

# **I**MPACT OF EFFECTIVE LEADERSHIP ON WORKERS PERFORMANCE IN AN ORGANIZATION

**DR ANTHONY EMHENYA IYOHA**

*Department of Political Science and Public Administration, Edo University, Iyamho*

## **ABSTRACT**

**T***his study determines the effect of leadership on workers performance in an organization. In achieving its objectives, the work must be motivated to put in optimum performance. Hence the leadership styles of such organization will determine the workers motivation towards his/her performance. Therefore leadership plays an important role towards the attainment of organization objective. The study shows that the position associated exist between workers satisfaction compared to the leadership style which shows the needs of worker and leader in dealing with subordinates and performance based on the findings of this study, certain recommendation such as sending managers and supervisor to leadership training course, leaders tailoring behaviour, assist subordinates actualize their needs in the organization, ensuring*

## **Introduction:**

leadership exists when an individual attempts to influence the behaviour of someone else, that individuals in the potential leader and the person he/she is attempting to influence is the potential follower, no matter whether that person is your “boss” a colleague (associate), a subordinate, a friend or a relative. It is in view of this, that Hersey and Blonchord (1997) asserted the leadership of little significance except as it affects the performance and satisfaction of the group of followers. Thus, an effective leader is judged

*equity and fairness in dealing with subordinate; and understanding subordinates before adopting a particular leadership style.*

**Keywords:** *Authority, Responsibility, Productivity, Organisation effectiveness, Leadership.*

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From the group's performance. Leadership process in the organization can be regarded as structure or procedure for accomplishing an organization's goals and objectives or for changing an organizational goal and objectives that leadership is the ability to influence individuals and groups towards the attainment of the organizational goals.

The leadership style influences the culture of the organisation which, in turn, influences the organisational performance. The managers that focus on transformational leadership focus particularly on developing the overall value system of the employees, development of moralities, skills and their motivation level. Leadership has a direct cause and effect relationship upon organisations and their success. Leaders determine value, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Elenkov, (2002). There is a significance difference between the Nigerian workers and any other workers around the world. Therefore underlying principles of leadership are applicable in Nigerian situation.. A leader is a person who overcomes great odds, battles and insurmountable obstacles, motivates his followers and attains great heights. Leadership is therefore defined as those which consist of interpersonal influence exercise in situation and direct by means of the communication process toward attainment of a specified goal (Shokan, 1995). In the recent views, it is pertinent to say that most writers in the field of management perceived leadership as a process of influencing people to direct their efforts toward the achievement of some particular goal (Lawal, 1993). As such, leadership is a part of management.

Leadership is getting things done through people. It happens when there is an objective to be achieved or task to be carried out and when more than

one person is required to do it. Organizational effectiveness depends on the quantity of the leaders in that they can only do what they have to do with the support of their team who must be inspired to follow them (Lawal, 1993). The degree to which a manager understands what motivates his subordinates and how these motivational factors operate on his leadership style (Lawal, 1993).

### **Statement of the Problems**

Many factors undermined employee's productivity in an organization. Scholars in the various field of study especially those in the field of humanities have laid emphasizes on the leadership style that determine employees job performance and the organizational attainment.

As identified by Lawal (1993) that the organizational style of leadership play a significant role in the goal attainment. The leadership between the management and subordinate cannot be ignored if the expected goal is to be attaining in the organization. The method adopted by the supervisor or the management in directing the affair of the organization matters a lot. Human element is the significant factor in an establishment. To direct human is a very difficult task. The style to be use in manipulating employees to give what they have in terms of mental and physical in our focal point in this study. Leaders and their style they used in management have brought a lot of controversy in the productivity measurement. Leadership style has recognized as a motivating factor behind productive and workers terms of service.

In an organization where productivity is measured to be effective and efficient, it was observed that management and employees in such organization has a good interpersonal relationship. This condition is certainly not far from the leadership adopted by the management. Some styles of leadership are democratic in nature; some are seen to be autocratic, while some are being laissez-faire leadership style. But the question is what leader style is the best to achieve the organization goal. The obvious thing is that leadership style affect employee's job performance in organization goal attainment.

### Objective of the Study

The objective of this study is to determine some extent how leadership style can actually increase workers' performance.

It will also find out if leadership style can give people more scope to vary the method, sequence and pace of the work. It is also identify how leadership style can encourages the participation of employees in planning work and involving new techniques.

