

THE IMPACT OF EFFECTIVE LEADERSHIP STYLES ON SOME EMPLOYEE'S JOB PERFORMANCE IN SELECTED LOCAL GOVERNMENT AREAS OF ADAMAWA STATE

Dr. Lucky Benson,

*Department of Political Science and Administration,
Adamawa State University, Mubi,
Adamawa State – Nigeria.*

Gambo Lilian Yakubu

*Department of Political Science and Administration,
Adamawa State University, Mubi,
Adamawa State – Nigeria.*

ABSTRACT

This paper examines the impact of leadership style on employees' job performance in some selected local government areas of Adamawa State, Nigerian. The study adopted a survey research design. The employee selected include junior and senior staff. Stratified random sampling technique was used for sample selection. Two hypotheses were formulated. The data obtained was statistically analyzed using chi-square (χ^2) with the use of Statistical Package for Social Science (SPSS). The findings of the study show that most of the workers agree that their performance is limited by poor leadership of their supervisor. From the analysis, democratic leadership style exerted more significant influence on employee's job performance and transactional leadership style had a positive and significant impact on organizational performance of the local government areas by enhancing leader and subordinate relationship. Since leadership style is one of the tools used in attainment of organizational goals and objectives, therefore every organization should as issue of importance, ensure of getting the right leader that will man their organization; in order to achieve their set goals/objectives.

Keywords: Leadership Style, Employee Job Performance, Local Government Area, Organization.

INTRODUCTION

Leadership is conceived as a process where one or more persons influence a group of persons to move in a certain direction. The word leadership has been used in various aspects of human endeavour such as politics, business, academics and social works. Leadership behaviour plays a very important role in enhancing employee job performance, job satisfaction, work motivation and work performance. Most of the organizations sought to adopt appropriate leadership style in order to compete in the business market. It is clear that until today many organizations are continuously looking

for new ways and methods of development, especially in the administrative aspects, which can assist in achieving effectiveness and efficiency of organizational goals (Al-Metheb, 2008).

It was propagated that in order to achieve business efficiency and economic development, organizations must adopt various leadership styles which include transformational, laissez faire, autocratic and transactional leadership styles (Wammy, 2014). Every leadership style has the role of motivating employees, controlling, managing, solving conflicts and influencing employees. The methodology of playing these duties defers from one leadership style and the other style. Most of the researchers in management of organizations point that performance of the particular organization depends on the particular leadership style applied during the entire business activities (Hill, 2008).

Furthermore, most of the leadership theories suggest that the leadership style applied has the significant influence on employee performance, satisfaction and motivation and has also a significant influence on the performance of the organization (Matin & Farjami, 2009). It is further commented that leaders' behavior in leadership affected the quality of the organization outcome (Cordelo, 2003). It is propounded that effective leadership style should diagnose and adopt appropriate style of leadership in order to meet the demand of situations in which it operates (Kenneth, 1989).

The relationship between leaders' behaviour or the leadership style and subordinate has gained increased attention from the community. The kind of leadership style influences how organizations cope with improving productivity, the transformational leadership style plays a crucial role in improving productivity by way of improved marketability and creating strategic vision of the organization. Leadership style affect the overall operational performance of effectiveness, efficiency, profitability, large market share and as well as the organization commitment to achieve a stated goal. Behind the wonderment of any organization productivity today is the leadership style adopt by the organization. Productivity in every organization is largely centered on labour productivity, perhaps human labour is the universal key resources required of any organization and the assertion that a critical element in all successful productivity effort to date has been due to good leadership style. It is based on this backdrop that this research study seeks to investigate the impact of effective leadership style on some selected local government areas in Adamawa State, Nigeria.

Local government as third tier of government in Nigeria operates based on the need and desire of state governors. Local government Chairmen although democratically elected seems to be selected as the process electing this leader is highly characterized by all forms of rigging. Local governments in Nigeria are nothing more than rewarding centres for those who participate actively in politics or during electioneering campaigns. To this effect most Local government Chairmen or administrators dance to the tune of the state governor wants. To some local government is just a mere appendage to the state

government. Hence, the probability of having an effective leadership is invisible. A large number of organizations spend considerable huge amount on solving managerial problems. Besides, research on management's leadership style and organizational performance are limited and personnel do not know enough about management's leadership style and the organizational productivity. Several organizations today have the problem of leadership and the style to be adopted in leading employees. Over the years, organizations have faced the bureaucratic leadership.

