EFFECT OF LEADERSHIP STYLE ON THE PERFORMANCE OF ACADEMIC STAFF IN THE FEDERAL POLYTECHNIC DAMATURU, YOBE STATE, NIGERIA

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Abstracts
Leadership and Employee Performance examines whether or not leadership styles has any influence on employee performance and the level of significance of impacts on academic institutions taken Federal Polytechnic, Damaturu, into perspective. Many issues crops up in an attempt to influence behavior because group activity is to meet some fundamental objectives; leadership efforts to influence productivity are reflected by employee performance. Multiple theories have been developed to explain pattern of leaderships, no single style could suffice at all time and in all circumstances. The case is more difficult for public sector management because of social welfare and public interest, increased level of awareness, individual interests and factors of changing globalization to mention but a few. The consequential poor performance made people doubt the place of public sector administrators. This research has its core in the leadership styles and possible influences and actual impacts on performance of academic institutions. Thus the main objective is the influence of leadership style on the performance of academic staff. The methodology of this research work is survey and case study approach. The primary data was generated from questionnaires administered on 65 samples of 180, 2019 population size from the 12 academic departments out of which 42 were returned. Descriptive analysis of the 42 returned questionnaires indicates existence of relationship between leadership style and employee performance. Also, the results of Chi-Square indicate significant impact of leadership on performance; calculated values of 13.51
against the table value of 9.488 automatically reject the null hypothesis which states that there is no relationship between leadership and performance. Major findings include the existence of significant relationship between leadership and performance such that there is negative effect of poor leadership style on academic staff performance. For improved performance, such measures as motivation and delegations towards improved democratization and participation is recommended. The leadership-employee performance is adjudged to be good and by maintaining the tempo and making necessary adjustments, future leadership-employee relationship is bright.

**Keywords:** leadership, management, leadership styles, employee performance, productivity.

**Introduction**
Leadership is a determinant factor of employees performance and exert significant impacts on the prospects or otherwise on an organization, particularly the public sector. It is expected that leaders should be with good sense of humility and empathy towards subordinates and display holistic understanding of team work towards objectives. Leadership plays significant role in the decision-making and influences the performance of every organization because the style involve the manner in which people are directed and motivated by a leader to achieve organizational goals (Al Khajeh, 2018). Also, leadership has been playing important role since the dawn of history of mankind, effective leadership determine and promote excellence relationships and development of the individuals and members of an organization (Skoogh, 2014). This is because leadership encourages innovation, team work, creativity and more so, people often engaged in activities that lead to increased performance; job satisfaction and increased productivity (Verba, 2015). Employee performance has always been the focus because organizations have been established to address fundamental needs and group activities. Leadership activity reflects the organizational productivity particularly the employees' ability to attain the goals as planned. Performance is very much depended on perception,
values and attitudes of leaders and thereby play crucial role in creating an enthusiastic atmosphere and culture in an organization (Alghazo & Al-Anazi, 2016).

Furthermore, human effort in organization is indispensable; it constitutes a complex phenomenon to managers and leaders to comprehend. And since, every behavior is a goal directed, any actions of individual or groups in a productive venture has underlying factors. Hence leaders must be conscious of their role for optimum performance (Alghazo & Al-Anazi, 2016). According to Duru & Shimawua (2017) workers today are educated and well informed than before, they are likely to raise questions about the environment where they work, this make leadership an important aspect of a dynamic organization. Leaders are therefore expected to play more than traditional administrative functions to other roles including becoming sensitive to needs and requirement not necessarily being part of official manuals. Working environment continues to change toward evolving globalization; educational systems become more digitalized and online, teachers, students and other stakeholders becomes aware of themselves than ever before.