In addition it focuses on how modern concepts of leadership style could be referred in the process of creating a working environment that will stimulate employees to perform when placed in a higher level in the organization. Besides, the study has itemized the following objectives:

- i. To analyze the effect of leadership style in organization performance.
- ii. To identify the various types of leadership styles in existence and effects on workers' productivity and job performance towards achieving the goal.
- iii. To make necessary recommendation for achieving productivity through effective leadership.
- iv. To identify the leadership styles adopted by the department head.

### Definition of major terms

1. **Authority:** This is the right to give order and power to exact obedience. It is also the right given to a manager to make decision. It is a form of power that does not imply force.
2. **Leadership:** This is the act or process of influencing people so that they will strive willingly towards the achievement of organizational goal or objective.
3. **Leadership Style:** This is a pattern of managerial behaviour designed to integrate personal and organizational interest and efforts in pursuit of some objectives.
4. **Organizational Effectiveness:** This has been defined from different perspectives. This is the ability of an organization to combine all the required resources with the aim of attaining the desired goal.

5. **Productivity:** It is efficiency and rate which goods are produced. It is also the outcome of man, machine, materials and other available resources within an organization to achieve the pre-selected objective of the organization.
6. **Responsibility:** This is the obligation to use authority in order to accomplish the assigned task; a subordinate is usually responsible to the superior officer.

### **Methodology:**

This research work explores secondary sources of materials in sample random which implies the impact of effective leadership on workers performance in an organization , data from textbooks ,journals, newspapers ,magazines, internet and libraries were made use of.

### **Review of relevant Literature**

One of the approaches to the study of leadership is to consider at the onset, some of the various ways the term “Leadership” has been defined in the management Literature. Many scholars have defined leadership in different ways.

According to Edwin .B. Flippo-Personnel management (6<sup>th</sup> edition) leadership is a pattern of behaviour designed to integrate organizational and personnel interests in the pursuit of some objectives.

According to Hersey and Blonchord (1997) leadership exists when an individual attempts to influence the behaviour of someone else, that individuals in the potential leader and the person he/she is attempting to influence is the potential follower, no matter whether that person is your “boss” a colleague (associate), a subordinate, a friend or a relative. It is in view of this, that Hersey and Blonchord (1997) asserted the leadership of little significance except as it affects the performance and satisfaction of the group of followers. Thus, an effective leader is judged from the group’s performance.

Leadership process in the organization can be regarded as structure of procedure for accomplishing an organization’s goals and objectives or for changing an organizational goal and objectives that leadership is the ability to influence individuals and groups towards the attainment of the organizational goals.

**Leadership styles** entail the behavioural patterns that a leader exhibits in the process of leading his subordinate. The various leadership style identified by Stoghill in Momoh, (2009). are:

- i. The intellectual: This type of leadership is an eminent person who has followers based on his appealing ideas.
- ii. The persuasive: This type of leader crowd arouse and seeks to gain a followership by appealing to the sentiments of the followers.
- iii. The Authoritarian: This type of leader seeks to dominate and imposes his will on the followers. The authoritarian leader does not believe in consulting the subordinate before taking decision. The authoritarian leader behaves irrationally.
- iv. The Executive: This type of leader is found primarily in formally structured organizations and is valued for his administrative abilities.
- v. The Democratic: This type of leaders seek to further or better the welfare of the group such a leader believes in the conciliation of the subordinates before taking decision that affect them. It believes in the inmate potentiality of the subordinates. This leader shares the M.C Gregory's theory of Y assumption of people in work place.

An advantage of Autocratic leadership is the speed with which decision can be made. The leaders do not have to obtain group members approval before deciding on what action to take on any issues.

A potential setting disadvantage may be the effect of autocratic leadership upon group moral member may resent the way in which decision are made and thus support them in only a minimal fashion out of fear of punishment and not to be committed.

However, the *laissez-faire* style of leadership permits the subordinates complete freedom in determining their activities. The style relies on heavily on delegation of authority and work well when participant have and how to use the tools and technique needed for their task. He also holds participant accountable for their action by reviewing and evaluating performance.

Free-Rein leadership style works particularly with professional in engineering design and research vision creates the enthusing that people have for sorting event and others leisure time activities.

In the laissez-faire style of leadership no policies or procedures are established and there is no attempt to influence anyone else. In fact, the officially designated leader does not exercise much power.