As Coleman (1996) points out, no one leadership style is going to be right one in every situation. Leadership is the art and craft of influencing the thinking and behaviour of audiences to achieve mutual goals, leadership is not about what leaders do, but the relationship between leaders and subordinates. Having weak, ineffective leaders in the workplace has many damaging effects on employees and the firm as a whole. Local government with poor executives almost always performs below expectations, they lack vision, an adequate understanding of business finance and good communication skills. Leadership has characteristics that distinguishes it as a dynamic symbolic movement where every employee looks up to for adjustment when necessary. These characteristics explain the vital sensitive and proper positioning of leaders in organization. The absence of effective leadership is a serious problem in many organizations. It is obvious that the resultant outcome is poor staff productivity, absence of motivation, poor growth and underdevelopment of the institutions. Hence, the inability of organizations to improve on its leadership style is sacrosanct in the output which is responsible for the organizational sustainability.

Objectives of the Study

- i. Examine the impact of Democratic Leadership Style on employees' job performance in the selected Local Government Area in Adamawa State
- ii. Evaluate the impact of Transactional Leadership Style on employees' job performance in the selected Local Government Area in Adamawa State.
- iii. Assess the impact of Transformational Leadership style on employees' job performance in the selected Local Government Area in Adamawa State.
- iv. To evaluate the impact of effective leadership style on employees' job performance in the selected Local Government Area in Adamawa State

Hypotheses

Consistent with the objectives of the study, three hypotheses were developed for testing. These are:

H₀₁: There is no significant difference between leadership styles in the selected Local Government area in Adamawa State.

H₀₂: There is no significant impact between effective leadership style and employees job performance in the selected Local Government Area in Adamawa State.

LITERATURE REVIEW

Concept of Leadership

While leadership has been thoroughly researched over the years, there is no universally accepted definition for it. According to Stogdill, (1974) “There are almost as many definitions of leadership as there are persons who have attempted to define the concept”.

Leadership as a term has several definitions and undertones. According to Nwachukwu, (2000) “Leadership simply is an act that involves influencing others to act toward the attainment of a goal”. Ubeku, (1975) also define leadership as the act of motivating or causing people to perform certain task intended to achieve specified objectives. Leadership is the act of making things happen rather than letting things happen. Lawal, (1993) define leadership as the process of influencing others to work willingly toward an organizational goal with confidence. The definition of a leader may be by whom he or she is (the personal) and by the tasks and responsibilities tasks he or she is charged with (the position).

Leadership Styles: Concept, Types and Characteristics

Leadership style is the way in which the functions of leadership are carried out, the way in which managers typically behave towards members of the group, Onosode, (1988). further stated that there are many dimensions to leadership and many possible ways of describing leadership style such as dictatorial, unitary, bureaucratic, charismatic, consultative, participative and dictatorial. The degree to which a manager delegates authority, the modes of power he employs and his or her relative concern for human relationships or task orientation all tend to reflect the manager’s leadership styles (Blake and Mouton, 2005). In his view, Northouse (2007) argues that leadership style is the manner and approach of providing direction, implementing plans, and motivating people. This argument was corroborated by the researchers believe that leadership style refers to a leader's behaviour and it is also the result of the philosophy, personality, and experience of the leader.

Noteworthy is the fact that each organization is a unique combination of individuals, tasks and objectives. Stogdill (1989) believes that different organizations and situations call for different leadership styles.

Democratic Leadership

The democratic leader allows for decision making to be shared by the leader and the group. Criticism and praises are objectively given and a feeling of responsibility is developed within the group. Akpala (1990) argued that this form of leadership is claimed to be earliest amongst all other leadership style. The managers discuss with the subordinates before he issues general or broad orders from which subordinates feel free to

act on. The superior allows the subordinates opportunity to use their initiative and make contributions. The leaders also offer supports to the subordinates in accomplishing task.

