actively engage in defining and redefining the goal for the group and for themselves. Putting all these into a comprehensive statement: Leadership is a process in which a leader attempts to influence his or her followers to establish and accomplish a goal or goals. In order to accomplish the goal, the leader exercises his or her power to influence people. That power is exercised in earlier stages by motivating followers to get the job done and in later stages by rewarding or punishing those who do or do not perform to the level of expectation. Leadership is a continuous process, with the accomplishment of one goal becoming

the beginning of a new goal. The proper reward by the leader is of utmost importance in order to continually motivate followers in the process.

What does leadership do for an organization? If we define leadership as a process involving interactions between a leader and followers, usually subordinate employees of a company, leadership profoundly affects the company: It defines or approves the mission or goal of the organization. This goal setting is a dynamic process for which the leader is ultimately responsible. A strong visionary leader presents and convinces followers that a new course of action is needed for the survival and prosperity of the group in the future. Once a goal is set, the leader assumes the role of ensuring successful accomplishment of the goal. Another vital role of leadership is to represent the group/organization and link it to the external world in order to obtain vital resources to carry out its mission. When necessary, leadership has to defend the organization's integrity.

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Ways Women Lead

Leadership qualities such as:

- aggressiveness,
- assertiveness,
- taking charge, and
- Competitiveness is traditionally associated with strong, masculine characters. Even women executives tended to show these characteristics in the traditional corporate world. In fact, many of these women executives were promoted because they were even more competitive and assertive than their male counterparts. These successful women executives often sacrificed a family life, which their male counterparts did not necessarily have to do.

Effective Management

- carefully plans the goal of an organization,
- recruits the necessary staff,
- organizes them, and
- Closely supervises them to make sure that the initial plan is executed properly.
- Successful leadership goes beyond management of plans and tasks.
- It envisions the future and sets a new direction for the organization. Successful leaders mobilize all possible means and human resources;

- They inspire all members of the organization to support the new mission and execute it with enthusiasm. When an organization faces an uncertain environment, it demands strong leadership. On the other hand, when an organization faces internal operational complexity, it demands strong management. If an organization faces both an uncertain environment and internal operational complexity, it requires both strong leadership and strong management.

Leadership Process

Leadership is the process through which an individual tries to influence another individual or a group of individuals to accomplish a goal.

Leadership is valued in our culture, especially when it helps to achieve goals that are beneficial to the population, such as the enactment of effective preventive health policies. An individual with leadership qualities can also improve an organization and the individuals in it, whether it be a teacher who works to get better teaching materials and after school programs or an employee who develops new ideas and products and influences others to invest in them.

Leadership can be exhibited in a variety of ways and circumstances. Mothers and fathers show leadership in raising their children with good values and encouraging them to develop to their potential. Teachers show it in inspiring students to learn and to develop their intellectual capacity. Health care workers can be leaders and develop services that meet the needs of the communities they serve, or work in collaboration with other organizations to create cost effective, prevention oriented programs and services.

Categories and Types of Leadership

One can categorize the exercise of leadership as either actual or potential:

Actual giving guidance or direction, as in the phrase "the emperor has provided satisfactory leadership". Potential the capacity or ability to lead, as in the phrase "she could have exercised effective leadership"; or in the concept "born to lead".

In both cases, as a result of the constancy of change some people detect within the late 20th and early 21st centuries, the act of learning appears fundamental to certain types of leading and leadership. When learning and leadership coalesce, one could characterize this as "learnership".

Leadership can have a formal aspect (as in most political or business leadership) or an informal one (as in most friendships). Speaking of "leadership" (the abstract term) rather than have "leading" (the action) usually implies that the entities doing the leading have some "leadership skills" or competencies. Several types of entities may provide or exhibit leadership, actual or potential, including:

A person in a position or office of authority, such as a President or a chairperson.

A person in a position or office associated with expertise, skill, or experience, such as a team leader, a ship's captain, a chief engineer, a chief, or a parent

How do Leaders Lead?

The Challenge of suggesting which methods to use the particular competencies (knowledge, skills and abilities) that a person needs in order to lead at a particular time in an organization depend on a variety of factors, including:

- 1) Whether that person is leading one other individual, a group or a large organization;
- 2) The extent of leadership skills that person already has;
- 3) That person's basic nature and values (competencies should be chosen that are in accordance with that nature and those values)

- 4) Whether the group or organization is for profit or non profit, new or long established, and large or small;
- 5) The particular culture (or values and associated behaviours) of whomever is being led.

Suggested Competencies Required for Leading in Organizations

The above considerations can make it very challenging when trying to determine what competencies someone should have in order to be a better leader. Perhaps that's why leadership training programs in institutions typically assert a set of standard competencies, for example, decision making, problem solving, managing power and influence, and building trust. The following lists of competencies was derived by examining a variety of leadership development programs. There are numerous often contradictory views on the traits and characteristics that leaders should have. The concept of leadership is like a big "elephant" and each person standing around the elephant has their own unique view and each person feels very strongly about their own view.

Descriptions of leadership include concepts such as the "New Paradigm", "New Millennium". Descriptions can sound very passionate, even evangelical! It can be difficult to grasp consistent messages from articles about leadership. Many writers use different terms for the same concepts. Some interchange use of roles in the organization (executive managers) with competencies in leading (leadership).

Leadership and Management

John Kotter (1988) distinguishes leadership from management. Effective management carefully plans the goal of an organization, recruits the necessary staff, organizes them, and closely supervises them to make sure that the initial plan is executed properly. Successful leadership goes beyond management of plans and tasks. It envisions the future and sets a new direction for

the organization. Successful leaders mobilize all possible means and human resources; they inspire all members of the organization to support the new mission and execute it with enthusiasm. When an organization faces an uncertain environment, it demands strong leadership. On the other hand, when an organization faces internal operational complexity, it demands strong management. If an organization faces both an uncertain environment and internal operational complexity, it requires both strong leadership and strong management.