Though leadership is not easily conceptualized, common areas to inform effectiveness could be identified; integrity, honesty, humility, sincerity, passion, confidence, courage, commitment, positivity, wisdom, determination, compassion, and sensitivity among others are necessity for effective leader-follower relationships (Awolabi & Kinsley, 2007). Leaders with many of these qualities and attitudes tend to achieve followership and thus Pushpakumari (2008) stated that performance is very much depended on perception, values and attitudes of leadership. It involves qualities that can produce positive effect on employee performance because it naturally, compels obedience resulting from conventional corroborative activities.

Influences of leadership are easily noticed in the private organization where cautious decisions are taken to guide achievement of fundamental objectives, profit maximization. In the public establishment however, where social welfare is the priority, one expects that leaders must demonstrate tenacity to justify the confidence repose on them in the spirit of public interest. Unfortunately, reverse is the case where negative
impacts of leadership spanning across different facets of our social life dominate public organizations because of the power and authority bestowed on the leaders, and the display of personal aggrandizement with high sense of impunity (Al Khajeh, 2018).

These circumstances lead to incessant misunderstandings, complaints and sometimes degenerate into rancor or crises among parties to the extent that people begin to undermine the place of leadership in the public sector. It is assume that with good leadership qualities, issues of common interest could be resolved without raising dusts; employees and management always working toward objectives under best practices. Thus, there is considerable impact of the leadership styles on organizational performance; the leadership style influences the culture of the organization which, in turn, influences the organizational performance (Al Khajeh, 2018).

This research has its core in the leadership styles and possible influences and actual impacts on performance of employees of academic institutions. The focus is on the Federal Polytechnic, Damaturu (FEDPODAM) established in 1993, and took off with 6 academic departments which have gradually grown up to 5 academic schools comprising 12 academic departments running ND and HND programmes as at today. The data for this study is gathered with the aid of structured questionnaire administered on a sample size of 65 academic staff out of about 180 academic staff (as at 1st quarter, 2019) across all the academic departments. The analysis was on the 42 questionnaires filled and returned.

**Literature reviews**

**Leadership:**
Leadership is a type of relationship in which one is typically influencing others in certain direction, and involves a process that places emphasis on social interaction and relationship. According to Kuria, Namusonge & Iravo (2014), leadership can be defined based on individual perspectives; some see leadership as a series of specific traits or characteristics; others see it as comprising of certain skills and knowledge whiles others think of
leadership as a process. It is simply a relationship that approves mobilizing, influencing, and guiding of others toward desired goals. Unlike in the private sector, the public sector faces a lot of challenges relating to differences in values, structure, legal framework, interest representation, purpose, culture and impact of decisions (Ticlau, Mora, Tiganas & Bacali 2010). In addition, the specific environment of public administration which is traditionally regarded as a system characterized by rigidity and immovability, and as well as the tremendous politics, economic, technology, and social challenges faces modern public administration are areas of concerns (Hintea, Hudrea & Balica 2011). Increased-interests to transform public sector management to reflect practices in the private sector over recent decades also complicate issues (Kuria, Namusonge & Iravo 2014). There is significant evidence that productivity advancement in government organizations has not kept pace with those found in the private sector (Killefer & Mendonca, 2006).

Performance and Productivity
Organizational Performance is a complex and multidimensional phenomenon in the business literature. It comprises of the results or the actual outputs of an organization measured against intended outputs, goals and objectives (Al Khajeh, 2018). Many factors influence performance; apart from environmental factors that affect job performance such as the physical environment, legal environment, socio-cultural environment, political environment, demographic environment, technological environment, economic environment and income distribution, Duru & Shimawua (2017) also identify factors that influence employees’ productivity within the system to include safety measure, level of rowdiness, ventilation, lighting system, coloration, suitability of office site, planning layout and sanitation.