Transactional Leadership

Transactional leadership involves an exchange process that results in follower compliance with leader request but not likely to generate enthusiasm and commitment to task objective. The leader focuses on having internal actors perform the tasks required for the organization to reach its desired goals (Boehnke et al, 2003). Transactional leadership occurs when a leader exchanges something of economic, political, or psychological value with a follower. These exchanges are based on the leader identifying performance requirements and clarifying the conditions under which rewards are available for meeting these requirements and transactional behaviours can accomplish the leader's goals and also satisfy the interests of the followers (House et al, 2004). Transactional leadership behavior engages followers in an agreement that specifies the followers' performance expectations and the consequences for meeting those expectations. When followers are confident about their specific role expectations, they may be more likely to go beyond the formal performance (Bernard, 1990). Although transformational and transactional leadership are two different leadership behaviors, they both serve the same function to engage followers into their work and generate job performance.

Transformational Leadership

Transformational leaders enhance the self-concept of followers and encourage followers' personal and collective identification with the goals and objectives of both the leaders and the organizations (Hersey & Blanchard, (1993). Skilled transformational leaders have the ability to support and educate employees, while challenging them to stretch themselves in order to do their jobs and encourage the employees in their efforts to promote job aims and goals (Bass, 1985). Transformational leaders have inspirational motivation and intellectual stimulation (Kotter, 1990). Inspirational motivation is defined as the degree to which leaders articulate an appealing vision and behave in ways that motivate those around them by providing meaning and challenge to their followers' work. Intellectual stimulation is defined as the degree to which leaders stimulate their followers' effort to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways (Yukl, 2005).

For transformational leadership style, the follower feels trust, admiration, loyalty and respect towards the leader, and is motivated to do more than what was originally expected to do (Bass, 1985; Katz & Kahn, 1978). The transformational leader motivates by making follower more aware of the importance of task outcomes, inducing them to transcend their own self-interest for the sake of the organization or team and activating their higher order needs.

Autocratic Leadership

The autocratic leader commands and expects compliance, is dogmatic and positive and leads by the ability to withhold or give rewards and punishment (Fubara, 1985). They do not entertain any suggestions or initiatives from subordinates. This style is used when leaders tell their employees what they want done and how they want it accomplished, without getting the advice of their followers (Allan et al., 2001). The authoritarian leader has enough power to impose his or her will on followers and does not hesitate to do so if necessary. Some of the appropriate conditions to use it are when you have all the information to solve the problem, you are short on time, and your employees are well motivated. Characteristically, the autocratic management has been successful as it provides strong motivation to the manager. Thus, one could add that this style of leadership permits quick decision making, as only one person decides for the whole group and keeps each decision to him/her until he/she feels it needs to be shared with the rest of the group. But some people tend to think of this style as a vehicle for yelling, using demeaning language, and leading by threats and abusing their power. This is not the authoritarian style, rather it is an abusive, unprofessional style called “bossing people around.” Under the autocratic leadership style, Stogdill (1989) observed that all decision-making powers are centralized in the leader, as with dictators.

Laissez - Faire Leadership

Laissez - Faire Leadership, also known as “free-rein leader” does not lead, but leaves the group entirely to itself (Mintzberg, 1983). Such a leader allows maximum freedom to subordinates; they are given a free hand in deciding their own policies and methods. He/she allows the employees to make the decisions. However, the leader is still responsible for the decisions that are made. Victor and Arthur (1988) cautioned that the style is not to be used by a leader so that he can blame others when things go wrong; rather this is a style to be used when you fully trust and have confidence in the people below you. Blake and McCanse (1991) believed that this style is used when employees are able to analyze the situation and determine what needs to be done and how to do it. True laissez-faire is in fact “non-leadership” because the “leader” has almost no influence over the group (Brech, 1985). Arguably, wherever this style of leadership is practiced there may be difficulty in distinguishing the leader from the followers. Thus, it may not be out of place to say that this leadership style is probably a descriptive idea that does not really exist.

Leadership Styles and Employees Job Performance

Leadership affects a wide array of work behaviors, including employees' motivation, self-efficacy, creativity, and coping with stress. It also predicts crucial work-related outcomes such as task performance. Azhar (2004) affirms that democratic, autocratic and laissez-faire styles of leadership all produce different job performances under different situations.