The Psychology of Leadership

Analyzing the inspirational leader (one who can instil passion and direction into a group of individuals) requires an understanding of how the psychology of a group can affect the members of the group.

Different approaches to group dynamics (for example: Arthur F Carmazzi's Directive Communication Methodology; and Sigal Barsade's theory of The Ripple Effect, see leadership as a product of awareness and command of the reactions and influences of a group on the emotions of the individual.

According to Arthur F Carmazzi, leadership does not involve changing the mindset of the group, but the cultivation of an environment that brings out the best (inspires) the individuals in that group...Each individual has various environments that bring out different facets from their own identity, and emotionally charged perceptions drive each facet within each environment. To lead, Carmazzi says, one must build a platform through education and awareness where individuals fill each other's needs.

Leaders accomplish this by knowing why people may react favourably to a situation in environment A, but get frustrated or disillusioned in environment B. When leaders change their actions in accordance with their awareness of what those actions really mean, they affect the

emotional and perceptive affects on a group. By taking control of the —standardll reactions to the actions of the group, a leader can in effect change the psychology of the group and change the culture of an organization.

Leadership associated with positions of authority in on heroes, Hero Worship, and the Heroic in History, Thomas Carlyle demonstrated the concept of leadership associated with a position of authority.

Leadership Cycles

If a group or an organization wants or expects identifiable leadership, it will require processes for appointing/acquiring and replacing leaders.

Traditional closed groups rely on bloodlines or seniority to select leaders and/or leadership candidates: monarchies, tribal chiefdoms, oligarchies and aristocratic societies rely on (and often define their institutions by) such methods.

Competence or perceived competence provides a possible basis for selecting leadership elites from a broader pool of potential talent. Political lobbying may prove necessary in electoral systems, but immediately demonstrated skill and character may secure leadership in smaller groups such as gangs. Many organizations and groups aim to identify, foster and promote what they see as leadership potential or ability especially among younger members of society. See for example the Scouting movement. For a specific environment, see leadership development.

The issues of succession planning or of legitimating become important at times when leadership (particularly individual leadership) might or must change due to term expiry, accident or senescence.

Leadership as a Phase in Human Life Cycles

Some cultures, especially those with a reverence for age and wisdom, see leadership as a standard part of the life cycle of a person. Just as a youth becomes initiated into adulthood, so an adult may gain initiation as a leader. Such societies may require special reinforcement of the respect and kudos due to such senior members in order to maintain their position. If aged adults can no longer hunt or fight or play a full part in physical labour, for example, those adults' positions in society must rest on respect and implied wisdom and teaching roles, whether or not they show identified "leadership traits".

Titles Emphasizing Authority

At certain stages in their development, the hierarchies of social ranks implied different degrees or ranks of leadership in society. Thus a knight led fewer men in general than did a duke; a baronet might in theory control less land than an Earl. In the course of the 19th and 20th centuries, several political operators took non traditional paths to become dominant in their societies. They or their systems often expressed a belief in strong individual leadership, but existing titles and labels ("King", "Emperor", "President" and so on) often seemed inappropriate, insufficient or downright inaccurate in some circumstances. The formal or informal titles or descriptions they or their flunkies employed express and foster a general veneration for leadership of the inspired and autocratic variety. The definite article when used as part of the title (in languages which use definite articles) emphasizes the existence of a sole "true" leader.

Vozd in Serbia Karadjordje

Poglavnik in Croatia Ante Pavelić

Vozhd in the Soviet Union Joseph Stalin

The different etymologies of these titles suggest various images of leadership: that of a "driver" (Führer, Vozhd), of a "head" (Caudillo, Poglavnik), or of someone followed (Duce, Conducător).

Such titles, and even the personal names associated with them, may also appear with reference often jocular to heirs and would be imitators. Thus people may continue to speak of little Hitler's in a workplace or refer to a non collegial prime minister ironically as The Great Helmsman. Compare the way in which the personal family name Caesar and the adopted by name Augustus became effectively titles or designations for successive heads of the Roman Empire.

The whole structure of military hierarchies and the idea and the titles of an officer corps tend to reinforce the importance attached to leadership and to the chain of command in the military. Thus (for example) other ranks defer to Lieutenants who defer to Majors who defer to Colonels who defer to Generals who defer to Marshals. Similar elaborate structures of hierarchical leadership titles can occur in Christian churches (Deacon Priest Bishop Archbishop Cardinal) or in commercial enterprises (team leader supervisor line manager/middle manager staff manager/senior manager vice president etc). Informal, often spontaneously generated titles or descriptions can provide informative insights. The use of "boss" in work places and crime syndicates may suggest a relatively loose hierarchy, while dubbing someone "chief" can express either instantaneous readiness to follow or an acknowledgment of collegiality.

Some titles can outstay their use. "Divine Augustus" fell prey to religious changes in the later Roman Empire. "Master" (or "Massa") has fallen out of general use in the American South, and "Baas" has new connotations in the new South Africa since the late 20th century.

Other honorific can also change in accordance with social circumstances. Britons whose remote ancestors paid due deference to the local "lord" will now find that title more concentrated in the areas of politics and the law. Their American cousins have virtually confined the word "lord" to religious usage.

2.2 Theoretical Framework

Leadership is the integrated sharing of vision, resources, and value to induce positive change.

Leadership is defined in so many different ways that it is hard to come up with a single working definition. Leadership is not just a person or group of people in a high position; understanding leadership is not complete without understanding interactions between a leader and his or her followers. Neither is leadership merely the ability or static capacity of a leader. We need to look into the dynamic nature of the relationship between leader and followers. In these unique social dynamics, all the parties involved attempt to influence each other in the pursuit of goals. These goals may or may not coincide: Participants actively engage in defining and redefining the goal for the group and for themselves. Putting all these into a comprehensive statement: Leadership is a process in which a leader attempts to influence his or her followers to establish and accomplish a goal or goals.