The concept of institutional performance comprises the actual output or results of an institution as measured against its intended outputs, goals and objectives (Farlex 2012; Habeeb & Ibrahim 2017). Institutional performance has been said to revolve across the cycle of activities that establish the institution’s goals; monitor progress towards the goals; and make adjustments to achieve these goals more effectively and efficiently.
These are inherent activities, couple with the new world orders that are continuously recurring and always requiring attentions of leaders and managers of various institutions. Productivity can be defined as output per unit of input in a production process. It may not be far from the nascent realization of the primary and centrality of humans in economic development and growth process of a nation (Anyawu, 2003). Productivity is a matter of concern to government bodies, private firms, trade unions and other institutions not minding the disagreements over its conceptualization by different groups and individuals. Hence, discussing productivity at all levels is common because of the direct relationship between productivity and the standard of living. In effect; productivity concerns the attainment of the highest level of performance with the lowest possible expenditure on resources. It represents the ratio of the quality and quantity of products to the resources utilized. The Nigeria Employers Consultative Association (NECA, 1991) observed that it is more common in productivity studies to see emphasis placed on labour productivity. By coincidence, at the national level, labour productivity translates to what is known as human productivity because though others factors of productivity (as capital) exist, it is the labour productivity that has direct implication for purchasing power of the population.

Theories of Leadership
Generally, various theories have been propounded toward understanding behavior and leadership styles. Also, pattern of leadership otherwise call style of leadership influences the perceived leadership quality and are related to many approaches. According to Amofa, Okronipa & Boateng (2016) leadership’s theory explains concepts, practices, and gives precise information on the leadership qualities and attributes one adopted to become a leader. There are many theories of leadership but, Amofa, Okronipa & Boateng (2016) identified: the trait theory, the behavioural theory and the contingency theory.

The Trait Theory
Trait theory assumes that leaders have inherited traits which make the individual suitable for leadership. That is, it assumes that leaders share certain inborn personality traits and when the individual has the right
combination of these traits, he makes a good leader. This may include ability to expression and being vocal among others that makes a difference from other individuals. However, the view that leaders are born not made is only popular among laypersons, and not among professionals and researchers.

**The Behavioural Theory**
Behaviours unlike traits can be learned and therefore, individuals can be trained in appropriate leadership behaviours which would qualify a person to be a leader. This becomes evidently clear when effective leaders seem not to have any particular set of distinguishing traits, which thereby make professionals tried to isolate the behavioural characteristic of an effective leader. Put other way, rather than try to figure out who effective leaders are, efforts is made to determine what effective leaders do and how they do it; how they delegate tasks, how they carry out specific tasks, and so on.

**Contingency Leadership Theory**
This view stem from the fact that effective leadership depends on many variables such as organizational culture, nature of tasks, circumstances and other external influences. In the other words, no one trait style is common to all effective leaders and no one specific style is effective in all situations.

**Leadership Styles**
A major approach to the study of leadership has been an attempt to identify various styles of leadership (Amofa, Okronipa & Boateng 2016). Also, leadership styles are combinations of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates (Mitonga-Monga & Coetzee, 2012). Several different classifications have been developed in connection with the style of leadership. And, the growth and development of an institution depends on the relationship between its leaders and the followers.
The style approach focuses on what leaders do rather than who actually leaders are and suggests that leaders adopt two fundamental behaviors; task and relationship behaviors. How a leader combines the two types of behaviors influences the approach of leadership (Northouse, 2010).
Whether people-oriented or task-oriented, performance of a leader depends on three situational characteristics; leader-member relations, task structure, and the position and power of the leader (Certo, 2000). While the extent to which the leader enjoy the support and followership of the group members is called Leader-member relations, task structure is the specified procedures that employees need to follow in carrying out the specific task, and position and power refers to the formal authority granted to a leader. This is more so because leaders must adopt both directive (task) and supportive (relationship) behaviors in order to achieve effective influences on others.

There are several types of leadership styles such as transformational leadership, transactional leadership, autocratic, democratic leadership, participative leadership style, situational and contingency style, path goal theory, Psychodynamic or personality approach etc. Among some types of leadership relevant to the study that have been selected for brief review include: the transformational, democratic, autocratic, bureaucratic, and the laissez-fair leadership styles.