Adeyemi (2010) found that teachers' job performance was better in schools having principals using autocratic leadership style than in schools having principals using democratic or Laissez-faire leadership styles. A study by Nuhu (2010) reveals that authoritative leadership style demonstrated significant influence on workers performance in Kampala District Council in Uganda. The study further revealed that though the workers' performance increased under authoritative instructors and policies, the human values are often undermined. Dolatabadi and Safa's (2010) study established that directive (i.e. autocratic) leadership style has negative influence on employee's commitment to quality of offered services to customers. A study by Obiwuru et al, (2011) found that transactional (autocratic) leadership style was more appropriate in inducing job performance in small scale business enterprises than transformational (i.e. democratic) leadership style as the enterprise developed, grew and matured.

Nuhu (2010) reported that corporate (democratic) leadership style exerts significant influence on employees' performance in Kampala District Council in Uganda. Dolatabadi and Safa's (2010) study established that participatory (i.e. democratic) leadership style has positive influence on commitment, shared values and employee role clarity. Umer et al, (2012) reported in their study that both transactional and transformational leadership are positively associated with employees' job performance. However transactional (extreme autocratic style) leadership was more significant than transformational (democratic/participatory style of leadership).

THEORETICAL LITERATURE REVIEW

Globally, leadership has become the most widely studied aspect of organizational behavior and a number of theories have emerged focusing on the strategies, traits, styles and the situational approach to leadership.

Situational and Contingency Theory

Contingency theory is an approach to leadership in which leadership effectiveness is determined by the interaction between the leader's personal characteristics and aspects of the situation. Contingency theories are based on the assumption that the relationship between leadership style and organizational outcomes is moderated by situational factors related to the environment, and therefore the outcomes cannot be predicted by leadership style, unless the situational variables are known (Cheng and Chan, 2002).

Three models exist in this leadership approach: Fiedler's (1967) co-worker theory, House's (2004) path-goal theory, and Heresy and Blanchard (1969) situational leadership

theory. From this approach and the three models no leadership style is best in all situations. Success depends upon a number of variables, including the leader's preferred style, the capabilities and behaviours of the followers, and aspects of the situation. Effective leadership requires adapting one's style of leadership to situational factors, and control is contingent on three factors namely the relationship between the leader and followers, the degree of the task structure and the leaders' authority, position or power.

Traits and Behavioral Theory

The trait perspective was one of the earliest theories of leadership in the 1940's which assumes that great leaders are born with distinguished personality traits that make them better suited for leadership and make them different from other people or their followers. Stogdill's (1948) survey of the leadership literature came up with the most comprehensive list of traits. Stogdill's observation that leadership situations vary significantly and place different demands on leaders, destroyed trait theory, leading to the emergence of situational and behavioral approaches.

Behavioral theories of leadership state that it is the behavior of leaders that distinguishes them from their followers. It focuses on the actions of leaders rather than on mental qualities or internal states with the belief that great leaders are made, not born. According to this theory, people can learn to become leaders through teaching and observation.

METHODOLOGY

The study comprises of Mubi North, Mubi South and Maiha Local Government Areas in Adamawa State. The study adopted a survey research design. The employee selected include junior and senior staff, male and female staff. The targeted sampled population of the study was selected through a fish bowl sampling method is 300 which represented the sample size. In essence, one hundred (100) respondents were selected from each of the local governments.

Stratified random sampling technique was used for sample selection. For proportional allocation strategy, the size of the sample in each stratum is taken in proportion to the size of the stratum. The instrument found appropriate for the analysis of the data gathered is simple percentage and chi-square. Chi-square was used because it is good for the prediction of the outcome of dependent and independent variables. It also facilitates the interpretation of the relationship between variables. The leadership and performance scales were measured using a 5-point Likert scale (from strongly agree '5' to strongly disagree '1').

The hypothesis enables the researcher to either accept or reject the null hypothesis. However, in generating the results gotten from this data, the researcher employed the use of SPSS Software package. This software made it possible for the researcher to apply the relevant variables in order to generate the necessary results for the research.

RESULTS AND DISCUSSION

Hypothesis One

H₀₁: There is no significant difference between leadership styles in the selected Local Government area in Adamawa State.