In order to accomplish the goal, the leader exercises his or her power to influence people. That power is exercised in earlier stages by motivating followers to get the job done and in later stages by rewarding or punishing those who do or do not perform to the level of expectation. Leadership is a continuous process, with the accomplishment of one goal becoming the beginning of a new goal. The proper reward by the leader is of utmost importance in order to continually motivate followers in the process. What does leadership do for an organization? If we define leadership as a process involving interactions between a leader and followers, usually subordinate employees of a company, leadership profoundly affects the company: It defines or approves the mission or goal of the organization. This goal setting is a dynamic process for which the leader is ultimately responsible. A strong visionary leader presents and convinces followers that a new course of action is needed for the survival and prosperity of the group in the future. Once a goal is set, the leader assumes the role of ensuring successful accomplishment of

the goal. Another vital role of leadership is to represent the group/organization and link it to the external world in order to obtain vital resources to carry out its mission. When necessary, leadership has to defend the organization's integrity.

2.3. Empirical Review

Ojokuku, Odetayo, & Sajuyigbe (2012) conducted research on the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. The sample size used by the researchers is 60. The study contained twenty of random picked banks in Ibadan, Nigeria. A structured questionnaire was used to collect data from the heads of accountants, heads of operations, and branch managers on face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyze data. Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organizational performance. This study concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment.

Dalluay & Jalagat (2016) conducted a research on title ‘ Impacts of Leadership Style effectiveness of Managers and Department Heads to Employees’ job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. The sample size used is 150. Survey questionnaires were designed to study the effects of manager leadership styles on employees’ performance and satisfaction. 150 respondents were selected from corporations in Cavite, Philippines through random sampling with Slovin formula with $n = N/(1+Ne^2)$. Data were analyzed by using weighted mean, percentages, multiple regression and correlation coefficient. Percentages specifically were used to analyze demographic variables (gender, age, length of service and leadership styles). Weighted mean was used to survey questionnaires on leadership styles, and correlation coefficient and multiple regression were used to study the relationship between variables on leadership style, job performance and job satisfaction. The finding concluded that corporations should constantly making the most of leadership style which enhances employee’ s performance and employee job satisfactory level even though there are still rooms for improvements.

Hurduzeu (2015) researched on the impact of leadership on organizational performance. The main objectives of the study were to find out the concepts and types of leadership behaviors and investigate the impact of leadership behavior on organizational performance in the case company D&R Cambric Communication. Both the qualitative and quantitative research method was used in the study. There were 29 respondents out of a total 54 employees in the company. The results driven from the research showed that there was a strong impact of leadership behaviors on organizational performance. The leadership behaviors were found out to be very important key factors for the growth of the companies in the service sectors.

Leng (2014) studied on the impact of leadership styles on employee productivity in retail industry. Questionnaires were used as the research instrument. A total of 384 sampling size were chosen for the survey. The 400 questionnaires were distributed to collect the responses from the employees in the retail industry. The questionnaires were distributed to the retail employees from three states of Malaysia, including Perak, Johor, and Penang. The results of the research showed that there was a significant relationship between the leadership styles and employee productivity, which means there was a significant impact of leadership styles towards the employee productivity in the retail industry.

Kerario (2013) studied on the impact of transactional leadership on the performance of employees in Kenya: the case of Mumias Sugar Company. The study aimed at showing the impacts that this form of leadership had on the employees of an organization in terms of their performance rate. It was a representative study in design with a cross sectional component whereby all relevant parties were involved. The study population was specific employees of Mumias Sugar Company selected for the study. Questionnaires were used to collect relevant data. The findings indicated that there was a positive relationship between transactional leadership and subordinate job satisfaction which intern yields performance.

Furthermore, Bushra (2011) examined the different leadership styles on employees' performance in Pakistan. The primary focus of the study was to investigate the impact of leadership style on employees' performance. The study used quantitative approach to measure the impacts of leadership on performance. Data was collected through structured questionnaire in which respondents were issued with close-ended questionnaires. The study found out that the relationship between employees' performance with democratic style was statistically significant. It concluded that if the leader involves the employees in decision making process, having

friendly relationship with them and decrease their stress at work place, he can maximize their productivity.

Mukui (2011) did a research on the effect of transformational leadership on employee performance: a survey of five selected faith-based non-governmental organizations in Nairobi County. Stratified Random sampling technique was used to draw the sample. A questionnaire and an interview guide were used for data collection with closed ended questions designed for the employees while an open ended interview guide was designed for leaders. A descriptive survey design was used whereby leaders practicing transformational leadership as well as their subordinates subjected to this type of leadership formed the population of the study. Findings of this study indicated that transformational leadership in faith based non-governmental organizations led to employee performance to some degree.

A research was conducted by Widayanti & Putranto (2015) on ‘ Analyzing the Relationship between Transformational Leadership and Transactional Leadership Style on Employee Performance in PT.TX Bandung in Indonesia’ . The sample size used by the researcher was 92. The objective of this research is to find the relationship between transactional and transformational leadership to employee performance and the significant relationship between these two variables. This research consists of primary and secondary data. Primary data was collected through Multifactor Leadership Questionnaire (MLQ) based on Slovin Theory method. Secondary data was collected from the office assessment of employee performance. Validity and reliability test were used to measure quality of data. Multiple regression analysis is used to find the relationship because it has more than one independent variable. Data was sent for pass the classic assumption tests such as multi-collinearity test, normality test, heteroscedasticity test and autocorrelation test before multiple regression analysis. The result proved that transactional and transformational leadership has positive relationship and it effects to employee performance either concurrently or partially.

Nasir, Nordin, Seman, and Rahmat, (2014) did a research on The Relationship of Leadership Styles and Organizational Performance among IPTA Academic Leaders in Klang Valley Area in Malaysia. The study used correlation methods to measure the relationship between leadership styles and organizational performance. Five public universities in Selangor were chosen. 201 academic leaders were chosen as the sample size. The questionnaire prepared in a form of closed-ended questions. The survey instruments from Kouzes and Posner Leadership Practices

Inventory-Individual Contribution Self Survey (1997) and Multifactor Leadership Questionnaire (MQL) had been adapted. Likert-Scale was used. All data were analyzed by using SPSS version 20.0. The hypothesis testing from normality test with Normal Probability Plots for variables and other visual presentation measures such as histogram and box plot. Pilot test is used to test the consistency of questionnaire. Cronbach' s alpha is used to test reliability. The findings concluded that leadership behaviours are interrelated and have high positive impact with organizational performance.