**Transformational Leadership**

Al Khajeh, (2018) transformational leadership style focuses on developing the followers and considering their needs particularly on developing the overall value systems of the employees; development of moralities, skills and their motivation level. It thereby acts as a strong bridge between the followers and leaders in order to develop clear understanding associated with the motivational level, values and interests. Transformational leaders are recognized as change agents and role models who can create and articulate a clear vision for an organization, empower followers to meet higher standards, act in ways that make others want to trust them, and give purposeful meaning to organizational life.

By transformation it implies leadership process that changes or transforms people as it stresses that leaders need to understand and adapt to the needs and motives of followers. It is concerned with emotions, values, ethics, standards, and long-term goals. It includes assessing followers’ motives, satisfying their needs, and treating them as full human beings. Transformational leadership involves an exceptional form of influence that
moves followers to accomplish more than what is usually expected of them. It is a process that often incorporates charismatic and visionary leadership (Northouse, 2010). Thus, a leader is seen as someone who commits people into action, converts followers into leaders, and may convert leaders into agents of change (Bennis & Nanus 2005). Impliedly, leadership is having the ability to influence and to be influenced by individuals and groups to take them into desired direction. In practice, it means ensuring that subordinates needs are met, agreed tasks are performed and the resources of the group are maximized so as to maintain team spirit. Accordingly, transformational leaders provide an inspiring vision of goals that can help overcome self-interest and narrow factionalism in organizations (Kuria, Namusonge & Iravo (2014). Consequently, leaders are most often highly visible and known for their passion and energy in all aspects; spend most of their time communicating with others and looking for initiatives that add value to their teams’ goal.

**Democratic Leadership**

Tannenbanum & Schmidt (2012) define democratic leadership as the leadership situation where the decision-making is decentralized and shared by all the subordinates. Though with this style, the potential for weak execution and poor decision-making is high, it is known to motivate the employees to perform better because their views and opinions are valued. Another problem associated with democratic leadership is the assumption that everyone involved has an equal stake in the decision-making with a presumed level of expertise (Rukmani, Ramesh, & Jayakrishnan, 2010).

But despite that the leader joins group of subordinates to make decisions on the basis of consensus, the leader still maintains the final decision making authority. And, since being a leader does not mean knowing everything, it is usually applicable when the leader has part of the information and the subordinates have important roles to play. Because democratic leadership allows the employees to participate in decisions making by involving them with the group and the manager, it promotes the sharing of responsibility, the exercise of delegation and continuous
consultation. Thus under democratic approach, subordinate has greater say in the decision-making, in the determination of policy, and in the implementation of system and procedures.

**Autocratic leadership**
This is characterized by one way communication between the manager and the subordinate with the manager telling the subordinate what to do. Typically, autocratic leaders retain the decision-making rights and force their followers to execute the services and strategies according to specific rules (Obiwuru, Okwu, Akpa, & Nwankwere, 2011). Also, autocratic leaders are classic and bossy and wishes that their subordinates work according to their narrow way. The autocratic leaders are less creative and only promote one-sided conversation because they are authoritarian leaders (Iqbal, Anwar, & Haider 2015). Though autocratic leadership style is known to be effective in the short term but, the leadership restricts the workplace socialization and communication which is sacrosanct for effective organizational performance. This circumstance severely affects the motivation and satisfaction level of the employees and could lead to organizational conflicts which may negatively affect the overall performance (Iqbal, Anwar, & Haider 2015).

In addition, autocratic leaders do not have much faith on their followers which make them the sole determinants of the activities, techniques and policies. However, this style is most suitable for positive impact when the projects are to be completed within limited deadlines (Anbazhagan, & Kotur 2014)

**Bureaucratic Leadership Style**
Bureaucratic Leadership Style is a characterization of red tape ‘officializm’ where everything must be done according to procedure or policy. That is, management by book; procedures and routines, and if it is not covered by the book, the manager refers to the next level above him or her (Amofa, Okronipa & Boateng 2016). Here, leaders are really not managers but, acts more of a police officer who enforces the rules and regulations. Also, it is appropriate when employees are working with dangerous or delicate
equipment that requires definite set of procedures, and where safety or security issues come first.
Furthermore, bureaucratic leadership style predominate where work habits formed are hard to break, or employees lose their interest in their jobs and in their fellow workers, or that employees only do what is expected of them and no more (Amofa, Okronipa & Boateng 2016).