### **Factors affecting worker's productivity**

The performance of workers is affected by many factors and some of these are given below: Madaan (2015)

1. **Resources:** Adequate time and material resources should be presented for employees to enable them to perform their work easily. This will help them not only perform to the best of their ability but also be proud of their achievements.
2. **Stress:** Modern workplace is full of demands, deadlines etc. There are employees who sustain and perform under pressure while there are employees who succumb to this rising pressure. Thus in an aggressive organization where the stress factor are already high, it will prove detrimental to employee performance.
3. **Workload:** If there is pressure of workload, employees sometimes becomes disgruntled with their work and this is reflected in the quality of work. It also takes a toll on their health and becomes demoralizing for them.
4. **Accountability:** Clarity about accountability is must for workers. Lack of accountability results when there is no clarity amongst the employees regarding their role and responsibilities and their relationship with their team members. This leads to a situation wherein when something goes right everyone would like to take credit for it and when something goes wrong no one comes forward and accepts responsibility.
5. **Transparency:** When employees are not informed about decisions they will make their own assumptions which can result in the spread of rumours. This can hurt the image of the organization and also destroy the trust in the management.
6. **Motivation:** To get the best performance from employees, there needs to be some sort of motivation beyond the weekly pay check. Motivation can come in the form of financial incentives, the opportunity to get involved in company projects etc. effective motivation can create a productive work force.
7. **Commitment:** Employees that feel as though the company has made a commitment to employee success tend to perform better,

according to personal systems associates. Commitment means offering a competitive rate of pay and benefits package, developing a regular training, giving new equipment's etc.

8. **Leadership:** Leadership plays an important part in the success of any organization. In the absence of effective leadership no organization can work efficiently. A successful leader gives the necessary encouragement to his subordinates in their work performance rather than pushing them in doing it.

### **Impact of leadership on productivity**

- i. **Source of motivation:** The motivation of employees is essential in order to raise the standard of work. The progress of work depends on the quality of motivation. The work of motivation can be performed by the manager by using his ability of leadership. Motivated employees complete their work with greater dedication.
- ii. According to Madaan( 2015) **Improve employee morale:** Sound leadership can improve employee morale and make workers more loyal to the company. Loyal employees trust their manager and may be willing to work harder and stay with the company when times are tough.
- iii. **Division of work as per capability:** After having determined the works required for the achievements of objectives of the organization, they are divided among the employees according to their capabilities. The more difficult and important works are assigned to educated and trained employees.
- iv. **Proper guidance:** The leader gives his subordinates the necessary guidance in their efficient work performance. They are told how a work can be accomplished with the help of some method in the minimum time. With the help of proper guidance employees can improve their work performance.
- v. **Create effective communication:** Under leadership proper communication is created to establish a balance among different activities of the organization and also to maintain cordial relations among the employees. Proper communication makes many successful rounds of exchange of ideas among the manager and employees possible. Employees can improve their work performance with the new ideas and information's which are provided by a good leader.



- vi. **Encourage development:** Great leaders know that their most important job is to develop their successors and maintain a legacy of leadership. The leaders who are most effective at developing their successors have employees who are more likely to stay, more satisfy with their job, more committed to the organization and more productive.

How to improve the productivity of workers with effective leadership

- i. **Effective communication:** Madaan (2015) asserted that Communicate with your employees in a clear and concise manner that defines organizational goals and the methods to achieve those goals. This communication is crucial to a supply chain's operations and productivity. By scheduling daily and weekly meetings devoted to collaborative problem-solving, management is able to make essential changes regarding performance. This diligent problem-solving ensures a unified understanding of productivity and operations that will facilitate open communication between employees and management.
- ii. **Provide immediate and positive feedback :** Most employees believe that formal performance reviews do not help on the job performance, yet they crave feedback, especially on strengths. Most managers view formal performance reviews as an administrative requirement rather than as a powerful level to positively influence employee performance. Great leaders catch their people doing something right and point it out of them in a detailed and timely fashion.
- iii. **Recognize/emphasize/leverage strengths :** Positive leaders are well known for recognizing, emphasizing, and leveraging strengths and what is working rather than the opposite approach of focusing on weakness and what isn't working. Focusing on success creates positive energy by recognizing and appreciating what is working, which produces greater engagement and momentum for change.
- iv. **Reward to employees :** Reward employees whose performance exceed expectations and develop performance improvement plans for employees whose performance falls below expectations. Work together with your employees to construct

plans that will enhance skill sets and prepare them for future roles within your organization.