Sakiru, Enoho, Kareem, and Abdullahi, (2013) conducted a research on title Relationship between Employee Performance, Leadership Styles and Emotional Intelligence in an Organization in Malaysia. Sample size used by the researchers is 180. Data was collected using three instruments; Multifactor Leadership Questionnaire, ECP and parastatal performance evaluation process.

Chapter Three

Methodology

3.0 Introduction

In this chapter, we will be discussing the methods by which the research will be carried out, the population of the study will also be identified.

3.1 Research Design

This study is being carried out to effectively ascertain the positive or negative effect of leadership style appraisal on the organizational behaviour of management and employees. The researcher employed various methods and procedures to achieve the objective of the research. The descriptive method was mostly adopted which survey method extensively and describes the researchable situation. It also ascertains the properly desired data.

3.2 Population of the Study

The population of the study encompasses all the staff working at University of Ilorin which is one case organization. The population is not categorized but all the staff irrespective of the office level was involved.

3.3 Sample Size and Sampling Techniques

It was noticed that impediments arose in trying to reach the enter population. Due to these shortfalls, a sample of the population was resorted to which will be a good representation of the whole population.

The sample size consists of random selection of employees of both case organization and the size was determined via the adoption of the following formula:

$$N = \frac{(Z)^2 (Px(1-P))}{e}$$

Where:

N = the size of the sample

Z = standard score corresponding to a given confidence

e = the proportion of sampling error in a given situation

p = the estimated proportion or incidence of cases in the population.

Source: Leedy, Paul. D. Practical Research: Planning and Design.

(New York, MacMillan 1980) p. 116 quoted in Ikegwu E.K, Grand work of Research Methods and Procedure 1996 p. 153 for the purpose of this study

$Z = 95\% = 0.95$ at $t = 1.96$

$e = 5\% = 0.05$

$p = 95\% = 0.93$

$(1 - p) \text{ or } q = 7\% = 0.07$

Thus $N = (z)^2 (p(1 - p) + 4) (\text{MANAGERS})$

$= (1.96)^2 (0.93(0.07) + 4)$

0.05

$1536.64 \times 0.0651 = 100.035$

$N = 101 \text{ approximate} + 4 = 105$

3.4 Method of Data Collection

In carrying out this research two sources of data were taken namely primary sources data and secondary source data.

3.4.1 Primary Data

In obtaining the primary data for this research work, two methods were adopted. Oral interview conducted on the management and some employees in both case organizations (UNIVERSITY

OF ILORIN) as well as distributed questionnaires were used to elicit important information from the employees and the managers as well.

3.4.2 Secondary Data

The data in this category were sourced from journals, related research work, textbook, newspapers, magazines unpublished works. They were also gotten from the organizations of related operations with the case of organization both private and public.

3.5 Instrument of Data Collection

The researcher adopted various techniques in the collection of data.

3.5.1 Questionnaires:

Questionnaire method was used to bring out the necessary answers to the structured questions. The researcher adopted this to highlight in detail the effect of leadership style on the organizational behaviour of entire management and employees. The questionnaire contained 17 questions that require a tick () under the chosen option amongst the available options of “ yes” , “ indifferent” and “ no idea” , it also has 5 choice questions of option a – d requiring a tick as well.

The questionnaire enclosed as appendix A‘ was distributed to employees. The personal distribution approach adopted, had the advantage of revealing the personal distribution approach adopted, had the advantage of revealing the views and perceptions of majority of the different cadres in the case organization.

3.5.2 Oral interview:

Interview was administered discretely to the case organizations to ascertain immediate respond to the questions. The interview was conducted at UNIVERSITY OF ILORIN. Those interviewed were:

- 1) The manager of UNIVERSITY OF ILORIN and the interview guide is enclosed as appendix B.

Respondents:

In complete analysis, the researcher limited the respondents to those employees who enjoy the leadership aspects of management and who monitors the organizational behaviour of the entire management and employees within the study case organization.

3.6 Method of Data Analysis

The researchers made use of table in presenting the data received and collected from the table were further explained using percentage analysis were applicable. The chi square formula was adopted in final analysis of the data and test of hypothesis.

The chi square test is used in casual comparison between observed and theoretical frequencies, and in analyzing data that are expressed as frequencies.

The chi square formulae is given as

χ^2 , a

Where

χ^2 = chi – square

V = Degree of freedom given as (number of row – 1) x

(Number of column – 1)

D = level of significance

O = Observed frequency of responses to each alternative option in any specific question;

E= Expected frequency of responses calculated as follows:

$$\frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

Grand Total

Source: Lucey T, (1992) Quantitative techniques. London DPP publication P. 75.

3.7 Profile of University of Ilorin

The University began as a University College affiliated to the oldest University in Nigeria in 1975 under the leadership of the then principal, Dr. T.N. Tamuno. The first set of 200 students, selected following an entrance examination, were admitted into residence on 23rd October, 1976, while academic work started on 25th October after the principal's address. The University College started with three academic faculties of Arts, Science and Education.

In October, 1977, the Institution attained full autonomous status with appointment of the then principal, professor O.O. Akinkugbe as first Vice Chancellor. The immediate past vice chancellor, Professor Is-haq Oloyede is the first Unilorin alumnus to occupy that position. The staff and student populations now stand at 3,040 and 20,084 respectively.