Table 1: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.368	3	.000
Likelihood Ratio	35.871	3	1.000
Linear-by-Linear Association	46.965	1	.000
N of Valid Cases	275		

In table 1, it indicates a chi-square value of 40.368 at a degree of freedom of 3 and Asymp. Sig. of .000, which is considerably less than 0.05 (χ^2 tabulated = 12.838). Hence, we fail to accept the null hypothesis at 5% level of significant and accept the alternative hypothesis. We therefore conclude that leadership styles have significant effect in the selected Local Government areas in Adamawa State.

Hypothesis Two

H₀₂: There is no significant impact between effective leadership style and employees job performance in the selected Local Government Area in Adamawa State.

Table 2: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	50.865	3	.000
Likelihood Ratio	26.423	3	1.000
Linear-by-Linear Association	66.498	1	.000
N of Valid Cases	275		

In table 2, it indicates a chi-square value of 50.865 at a degree of freedom of 3 and Asymp. Sig. of .000, which is considerably less than 0.05 (χ^2 tabulated = 12.838). Hence, we reject the null hypothesis at 5% level of significant and accept the alternative hypothesis. We therefore conclude that leadership style has significant impact on employee's job performance in the selected Local Government Area in Adamawa State.

Discussion of Findings

1. The research also shows that most of the workers agree that their performance is limited by poor leadership of their supervisor.

2. From the analysis, democratic leadership style exerted more significant influence on employee's job performance. This further suggests that democratic leadership style is a better precursor of employee performance the governmental hospitals than laissez-faire, and should therefore be given more priority in development of management policies. This is because democratic leadership shares decision making with the group. Criticism and praise are objectively given. A feeling of responsibility is developed within the group. Followers are committed towards executing task associated with the decision they were part of thereby resulting in high employee job performance Choi (2007).
3. The transactional leadership style had a positive and significant impact on organizational performance of the local government areas by enhancing leader and subordinate relationship. Transactional leadership positively affects employee performance and therefore the second hypothesis of this study which stated that the transactional leadership style positively affects employee performance in selected local government areas could not be supported. These findings are consistent with the many studies which was reported that transactional leadership style significantly positively affected employees' performance. For example, studies by Pradeep and Prabhu (2011).
4. The transformational leadership style had a positive and significant impact on organizational performance of the employees in the local government areas of study.
5. The study reveals the importance of good leadership style as a tool for organization performance and effectiveness as indicate by the high regression between the leadership style and prosperity of organization performance, which indicate that for any percentage increase in good leadership style in the local government areas, the higher the organization performance and effectiveness.

CONCLUSION AND RECOMMENDATIONS

The study concludes that achievement of employee job performance, organizational goal and objective depends solely on the leadership style an organization adopts. Also, that leadership style of the organization greatly influences the performance and organizational output. Local government areas will function effectively when management employs a proper leadership styled.

The study therefore recommends that harmony should be created between employees, leaders, supervisors, management and the task environment.

That leadership style is one of the tools used in attainment of organizational goals and objectives, therefore every organization should as issue of importance, ensure of getting the right leader that will man their organization; in order to achieve their set goals/objectives.

The study recommended that managers should adopt the appropriate leadership style that suit the organization at the same time taking into consideration the effective management of employees through good leadership in order to increase the performance and effectiveness of organization as it developed, grew and matured.