- v. **Utilize the resources efficiently:** Leaders need to utilize the resources efficiently to increase the workers' performance. Leaders should demonstrate a strong report in allowing their employees to acquire new skills and knowledge.
- vi. **Clearly define the visions:** When employees are not clear of what the team is really trying to complete, it affects productivity. The ultimate goal should be communicated to all employees and identifying the gaps and tasks that are needed to be put in place in order to achieve the goal.
- vii. **Innovation:** Innovation also affects the productivity. Leaders must embrace innovation to stay ahead of their competitors. Leaders who actively support and promote innovation to their employees would create and reinvent new markets, which would contribute to the organizational growth.

### Feature of Good Leadership

The most important task of a leader is to ensure that his function is performed effectively. Therefore, the feature of a good leader will be seen or accepted when it leads to increased performance as a result of the worker being satisfied and motivated, the organization being stable with high productivity. A leader is said to be effective or good when he exhibits the following:

- (i) Flexibility
- (ii) An ambassador
- (iii) A model
- (iv) A mobilized and Actuator
- (i) **A Mobilized and Actuator:** A leader mobilizes his subordinate by motivating them to perform better, by giving reward. Also, the leader mobilizes by instituting punishment to recalcitrant workers.
- (ii) This is the ability of a leader to present his group and to negotiate arrangements that are fair and equitable but that do not unduly harm his group. In effect, the leader represents the workers when dealing with people above him in the organization and with people below him in the organization and with people horizontally connected with his group. A leader who represents

his group will result and trust and confidence on the workers all of which invariable increase performance.

### A Model

The leader of a group is a model to be accepted or rejected by his subordinate in process of learning. As a good leader, the subordinate will initiate his attitudes and values which the bad lead the characteristic will be shunned by the subordinate.

### Flexibility

A good leader should be able to adapt to any environment he finds himself by being able to change his leadership approach situation or test to be accomplished. A good leader should be able to adopt a situation style. The word style is equivalent to the way in which leader influence on worker motivations. As a result of the importance of leadership in an organization and the different way in which people have looked at the concept of leadership as a phenomenon in the organization, different theories of leadership exist in the literature of leadership such as:

1. **Trait Theory:** According to Okpeodua (2003), the theory is traceable in the ancient Greek and Roman who postulate the leadership are "born not made". It is a great man theory which maintains that a person is born either with or without the necessary trait for leadership. Thus, it is popularly held that great personality in history such as Napoleon, Adolph Hitler, Martin Luther King Jr e.t.c. possessed "natural" leadership ability that made them arise out of the situation and become great leader. In other word, the person with the particular quality or traits which a situation demands will emerge a leader. Keith Davis gave four of the major traits that can influence organizational leadership they are:
  - (i) **Intelligence:** Those leaders have high intelligence than their followers.
  - (ii) **Social Maturity and Breath** that leaders seen to be emotionally stable and mature and have broad interest and activities.
  - (iii) **Inner motivation and achievement drives.** They strive for intrinsic reward and not extrinsic reward.
  - (iv) **Human relations attitude-** good leader recognized the worth and dignity of their followers and are able to show them empathy. The greatest man theory gradually gave way to

more realistic approach to leadership. This is because it was discovered through researchers that leadership traits are not entirely inborn, but can be acquired through learning and experience.

- 2. Behaviour Theories:** According to Imafidon (2009). The lack of acceptance of the trait theory as conclusive led researchers to look at the behaviours that specific leaders exhibit. They wondered if there was something unique in the way effective leaders behave. Some leaders who have been successful have often exhibited common leadership styles—tough, intense, autocratic. Does this suggest that behavioural theories of leadership in order to answer that question first. However, let's consider the practical implication of the behavioural approach to leadership where successful, it would have implications quite different from those of the trait approach. If trait research had been successful, it would have provided a basis for selecting the right person to assume formal position in group, and organization requiring leadership in contract, if behavioural determinants of leadership, we will train people to be leaders, the trait between trait and behavioural theories in terms of application, lies in their underlying assumptions, if trait between trait and behavioural theories in terms of application, lies in their underlying assumptions, if trait theories were valid the leadership is basically inborn in you either have it or you don't. On the other hand, if there is a specific behavioural trait that identifies leaders then could teach leadership. We could design programmes that implanted these behavioural patterns in individuals who desire to be effective leaders. Among the researchers in behavioural theories resulted from researchers that began at Ohio University in the late 1940s. The dimension of leader's behaviour. Beginning with over a thousand dimensions they eventually narrowed that list into two categories that substantially accounted for most of the leadership behaviour described by subordinates. They called those two dimensions initiating structure, or both however the high-structure style and did not always result in positive consequences for example leader behaviour characterized as high initiating structure to a greater rate at grievance, absenteeism and turnover and lower level of job satisfaction for workers performing using task. Other studies

found that high consideration was negatively related to performance ratings to the leaders by his or her superior.