The University started off on a portion of the temporary campus of the Kwara State Polytechnic known as the mini campus. This was the site of academic programmes in the faculties of Arts, Science, Education, Engineering and Technology, Business and Social Sciences, and Basic Clinical Science of the Health Sciences Faculty. It was the campus of the University until January, 1982 when more than 1000 students studying science were moved following completion of new faculty blocks and residences for natural sciences and engineering on the permanent campus site. From 1983, the law programme was started as a department in the faculty of business and social sciences. Following a 6-year hiatus, it was re-established in 1993 as a full-fledged faculty, the University now has 15 faculties. Arts, Agriculture, Environmental

Sciences, Life Sciences, Management Sciences, Physical Sciences, Social Sciences, Communication and Information Sciences, Education, Engineering and Technology, Pharmaceutical Sciences, Veterinary Medicine, and Law, a college of Health Science (with 2 Faculties – Basic Medical and Clinical Sciences); two institutes (Institute of Education and Unilorin Sugar Research Institute) and the postgraduate school. These faculties have over 60 academic department undergraduate degree programmes are run 3 – 5, or 6 year depending on entry qualifications and discipline.

The University of Ilorin is located in the ancient city of Ilorin about 500 kilometers from Abuja, the federal capital, Ilorin the capital of Kwara State is strategically located at the geographical and cultural confluence of the North and South with a land mass of 75,000 (approximate) hectare. University of Ilorin was one of the seven institutions of higher learning established by a decree of the Federal Military Government in August, 1975. This step, taken to implement one of the educational directives of the country' s third National Development plan, was aimed at providing more opportunities for Nigerians aspiring to acquire University education and to generate high level man-power, so vital for the rapidly expanding economy.

Chapter Four

Presentation of Data

4.1 Presentation of Data and Analysis of Data

Presentation of data has been carried out to give details of the results of the questionnaire as well as the interview results gotten from the interviewee. In addition, the researcher was responsible for interviewing the employees of the organization (University of Ilorin), and also administering questionnaires directly to the Table 4:1 shows the distribution and return of the questionnaires.

Table 4:1

Distribution and Return of Questionnaires:

DISTRIBUTION	QUESTIONNAIRE	
	NO	%
Completed and returned	57	95
Not returned	3	5
TOTAL	60	100

Source: Field Survey, 2025

A total of 60 questionnaires were distributed which represents the total sample size. A total of 57 copies were completed and returned representing 95%. It could be seen that the other 3 copies not returned represented 5%, thus 95% is considered adequate for the research work.

The analysis will now be fully based on the 57 copies of returned questionnaire.

Table 4.2**Knowledge of Leadership Style in the Organization**

SOURCE	NO OF RESPONDENTS	PERCENTAGE
From your immediate supervisor	14	24.56
From book/lecturer	24	42.11
Through a friend	3	5.26
From the different news media	16	28.07
Total	57	100

Source: Field Survey, 2025

Information from the above table states the proportion of when employees first acknowledged the different leadership styles 24.56% had the view that they acknowledged from their immediate supervisor, 42.11% pinioned that they acknowledgement was through a book/lecture, whereas, 5.26% had it that it was learnt through a friend and 28.07% had it that it was through different news media within the society.

Table 4.3**Directing Others in Your Organization**

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
YES	50	87.72

NO	5	8.77
INDIFFERENT	-	-
NO IDEA	2	3.51
Total	57	100

Source: Field Survey, 2025

Table 4.3 shows that in University of Ilorin, 87.72%, 8.77% and 3.51% answered Yes, No and No Idea respectively to the question of involvement in controlling and directing others in the organization.

Table 4.4

Leadership in Organizations

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
YES	51	89.47
NO	-	-
INDIFFERENT	1.5	2.63
NO IDEA	4.5	7.90
Total	57	100

Source: Field Survey, 2025

Reference to the data and the information stated above, 89.47% accepted that they lead people and being led. 2.63% felt indifferent to the question while 7.90% had no idea whether they perform that act at all in the University of Ilorin.

Table 4.5

Degree of Importance of Your Leadership

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
Always	40	70.18
Occasionally	12	21.05
Does not happen	2	3.51
Not sure	3	5.26
Total	57	100

Source: Field Survey, 2025

Table 4.5 expressly denotes that 70.18% of University of Ilorin staffs believe that the degree of importance of their leadership is felt always. 21.05% believes that it is felt occasionally. 3.51% and 5.26% believes that it does not happen and some are not sure respectively.

Table 4.6

Leadership Style Used in Your Organization

STYLE	NO OF RESPONDENTS	PERCENTAGE
Autocracy	3	5.26
Democracy	54	94.74
Paternalism	-	-
Laissez Faire	-	-
Total	57	100

Source: Field Survey, 2025

Here, 5.26% expressed that University of Ilorin employs the autocratic style of leadership. Conversely, 94.74% had it that their company employs Democratic styles of leadership.

Table 4.7**Leadership Quality in Your Organization**

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
YES	48	84.21
NO	4	7.02
INDIFFERENT	3	5.26
NO IDEA	2	3.51
Total	57	100

Source: Field Survey, 2025

Table 4.7 shows that 84.21%, 7.02% and 3.51% distinguished their response to Yes, No, Indifferent, and No idea respectively at University of Ilorin. The answer was made to the corresponding question.

Table 4.8

Easily identified, Praised rewarded and acknowledged in your Organization by your Leaders?

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
YES	48	84.21
NO	6	10.53
INDIFFERENT	1	1.75
NO IDEA	2	3.51
Total	57	100

Source: Field Survey, 2025

There is evidence from the table that 84.21 answered —Yes that they are easily identified, praised, rewarded and acknowledged within by their leaders. Another 10.53% asserted — No to the question. Also, 1.75% felt indifferent and 3.51% had no idea.

Table 4.9

Leadership/Supervisors Act in the Organization as the Situation (Contingency) Arises?

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
YES	50	87.72
NO	2	3.51
INDIFFERENT	-	-
NO IDEA	5	8.77
Total	57	100

Source: Field Survey, 2025

According to the table, in University of Ilorin, 87.72% answered - Yes to the question that their supervisors act in the organization as the situation arises. 3.51% answered No while 8.77% had no idea of such practice within their organization.