REFERENCES

- Adeyemi, T. O. (2010). Principals' Leadership Styles and Teachers' Job Performance in Senior Secondary Schools in Ondo State, Nigeria. *Journal of Education Administration and Policy Studies*. Vol. 2(6), pp. 83-91.
- Akpala A. (1982). *Industrial Relations Model for developing countries, the Nigeria system*, Enugu, fourth dimension.
- Allan, R. C., Stephen, L. F., Herman, G., Robin, D. W. and Natasha, J. (2001). *Effective Behaviour in Organization, Cases Concepts and Student Experiences*. Boston: McGraw- Hill Book Company.
- Al-Metheb. (2008). *The ethics of management*. New York: KLG Ltd Press.
- Bass, B. M. (1985). *Leadership and Performance beyond Expectations*. Free Press: New York.
- Blake, R. R and Mouton, S. J. (2005). *The New Managerial Grid III*. Houston: Gulf Publishing, Pp 30 – 33.
- Blake, R. R. and McCause, A. A. (1991). *Leadership Dilemmas – Grid Solutions*. Houston: Gulf Publishing, Pp 50 – 51.
- Boehnke, B.J. (1999). *Full Leadership Development: Building the Vital Forces in Organizations*. Thousand Oaks: CA Sage.
- Brech, E. F. L. (1985). *Principles and Practice of Management (3rd Edition)*. London: Longman Publishing Company, Pp 93.
- Cheng V. and Chan G. (2002). *On change Management*. Liberia: Liberia Press.
- Cordelo, T. (2003). *The brilliant Manager*. Wits: Wits University Press.
- Dolatabadi, H.R. and Safa, M. (2010), The Effect of Directive and Participatory Leadership Style on Employees' Commitment to Service Quality, *International Bulletin of Business Administration*, Issue 9, Pp. 31-42.
- Fielder, M.A. (1967). *An investigation of the relationship between administrator personality and teacher job satisfaction*. Michigan: Michigan Press.
- Fubara, A.B. (1985). *Business Management: Principles and Strategies*. Ibadan: University Press.
- Hersey, P., & Blanchard, K. H. (1993). *Management of organizational behavior: Utilizing human resources*. Prentice-Hall, Inc.
- Hill, G. (2008). *Operations management*. Colombia: Colombia University Press.
- House E.A, (2004). *Culture, Leadership and Organizations*. The GLOBE Study of 62 Societies. Thousand Oaks: Sage Publications.

- Kenneth T. (1989). *The power of Ethical Management*. Chicago: Chicago University Press.
- Lawal A. (1993). *Management in Focus*. (Lagos Abdul Industrial Enterprises.
- Matin W. & Farjami, R. (2009). *Introduction to management*. Chicago. University of Chicago Press.
- Mintzberg, H. (1983). *Structure in Fives: Designing Effective Organisation*. New Jersey: PrenticeHall Englewood Cliffs, Pg. 80.
- Northouse, P. (2007). *Leadership Theory and Practice* (3rd Edition). New Delhi, Sage Publications, Inc.
- Nuhu, K. (2010), *Effect of Leadership Styles on Employee Performance in Kampala District Council*, Masters Dissertation Submitted to the School of Graduate Studies, Makerere University, Uganda.
- Nwanchuckwu, C.C (2000). *Personnel Administration in Nigeria*, University of Port-Harcourt press limited, Port Harcourt Nigeria.
- Obiwuru, T. C., Okwu, A. T., Akpa, V. O. and Nwankwere, I. O. (2011). Effects of Leadership on Organizational Performance: A Survey of Selected Small-Scale Enterprises in IkosiKetu Council Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, Vol. 1. No. 7. Pp 100-111.
- Onosode G. (1993). *These Decades of Development Crisis in Nigeria: Essays* Maithouse Press Limited, Ikeja, Nigeria.
- Pradeep, D. D., & Prabhu, N. R. V. (2011). The relationship between effective leadership and employee performance. *Journal of Advancements in Information Technology*, 20, 198-207.
- Stogdill, R. M. (1989). *Stogdill's Handbook of Leadership: A Survey of Theory and Research*. Bass, B. (ed.) New York: Free Press.
- Stogdill, R. M. (1974). *Handbook of leadership*. New York: Free Press.
- Ubeku, A.A (1975). *Personnel Management*: Benin City: Ethiopia Publishing corporation.
- Umer, P., Adnan Q., Anam M. and Inam-ul-Hassan, W. (2012). Impact of Leadership Styles (Transformational & Transactional Leadership) on Employee Performance and Mediating Role of Job Satisfaction: Study of Private School (Educator) In Pakistan, *Global Journal of Management and Business Research*, Volume 12, Issue 4 Version 1.0.
- Wammy G. (2014). *The South Africa facilities Management*. South Africa: UNISA Press.
- Yukl, G. A. (2005). *Leadership in organizations* (6th Edition). Upper Saddle River, NJ: PrenticeHall. Cliffs, N.J.