In conclusion the Ohio state studies suggested that the high-high style generally resulted in positive outcome, but enough expectation where found to indicate that situation factors needed to be integrate into the theory.

- 3. Michigan Studies:** Leadership studies is undertaken at the university of Michigan survey research centre, at about same time as those being done at Ohio state, has similar research objective, to locate behaviour characteristics of leader that appeared to be related to measured of performance effectiveness. The Michigan group also come up with two dimension of leadership behaviour that they labelled employee oriented and production oriented. Oriented leaders who were employee oriented were described as emphasizing interpersonal relations they talk about personal interest in the need of their subordinate and accepted individual difference among members.

The production oriented leaders, min contract, tended to emphasize the technical or task aspect of the job. Their main concern was in accomplishing their group tasks, and the group members were a mean to that end.

The conclusion arrived by the Michigan research strongly favoured the leaders who were employee oriented leaders were associated with higher group production oriented with higher group production oriented leaders tends to be associated with low group productivity and lower job satisfaction.

- 4. Situation Theories:** According to Okpeodua (2003) the situational theories of leadership are of the view that the adoptions of a leadership style depend on the situation the leader find himself. This is why the theory is also known as the contingency theory of leadership. The first detailed contingency model from leadership was developed by Fred Fredler.

His model state that effective group performance depends upon the proper match between the leaders style of interacting with his or her subordinate and the degree to which situation gives control and influence to the leader. "In other word, this theory state that leadership style plus the situation determine group performance.

To drive home his point C.L. Fiedler identified three contingency dimensions which defined the key situational factor that determined leadership effectiveness. They are:

- (i) Leader-member relation: The degrees of confidence trust and respect subordinate have in their leaders.
- (ii) Task structure: The degree to which the assignment are structured or patterned.
- (iii) Position power variable (hiring, firing, discipline promotion and salary increases e.t.c.)

### Summary

This study examines the effect of effective leaders on workers performance in an organization. It is the contention of this study that leadership style plays prominent role in the performance of workers. It was the discovery of this study that there was a positive relationship between the satisfaction of the workers with the leadership style geared towards meeting the needs of the worker and motivation to performance. It was also the discovery of this study that the workers/management relationship can affect the subordinate's perception of their boss.

In summary, the findings/conclusion of leadership style are listed below. Robert, and James, (1988)

- (a) There was a positive relationship between workers satisfaction with the leadership style of his boss and motivation to performance.
- (b) There was a positive relationship between the nature of relationship between workers and management and perception of their base leadership style by the workers.
- (c) There was positive relationship between the leadership style geared towards meeting the needs of the workers and motivation to performance.

### Conclusion

This study looked at the Impact of effective leadership on workers performance in an organization. The style of leadership adopted by the leaders. Especially if such leadership style helps the subordinates in achieving their, objectives in the organization. Thus, the subordinate's perception of satisfaction, with the leadership has an effect on his performance in the organization. It is concluded that leadership skills are important to increase the employees' productivity. Effective leaders

encourage the subordinates to increase their efficiency and effectiveness to develop them and be competitors for others. With effective communication, development opportunities and innovation, a leader helps to create productive workers. Workers with dynamic leadership skills bring out the best of organizational efficiency and in turn improve productivity and profitability. The rapid growth of employee's productivity is due to proper guidance and supervision by good leadership.

### **Recommendations**

Base on the analysis of data and findings of this study, the following recommendations are made.

- a) The leadership style adopted by the leader in leading his/her subordinates should be geared towards meeting the subordinate's needs.
- b) The management of an organization should maintain cordial relationship with their workers. This is because the pattern of worker and management relationship can affect the workers perception of the leadership style of their boss.
- c) supervisor and management of an organization should be set on human relations training so as to improve the way they deal with their subordinates.
- d) The management and supervisors should make the environment conducive for the employee to perform a conducive environment will bring out the best of workers
- e) Their should be a motivating factors like incentives, leaves bonus , shift allowance ,if all these are available it will go a long way to motivate workers to high performance

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