Table 4.10

Qualities of Organization Efficiency

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
YES	54	94.74
NO	-	-

INDIFFERENT	1	1.75
NO IDEA	2	3.51
Total	57	100

Source: Field Survey, 2025

What can be inferred in Table 4.10 is that the number of people that answered Yes to the question is more than those with No and others as reply. 94.74% answered —Yes, 1.75% felt indifferent whereas 3.51% had no idea not sure of the subject to the question in practice.

Table 4.11**The Existence of Democratic Style of Leadership**

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
YES	53	96.49
NO	4	3.51
INDIFFERENT	-	-
NO IDEA	-	-
Total	57	100

Source: Field Survey, 2025

According to the table, 96.49% of the University of Ilorin staff agrees to the above mentioned subject whereas the disagreeing proportion was 3.51%.

Table 4.12**Involvement in Organizational Decision Making**

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Always & prompt	35	61.41
In emergency period	7	12.28
Do not make at all	5	8.77
When asked to suggest	10	17.54
Total	57	100

Source: Field Survey, 2025

What could be inferred from the table is that 61.41% of University of Ilorin staffs suggest and contributes to decision making always and prompt. 12.28% suggest only in emergency period. 8.77% do not suggest while 17.54% only suggest whenever they are requested to do so.

Table 4.13

Positive Relationship and Work Performance

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
YES	54.33	95.32
NO	0.67	1.17
INDIFFERENT	2	3.51
NO IDEA	-	-
Total	57	100

Source: Field Survey, 2025

Table 4.13 elicits different responses of different people, the responses to the question were 95.32%, 1.17% and 3.51% for options Yes, Indifferent and No idea respectively.

Table 4.14

Leadership Style, Organizational Behaviour and Organizational Efficiency

DECISION	NO OF RESPONDENTS	PERCENTAGE
Very high	53	94.73
Moderate	4	5.27
Low	-	-
No Effect	-	-

Total	57	100
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Source: Field Survey, 2025

Table 4.14 shows the correlation between leadership style and the organizational behaviour, cooperation in achieving organizational objectives. In University of Ilorin, 94.73% stated that the correlation brings very high objective but on the other hand 5.27% stated that it is moderately satisfied.

Table 4.15

Leadership Style Preferred Most

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
Democratic	40	70.18
Paternalistic	2	3.51
Autocratic	-	-
Laissez Faire	-	-
Contingency	15	26.31
Total	57	100

Source: Field Survey, 2025

Reference to the table, 70.18% of their sample size prefer democratic leadership style most, 3.51% inclined towards paternalistic while 26.31% prefer contingency (situational). Leadership, which encompasses inclined towards democratic styles.

4.2 Interview Results

The effect of the different leadership styles was explained and the impact they bring on the behaviour of all the workers within the organization. The organization accepted they make use of

democratic leadership style most, allowing freedom of opinion, respect for employees right, taking part in decision making and relating freely. They further expressed that the subordinates reciprocate the gesture by putting up better behaviour and practicing knowledge, derived and situational authority to achieve the company' s objective. However, they admitted that friction results sometimes when exercising leadership authority inclines towards autocratic and participation.

Furthermore, the organization interviews pointed out that the particular leadership employed is dependent wholly on the prevailing situation and the contingency. This occurs when people are not carrying out their duties as scheduled, they can be coerced to do their job or control them directly with responsibility. Although employees do not enjoy contingency because their leadership style that may be employed at that time may never be democratic in nature. In the motivational factor, the employees in University of Ilorin expressed that the adoption of the carrot and stick principle is highly used. Often, the carrot is money paid in form of pay and bonuses. In other words, the stick comes in form of fear of job loss, loss of income, reduction of bonus and demotion.

It was asserted that improvements in organizational efficiency and growth in profit also, were as result of recognition, situation, skills and trait. It was also pointed out that bestowing recognition and status to the employees made them to project better corporate image and positive behaviour towards the organizational needs. In addition, employees want to feel indispensable within their immediate working environment, if denied may result to being indifferent and negative reaction to the achievement of the goals being pursued with the organization.

On the issue of possession of intelligence understanding, setting, working scheme, communication traits, experience, skill and knowledge of the work. It was stated that the

indispensability nature of these qualities is needed. In that lack of them brings that lack of initiative on the part of the management, which further crumbles the entire organization. He further made it known that the intelligence and understanding of the job will foster effective communication. This will elicit a better sense of direction and controlling will therefore be perfectly carried out in efficient manner. The researcher had it that it is the beginning of positive achievement to the attainment of the required target. The employees must in addition possess the analytical, diagnostic and conceptual skill to manage efficiently towards the strategic type of planning, sequel to their corporate planning. The strategic planning involves improving the market position widening profitability and opportunity for increased capital and proper diversification.

4.3 Test of Hypothesis

In the test of hypothesis, emphasis will be placed on the general result based on the questionnaire. The chi square X^2 will be employed in the test of hypothesis. There are two hypotheses that have to be tested.

For this test, the chi-square formula is given as:

Expected Frequency = $\frac{\text{Total Number in Row} \times \text{Total Number in Column}}{\text{Grand Total}}$

$$X^2_{Va} = \frac{\sum(O - E)^2}{E}$$

Where O = Observed frequency

E = Expected frequency

V = Degree of freedom

D = Level of significance.

A level of significance of 0.05 shall be used for this test and the degree of freedom is computed as follows:

$$V = (\text{row} - 1) \times (\text{Column} - 1)$$

Hypothesis 1

Ho: Leadership style that displays intelligence, initiative communication traits, analytical, diagnostic and conceptual skills, recognition and situation does not contribute to attaining organizational efficiency.