The laissez-faire leadership style
The laissez-faire leadership style is also known as the “hands-off” style. It is the one in which the leader provides little or no direction but gives employees as much freedom as possible in decision making, determination of goals and solving problems. According to Ukaidi, (2016), laissez faire leader has no confidence in his leadership ability and does not get goals for the group; the decision making is performed by whosoever in the group willing to accept the responsibility. Laissez faire leadership style is generally notable for low productivity resulting from group little interest in their work morale and team work. This style should not be used when a manager does not understand the detailed leadership responsibilities involved, and /or when regular feedback cannot be provided. The style however can be applicable when employees are highly skilled, experienced, and trustworthy and have pride in their roles particularly with specialists or external consultants.

Issues of Leadership and Performance; focus on the Public sector
Leadership challenges crop up from how leaders mobilize others to get extraordinary things done. It is about the practices that leaders adopt to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. Certainly, there are multiple leadership challenges in these extraordinary times, where we have the potential to profoundly change the world in which we live and work. Because, leadership is not at all about personality; it’s about practice, it knows no racial or religious bounds, no ethnic or cultural borders; there can be exemplary leadership anywhere (Bello & Braimoh, 2012).
Generally, organizations productivity is dependent on the leadership style. This is to say that they are interwoven relationships between the leader’s willingness, commitment, selflessness, pro-activeness and others to bring forth desired effectiveness, efficiency and general increase in employee performance and productivity (Ukaidi, 2016). Organizational performance is one of the most important dependent variable (Richard, Devinney, Yip & Johnson 2008) with just about any other areas of management, here leadership. According to Madrid, Auken & Garcia (2007) high performing firms are able to generate a variety of company and society benefits like attracting resources, wealth creation and jobs generation.

Workforce productivity remains a primary element for success in most organizations, including those in government (Haenisch, (2012). It is fundamental that public sector managers must identify what factors influence productivity in order to improve performance because workers generally, are aware of influencers that determine productivity and performance (Clawson & Newburg, 2005).

According to Knies, Jacobsen & Tummers (2016) focus on the public sector is particularly interesting because it is often said that leaders in the public sector are constrained by rules and regulations. If leaders in the public sector can make a difference for performance, it gives hope for other sectors. Most leadership studies have focused on private organizations, whereas the role of leadership in public organizations is less investigated and more controversial (O’Toole & Meier, 2014).

Data Presentation and Analysis
Out of 65 questionnaires distributed, 42 were actually completed and returned. Analysis is presented in the table below:

Summary of Data & % Analysis
Ho1: Leadership has no influence on Employee Performance at FEDPODAM

<table>
<thead>
<tr>
<th>Variables</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management seek opinion of stakeholders before taken and implementing sensitive decision</td>
<td>32</td>
<td>76</td>
</tr>
<tr>
<td>Statement</td>
<td>Agree</td>
<td>Disagree</td>
</tr>
<tr>
<td>-----------</td>
<td>-------</td>
<td>----------</td>
</tr>
<tr>
<td>Positive change performance is associated with collective decision</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Leadership style in FEDPODAM is democratic</td>
<td>31</td>
<td>8</td>
</tr>
<tr>
<td>Employees are motivated with the current leadership</td>
<td>31</td>
<td>24</td>
</tr>
<tr>
<td>Current leadership style brings positive performance</td>
<td>34</td>
<td>4</td>
</tr>
<tr>
<td>Poor leadership style has negative effect on lecturing performance standard</td>
<td>42</td>
<td>0</td>
</tr>
<tr>
<td>Employees perform better with current leadership</td>
<td>28</td>
<td>8</td>
</tr>
</tbody>
</table>
Future of leadership / employee relationship