H₁: Leadership style that displays intelligence, initiative, communication, traits, analytical, diagnostic and conceptual skills, recognition and situation contributes certainly to attaining organizational efficiency. Merging tables 4.7 and 4.10 together for the hypothesis testing to elicit 5.1

Table 5.1

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
YES	102	89.5
NO	4	3.5
INDIFFERENT	4	3.5
NO IDEA	4	3.5
	114	100

Reversing the classified table, options are merged into two rows:

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
YES	102	89.5

OTHERS	12	10.5
	114	100

Row = Column 2

$$V = (R - 1)(C - 1)$$

$$= (2 - 1)(2 - 1) = 1$$

1 degree of freedom at 0.05 significant levels

$$\chi^2_{1, 0.05} = 3.841$$

Decision

Rejected H_0 , if calculated χ^2 is greater than the critical χ^2 of 3.841 otherwise do not reject.

Expected Frequency

$$\square \square \square 102 = \frac{102 \times 114}{100} = 116.28$$

$$\square \square \square 4 = \frac{4 \times 114}{100} = 4.56$$

$$\square \square \square 4 = \frac{4 \times 114}{100} = 4.56$$

$$\square \square \square 4 = \frac{4 \times 114}{100} = 4.56$$

Table 4.16

O	E	O – E	(O – E)²	(O – E)²/E
102	116.28	3.95	15.0625	0.1473
4	4.56	3.95	15.6025	0.2998
4	4.56	3.95	15.6025	1.9382
4	4.56	3.95	15.6025	3.95
			χ^2	6.3353

Decision:

Since the calculated X^2 of 6.3353 is greater than the critical X^2 of 3.841, the null hypothesis H_0 , which states that leadership style that displays intelligence, initiative and communication traits, analytical, diagnostic and conceptual skills recognition and situation does not contribute to attaining organizational efficiency, is rejected. The alternative hypothesis H_1 which states that leadership style that displays intelligence, initiative and communication traits, analytical, diagnostic and conceptual skills, recognition and situation contributes certainly to attaining organizational efficiency is accepted.

Hypothesis 2

H_0 : The leadership style that has no monopoly of authority, improves interpersonal relationship and employee oriented does not determine positive reaction in form of contribution to decision making, punctuality and working to achieve company's goals.

H_1 : The leadership style that has no monopoly of authority. Improves interpersonal relationship and employee oriented determines positive reaction in form of contribution to decision making, punctuation and working to achieve company's goals.

Transforming Table 4.11 and 4.12 for Hypothesis Testing 2 to Bring out Table 4.17

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
YES	110	96.5
NO	4	3.5
INDIFFERENT	-	-
NO IDEA	-	-

	114	100
--	------------	------------

Revising the Classified Table, Options are Classified into Rows:

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
YES	110	96.5
OTHERS	4	3.5
	114	100

ROW = 2 column = 2

$V = (2 - 1)(2 - 1) = 1$ degree of freedom

$X^2_{1, 0.05} = 3.841$

Decision

Reject H_0 , if calculated X^2 is greater than the critical X^2 of 3.841. Otherwise do not reject.

Expected Frequency

$$\square \square \square 110 = \frac{159 \square 114}{170} = 106.62$$

$$\square \square \square 49 = \frac{159 \square 56}{170} = 52.38$$

$$\square \square \square 4 = \frac{11 \square 114}{170} = 7.38$$

$$\square \square \square 7 = \frac{11 \square 56}{170} = 3.62$$

Table 4.17

O	E	O - E	(O - E)²	(O - E)²/E
110	106.62	3.38	11.4244	0.1072

49	52.38	3.38	11.4244	0.2181
4	7.38	3.38	11.4244	1.5480
7	3.62	3.38	11.4244	3.1559
			X²	5.0292

Decision:

The calculated X^2 of 5.0292 is greater than the critical X^2 of 3.841. The null hypothesis H_0 which states that the leadership style has no monopoly of authority improves interpersonal relationship and employee oriented does not determine positive reaction in form of contribution to decision making punctuality and working to achieve company goals is rejected. The alternative hypothesis H_1 , which states that leadership style that has no monopoly of authority, improves interpersonal relationship and employee oriented determines positive reaction in form of contribution to decision making punctuality and working to achieve company goals is accepted.

4.4 Interpretation of Hypotheses

Hypothesis 1

The decision relating to hypothesis one was based on the calculated X^2 of 6.3353 being greater than the critical X^2 of 3.841. The null hypothesis H_0 , which states that the leadership style that displays intelligence, initiative and communication traits, analytical, diagnostic and conceptual skills, recognition and situation does not contribute to attaining organizational efficiency is rejected. The alternative hypothesis H_1 which states that leadership styles that displays intelligence, initiative and communication trait, analytical, diagnostic and conceptual skills, recognition and situation contributes certainly to attaining organizational efficiency is accepted.

This indicates that intelligence, initiative and communication trait, analytical, diagnostic and conceptual skills, recognition and situation are very critical in achieving efficiency within the organization. Intelligence is inherent in man and initiative is corollary to intelligence. To initiate proper policies which are guide to action will definitely improve the organizational status. It will foster better productivity in achieving the organizational goals.

Effectiveness of communication from the top to bottom and bottom to top increases understanding amongst the management and the entire employees. In addition when people are praised, rewarded and acknowledged within the organization, they tend to react better because they feel honoured in the presence of the entire organization. It is therefore concluded that whatever the situation may be traits, skills and recognizing all the contributions of management and employees in reciprocity will uplift the organizational setting.

Hypothesis 2

For the test of this hypothesis the calculated X^2 of 5.0292 is greater than the critical X^2 of 3.841. The null hypothesis H_0 , which states that the leadership style that has no monopoly of authority, improves interpersonal relationship and employee oriented does not determine positive reaction in form of contribution to decision making punctuality and working to achieve company goals is rejected. The alternative hypothesis H_1 which states that leadership style that has no monopoly of authority, improves interpersonal relationship and employee oriented determines positive reaction in form of contribution to decision making, punctuality and working to achieve company to decision making, punctuality and working to achieving company goals is accepted.

Though behaviour is highly unpredictable amongst human elements or beings, it can at particular times be influenced by some variables to either react positively or project negative tendencies. Personal, knowledge derived and situational authority within employees has generated positively

in achieving organizational goals. This is because the employees are directly responsible and accountable to their assigned area of specialization and they must exercise authority and relate with the management otherwise conflict arises.

It is further discovered that there is the existence of positive relationship between relationship and its components. (Responsibility, authority and accountability) to the behaviour of human resources in the organization.

Chapter Five

Summary of Findings, Conclusion and Recommendations

5.1 Summary of Findings

The first finding indicates that those qualities of leader such as intelligence, initiative and communication traits, analytical, diagnostic and conceptual skill, recognition and situation being displayed in leadership is highly a determinant to improvements in organizational efficiency. This finding also shows that these qualities are very much indispensable to growth in the organization, positive relationship amongst all the members of the organization, the behaviour of management and employees are very much affected by traits, skills, actions in situation and full recognition of all employees in the organizational system. The present study shows specially, that whatever the case may be, suggestions highlight that organizational efficiency and growth in profit is a function of the preferred leadership style by management and employees.

The second finding postulates that the leadership style has no monopoly of authority, respect for employee's right, rule with freedom and improvement in interpersonal relationship are strong determinants of positive reaction of employees in the form of taking part in decision making and working to achieve company goals. This point out the relationship of any particular leadership style and the reaction of employees. Moreover, organizational behaviour of management and employees, either positive or negative is dependent on the situational variables. The use autocratic will elicit high negative behaviour on the part of employees, which will force management to change their behaviour for better. In addition, employees enjoy high supportive relationship and participative leadership in whatever they are doing because it accords to them high sense of belongingness.

The third finding however, as a necessary fact demands that positive relationship between leadership and organizational behaviour will increase the work performance. It indicates that efficient enterprise performance would be accomplished when workers work better due to the fact that they are properly informed on the components of relationship (Responsibility, Authority and Accountability). It clearly put forward that whichever leadership style is adopted it has a related organizational behaviour which has to be monitored as this will either increase or decrease the work performance.

The fourth funding of this investigation signifies that positive correlation between leadership styles and organizational behaviour in UNIVERSITY OF ILORIN will lead to increase in performance to achieve the organizational objectives and goals. This funding puts forward as a basis for reasoning the concatenation amongst leadership styles, organizational behaviour, performance and organizational objective and goals.

5.2 Conclusion

Going through the present investigation on the effect of leadership style appraisal on the organizational behaviour of management and employees, many findings and result were made in the service and finance oriented organizations.

The result postulated that the leadership styles affect the behavioural pattern existing in the organization, which in turn acts as a motivational factor to high productivity, increase work performance to achieve organizational objectives and goals.

On the other hand, problems associated with leadership style adoption in every organization both private and public sector will identify any motivational problems in the organization. It will further be relating such problems which are accompanying as a result of organizational behaviour which thus tends to be negative.

However, effective leadership style is very vital in every situation in both case organizations and every public sector and private sector organizations.

5.3 Recommendations

There should be an improvement in personal relationship between the staff and the management team to ensure increased productivity.

1. There should be a free flow of information to ensure cohesion
2. The staff should be involved in the process of decision making to ensure strict compliance
3. The management team should always have the welfare of the workers at heart
4. The management team should create a conducive atmosphere that will enhance workers participation in the day to day running of the business.

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Questionnaire

Part One

1. Name (Optional).....
2. Sex (A) male [] (B) Female []
3. Age (A) 18-29 (B) 30-39 (C) 40-49 (D) 50 years and above
4. Marital status (A) Single [] (B) Married [] (C) Divorced [] (D) Widowed []
5. Religion: (A) Christianity [] (B) Muslim [] (C) Atheist [] (D) Others specify.....
6. Educational qualification (A) WAEC/GCE [] (B) OND/A level [] (C) HND [] (D) B.Sc [] (E) others please specify

7. Length of being in service: (A) 1-5 years [] (B) 6-10 years [] (C) 11-15 years []
(D) 16-20 years [] (E) 21 years and above []
8. What position do you occupy in the organization?
- A. Top management []
- B. Supervisor []
- C. Junior staff []

Part Two

9. What is the source of your knowledge of leadership style?
- A. From your immediate supervisor []
- B. From a book/lecturer []
- C. Through a friend []
- D. From the different news media []
10. Are you well directed in your organization?
- A. Yes []
- B. No []
- C. Indifferent []
- D. No idea []
11. Is there any form of leadership in your organization?
- A. Yes []
- B. No []
- C. Indifferent []
- D. No idea []
12. What is the degree of importance of leadership in your organization?

- A. Always []
 - B. Occasional []
 - C. Does not happen []
 - D. Not sure []
13. What is the leadership style used in your organization?
- A. Autocratic []
 - B. Democracy []
 - C. Paternalistic []
 - D. Lassies fair []
14. What is the leadership quality in your organization?
- A. High []
 - B. Medium []
 - C. Low []
 - D. No idea []
15. Are you easily identified, praised, rewarded and acknowledged in your organization by your leaders?
- A. Yes []
 - B. No []
 - C. Indifferent []
 - D. No idea []
16. Do the leaders/supervisors in the organization act when situation (contingency) arises?
- A. Yes []
 - B. No []

- C. Indifferent []
 - D. No idea []
17. What are the qualities of leadership to organizational efficiency?
- A. High []
 - B. Medium []
 - C. Low []
 - D. Idea []
18. Is there any existence of democratic style of leadership?
- A. Yes []
 - B. No []
 - C. Indifferent []
 - D. No idea []
19. Are involved in organizational decision making?
- A. Always and prompt []
 - B. In emergency period []
 - C. Do not make at all []
 - D. When asked to suggest []
20. Is there any positive relationship and work performance?
- A. Yes []
 - B. No []
 - C. Indifferent []
 - D. No idea []

21. What is the degree of leadership style, organizational behaviour and organizational efficiency?
- A. Very high []
 - B. Moderate []
 - C. Low []
 - D. No effect []
22. What is the most preferred leadership style?
- A. Democratic []
 - B. Paternalistic []
 - C. Autocratic []
 - D. Liaises faire. []