<table>
<thead>
<tr>
<th>Positive</th>
<th>Negative</th>
<th>Undecided</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>79</td>
<td>0</td>
<td>21</td>
</tr>
</tbody>
</table>

Source: Field work, 2020

**Discussion**

FEDPODAM leadership seeks relevant opinions when taken and implementing sensitive decisions, at 76% and this possibly explain positive and better employee performance by the current leadership. Despite that the leadership is said to be undemocratic, current leadership is able to motivate, above 70% and achieve positive employee performance, at 81%. Also, 100% posit poor leadership result to poor employee performance, and the future of leadership/employee relationship is 79% bright for FEDPODAM.

**Hypothesis II**

Ho2: There is no significant relationship between leadership qualities and employees performance at FEDPODAM. Analysis of questions/responses; tables 2, 5 & 6 in the EF table below:

**Computation of the expected frequencies (EF)**

<table>
<thead>
<tr>
<th>Questions/Responses</th>
<th>Agree</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Column totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>31</td>
<td>8</td>
<td>3</td>
<td>42</td>
</tr>
<tr>
<td>5</td>
<td>34</td>
<td>4</td>
<td>4</td>
<td>42</td>
</tr>
<tr>
<td>6</td>
<td>42</td>
<td>0</td>
<td>0</td>
<td>42</td>
</tr>
<tr>
<td><strong>Row Totals</strong></td>
<td>107</td>
<td>12</td>
<td>7</td>
<td>126</td>
</tr>
</tbody>
</table>

Source: Field work, 2020

**Table 2: The Calculation of the Chi-Square; from (EF) tables, 2, 5 & 6 above**

<table>
<thead>
<tr>
<th>DF</th>
<th>EF</th>
<th>(DF-EF)</th>
<th>(DF-EF)sq</th>
<th>(DF-EF)sq/EF</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>35.66</td>
<td>-4.66</td>
<td>21.72</td>
<td>0.588</td>
</tr>
<tr>
<td>8</td>
<td>4</td>
<td>4</td>
<td>16</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>2.33</td>
<td>0.67</td>
<td>0.45</td>
<td>0.193</td>
</tr>
</tbody>
</table>
Calculated Value = 13.51
\[ @ \text{df} = (R-1)(C-1) = (3 - 1)(3 - 1) = 4 \]
At 0.05 (5%), the table value is 9.488.

**Decision Rule:**
The rule state, if the calculated value is greater than the table value, the null hypothesis shall be rejected, or otherwise accepted.

**Application:**
Since the calculated value 13.51 is greater than the tabulated value 9.488, the null hypothesis which state that: there is no relationship between leadership qualities and employees performance at FEDPODAM is hereby rejected.

**Findings**
1. FEDPODAM management seeks relevant opinions before taken and implementing decisions
2. The leadership is not democratic but positive employees performances are always results of collective decisions
3. Poor leadership has negative effect on employee performance
4. Current leadership though not 100%, is able to positively motivate employees towards better performance
5. Lastly, there is significant relationship between FEDPODAM Leadership style and her employee performance

**Conclusions and Recommendations**
Leadership styles are multidimensional and any specific pattern could be informed by multiple factors. Leadership in the public sector has peculiar problems including societal interests, pressures of rules and regulations,
increased awareness, and global exposures and continuous system changes among others.

FEDPODAM leadership is considered responsive, present employee performance is moderate, the future assessment is better particularly when it keeps up and improved with necessary adjustments. The management therefore, is advised to be democratic because more than half of the respondents were of the view that the pattern of administration is undemocratic. Also, given that that poor leadership has negative effect on the performance standards, the management should device means of exploiting effective leadership and employee relationship including motivation and participation such as practices of delegation towards increased better performance.

References:


