

The Impact of Leadership on Organizational Performance



Awwal Muhammad Shafiu, Halimah Abdul Manaf & Sakinah Muslim

Abstract: Organizations are established with certain specific aims and goals which are directly reflected in the vision and mission of the organizations. Public organizations are also established with specified goals and objectives to be attained. This study investigates the effect of organizational leadership on the organizations level of performance. For the purpose of this study, a survey research was employed and data was generated primarily through the use of questionnaire, focus was given to academic staff of the Nigeria's University and the leadership of the various faculties and departments. Data generated was tested using correlation and the result reveals that to a large extent the leadership style employed has affected timely achievement of stated goals by academic staff. Also it was revealed that the leadership of the organization does not promote academic staff exceeding their stated goals. It was recommended that; appropriate leadership style should be adopted by the leaders of the various faculties and departments so that the workers will be able to guarantee timely result delivery also the leadership styles by the faculty and departmental heads should be reviewed to enhance staff ability to exceed their set targets.

Keywords: Employees, Leadership, Organization, Organizational performance.

I. INTRODUCTION

Organizations are institutions with specific visions, if the vision is to be actualized, such organizations must have specified goals to be achieved within the short term, medium term and the long term (Igbaekemen, 2014). Organizational goals are usually being shared among members of different component while expecting a synergy. These components have specified objectives which translates to the broader objective of the organization.

Given the role that education plays in the individual and collective lives of a people, no amount of consideration put into its improvement can be too much (Jide & Ibrahim, 2013). Nigerian public universities like most institutions usually employ competent manpower to manage the affairs of the

universities. Leaders in Nigerian universities are usually the vice chancellor, the DVCs, Liberians, Deans and the various Departmental Heads and units and other technical staff in the universities.

These officers are saddled with the responsibility of managing the affairs of their subordinates across the departments and faculties. The resultant outcome is supposed to be qualitative graduate and research of international standard. However Nigerian universities are ranked below the first hundred universities in the world and have suffered variously from administrative lapses that continuously retard the growth of the system (UNESCO 2013) in Yusuf-Habeeb & Yusuf Ibrahim (2017).

Although the performance of Universities is a function of several factors and several problems account and contribute to its poor level of delivery, it is however argued that poor leadership has contributed more significantly to the universities poor footage.

Basse (1982) emphasized that there are managers with only one managerial style in Ukaidi (2017), Ukaidi (2017) further argues that this is evident because it's to a large extent depends on the managers personality. This has also proved that manager's ideology determines how they relate to their subordinate which in the long run affect the level of productivity of the subordinate.

Absence of effective leadership constitutes serious problems in many public universities and its outcome is poor staff attitude to work, poor performance and poor growth of the University, since the output of the University will in turn be an input not just to the University but also to the society at large.

A. Research Questions

To determine how leadership affects the performance of Public Universities, the following research questions are being developed;

- I. How has the leadership styles improved employee's performance by reaching their stated goals?
- II. How has the leadership styles improved employee's efforts towards exceeding their set targets?

B. Research Objectives

- I. To examine how the leadership styles, have improved employee's performance by reaching their stated goals;
- II. To determine how leadership styles has improved employee's efforts towards exceeding their set targets.

Manuscript published on 30 September 2019

* Correspondence Author

Awwal Muhammad Shafiu*, School of Government, Universi Utara Malaysia, Kedah, Malaysia. mszagezagi@gmail.com

Halimah Abdul Manaf, School of Government, Universi Utara Malaysia, Kedah, Malaysia. imah@uum.edu.my

Sakinah Muslim, School of Government, Universi Utara Malaysia, Kedah, Malaysia. sakinah@uum.edu.my

© The Authors. Published by Blue Eyes Intelligence Engineering and Sciences Publication (BEIESP). This is an [open access](https://creativecommons.org/licenses/by-nc-nd/4.0/) article under the CC-BY-NC-ND license <http://creativecommons.org/licenses/by-nc-nd/4.0/>

The Impact of Leadership on Organizational Performance

C. Hypothesis of the Study

Ho1; there is no significant relationship between organizational leadership and its employee's achievement of their stated goals.

Ho2. There is no significant relationship between organizational leadership and its employees exceeding of set targets.

II. LITERATURE REVIEW

Leadership is considered as the most debatable issues in modern day management because of its significance to the success of organisations. Leadership in its simplest form, means the ability and the process of leading people. It is the ability of an individual or group of individuals to be the initiators or to be at the forefront while others follow. The term leadership has been an issue of debate especially when it's related to the qualities of the leadership.

A leader therefore is expected to demonstrate qualities, which embrace but not limited to good character, vision, tact, prudence, and ability to lead by example because people basically ascribe leadership to those who they feel can most enable them achieve important goals or objectives (Ogbeidi, 2012). To David and Moses (2014) leadership is akin to a dynamic process in which people come together to pursue changes and, in doing so, collectively develop a shared vision of what the world (or some part of it) should be like, making sense of their experience and shaping their decisions and actions.

To (Ukaidi, 2016) leadership occurs when one individual influences other to perform voluntarily above the minimum requirement of their work. In the view of Eze (1982) in Igbaekemen (2014), Leadership is seen as a relational concept involving both the influencing agent and the person being influenced. This he claimed means that without followers there can be no Leader.

Organizational performance: To perform is to simply perform a task with some reasonable level of success. The term performance in organisations has raised so many problems and this is partly because the term is so wide and a holistic view of it seems to be impossible. The term has so many different aspects or divisions and a looking at a single aspect of it may not reflect the whole. However according to Draft (2000) as cited in Ejere and Abasili (2016), Organisational performance refers to an organisation's ability to attain its goals by using resources in an efficient and effective manner, also akin to this Yusuf-Habeeb and Ibrahim (2017) stressed that Institutional performance comprises the actual output or results of an institution as measured against its intended outputs (or goals and objectives). They went further to argue that Performance in different scopes is measured adopting certain set parameters as benchmark to rate a subject (individual, group or organisation) Yusuf-Habeeb and Ibrahim (2017). One of the reasons that reduces organizational effectiveness and productivity is the low level of organizational commitment which is affected by its leadership (Cemaloğlu, Sezgin and Kiliñç 2012), also to Micha Popper (2000) Leadership focuses on leaders' actions and the impact those actions have on others.

For the purpose of this research work we will limit the ambiguous term organizational performance to individual performance of workers (Academic Staff), this is because

organizational performance is a direct of the performance of its staff as such if an individual performs well, the result is reflected in the general organizational performance, it is to be noted also for an individual to have been tagged as performed he/she must have met their goals which were earlier set at the job description.

III. METHODOLOGY AND DATA ANALYSIS

A survey research was employed for the purpose of this study. The questionnaire used in this study was presented and analysed using descriptive statistical tools such as tables and percentage. The Likerts rating scale was utilized to rate the view of respondents. 350 questionnaires were administered to Academic staff across the 12 faculties and only 300 were validly returned. If the mean score lies between 0.0 and 1.5, it shows disagreement and if the mean score lies between 1.50 and 5.0, it shows an agreement. Each structured item had a four point scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD), representing 4,3,2,1 respectively

Research Question one (1) How has the leadership styles improved employee's performance by reaching their stated goals?

- (a) Are your leaders always present when needed to give the necessary assistance?

Table 1: present as when needed to give the necessary assistance

Scale	No. of Responses	Point	Pn
Strongly Agree	200	4	800
Agree	50	3	150
Disagree	30	2	60
Strongly Disagree	20	1	20
Total	300		1030

Source: Researcher's Survey, 2018.

Mean Score = 3.43

The result of the table above shows that the mean score which is greater than 1.50, indicating that leaders are present as when needed to give the necessary assistance

- (a) Will you attest that your leaders always motivate you to achieve your goals and that they do delegate responsibilities?

Table 2: Leaders motivates and delegates duties

Scale	No. of Responses	Point	Pn
Strongly Agree	88	4	352
Agree	162	3	486
Disagree	30	2	60
Strongly Disagree	20	1	20
Total	300		918

Source: Researcher's Survey, 2018.

Mean Score = 3.06

The result of the table above shows that the mean score of 3.06 which is greater than 1.50, indicating that leaders motivates and delegates duties to subordinates.

(a) Will you attest that your leaders always give guidance needed for your performance on the job?

Table 3: Leaders provide guidance needed for your performance on the job

Scale	No. of Responses	Point	Pn
Strongly Agree	103	4	412
Agree	147	3	441
Disagree	30	2	60
Strongly Disagree	20	1	20
Total	300		933

Source: Researcher’s Survey, 2018.

Mean Score = 3.11

The result of the table above shows that the mean score of 3.11 which is greater than 1.50, indicating that Leaders provide guidance needed for their performance on the job

Research Question Two (2). How has the leadership styles improved employees efforts towards exceeding their set targets?

(a) Will you attest that your leaders promote innovation regarding your duties?

Table 4: leaders promote innovation regarding your duties

Scale	No. of Responses	Point	Pn
Strongly Agree	150	4	600
Agree	60	3	180
Disagree	40	2	80
Strongly Disagree	50	1	50
Total	300		910

Source: Researcher’s survey, 2018.

Mean Score= 3.03

The table also shows that the mean score which is 3.03 is greater than 1.5, this indicates that Leaders provide guidance needed for staff performance on the job.

(b) Will you attest that your leaders interfere when the situation is out of your control?

Table 5: leader interfere when the situation is out of control

Scale	No. of Responses	Point	Pn
Strongly Agree	90	4	360
Agree	104	3	312
Disagree	63	2	126
Strongly Disagree	43	1	43
Total	300		841

Source: Researcher’s survey, 2018.

Mean Score= 2.80

The table also shows that the mean score which is 2.80 is greater than 1.5, this indicates that leaders interfere when the situation is out of the control of subordinates.

(c) Will you attest that your leader motivates you to go the extra mile?

Table 6: leader motivate you to go the extra mile

Scale	No. of Responses	Point	Pn
Strongly Agree	93	4	372
Agree	129	3	387
Disagree	47	2	94
Strongly Disagree	31	1	31
Total	300		884

Source: Researcher’s survey, 2018.

Mean Score= 2.95

The table also shows that the mean score which is 2.95 is greater than 1.5, this indicates that leader motivate staff to go the extra mile in the organization.

IV. DISCUSSION

- A. In the course of the study, it was found out that majority of the responses to the first question (250 @ 83.33%) acknowledged that their leaders are mostly present when needed to give the necessary advise on the cause of action to follow. This can be seen in table 1 where the mean score is 3.43 and also greater than 1.50. This tally with the view of Adeoye (2010) who stressed that effective workers performance depends on the leaders guidance and advice. The advice and guidance are needed by subordinates to serve as a form of direction to subordinates in the organization. Guidance and advice could go a long extent to improving the delivery of services by staff of any institution.
- B. The study also revealed in Table 4.2 that most of the respondents who are academic staff of the institution attested that leaders often motivates that to improve their productivity, the result also reveals that leaders do often delegate responsibility which to a large extent improve a worker’s performance since employees are being able to have a relatively better experience. This is evident as about (246 respondents representing 81%) of the entire respondents attested that, also it was revealed that leadership has aided the performance of the subordinates through motivation.
- C. Furthermore, the study revealed that the leaders of the institution usually provide the necessary form of guidance needed by staff to perform their duty effectively and efficiently as proven in table 4.3 where the gap between the those who attested and those who do not is very wide, also table 5 reveals that the leadership style promotes some steady rise in the acts of innovation. The study further revealed that leaders of ABU Zaria are leaders who most often step into difficult situations their staff are into and maintain the tempo when things are getting out of control.

The Impact of Leadership on Organizational Performance

It was also revealed that leaders do often encourage their subordinates to go to the extra mile to be able to achieve and even to surpass their goals standards.

V. RECOMMENDATION

- i. There is need to enlighten other managers on the revelations of some of the importance of using leadership style to promote the level of productivity among academic staff of tertiary institutions.
- ii. It is important for the organization to look at other factors that affect workers performance in the discharge of their day to day functions, since leadership has actually promoted performance, it is not the only critical factor that promotes performance among staff of the organization.
- iii. Leaders need to understand the various leadership styles, their strengths, weaknesses and they have to understand that using a single approach could yield poor result they should therefore use a combination of approaches and should know when to adopt a specified approach.

VI. CONCLUSION

It is neither an overstatement nor an understatement to declare that leadership style has significantly positive impact in the level of employee performance in public institutions in Nigeria. The study has discovered that the leadership style being dominantly practiced is the transformational leadership style, this is reflected in the quality of response presented by the respondents, also this study was also able to establish that to improve employee level of performance, leaders should be able to motivate their staff, give advice, interference with difficult situations especially out of control situations and finally there is need to adequate guidance, promotion of innovative ventures and creating a good atmosphere for teaching and learning.

REFERENCES

1. Basse, P. (1982). Training for the Multicultural Manager. Washington DC: Soc. For Intercultural Education, Training.
2. Cemaloglu, N. Sezgin, F. & Kilineç, A. C. (2012). Examining The Relationships Between School Principals' Transformational And Transactional Leadership Styles And Teachers' Organizational Commitment. The Online *Journal of New Horizons in Education*, Volume 2, Issue 2.
3. Daft, R. L. (2000). Organization Theory and Design. (7th Ed.). U.S.A: South-Western College Publishing, Thomson Learning.
4. David & Moses. (2014). Leadership crisis and corruption in the Nigerian public sector: An Albatross Of National Development. The African Symposium: An online *journal of the African Educational Research Network*
5. Ejereand I.E., & Abasili U, D. (2016). Impact of transactional and transformational leadership styles on organisational performance: Empirical Evidence from Nigeria. *The Journal of Commerce*, Vol. 5, No. 1
6. Igbaekemen G. O. (2014). Impact of Leadership Style on Organisation Performance: A Strategic Literature. Review. Public Policy and Administration Research www.iiste.org ISSN 2224-5731(Paper) ISSN 2225-0972(Online) Vol.4, No.9.

7. Jide,I & Ibrahim O. (2013). Policy and Management Issues in Contemporary Nigerian Education System. *AFRREV IJAH n International Journal of Arts and Humanities* Bahir Dar, Ethiopia Vol. 2 (4), S/No 8.
8. Likert, R. (1932). "A Technique for the Measurement of Attitudes". *Archives of Psychology*, 140.
9. Micha P. (2000). The Development of Charismatic Leaders, *Political Psychology*, Vol. 21, No. 4.
10. Ogbeyidi, M, M. (2012). Political Leadership and Corruption in Nigeria Since 1960: A Socio-economic Analysis. *Journal of Nigeria Studies* Volume 1, Number 2.
11. Ukaidi, C. A. (2016) The Influence of Leadership Styles on Organizational Performance in Nigeria. *Global Journal of Human Resource Management* Vol.4, No.4, pp.25-34.
12. Yusuf-Habeeb M, & Ibrahim, Y. (2017), Effects of Leadership Style on Employee Performance in Nigerian Universities. *Global Journal of Management and Business Research: A Administration and Management*, Volume 17 Issue 7 Version 1.0

AUTHORS PROFILE



Awwal Muhammad Shafiu is a PhD Research Fellow at School of Government, Universiti Utara Malaysia. He obtained a Master's Degree in International Affairs and Diplomacy, Master's Degree in Business and Commercial Law and Bachelor Degree in Public Administration in Ahmadu Bello University and Bayero University respectively. He is a Member of Nigeria Institute of Management, Institute Of Chartered Economists Of Nigeria (**ACE**), Chartered Institute of Public Diplomacy and Management (**MIPDM**), Institute of Professional Managers and Administrators of Nigeria (**MIPMA**), Doctor of Excellence (Honoris Causa); Global Socio-Economic And Financial Evolution Network (**GSFEN**), Peace Ambassador; World Humanitarian Network (**WHN**). His research area is in the field of Human resource, Development Management, Leadership Development and International Affairs.



Halimah Abdul Manaf is Associate Professor in the School of Government, Universiti Utara Malaysia. She obtained a PhD in the field of public management from the University of Hull, UK, . She is the executive board member of the Asian Pacific Society for public Affairs, Editorial member of several journals, reviewers' article for some journals including *Public Management Review* and the *International Journal of Public Sector Management and performance*. Her research area include Local Government Studies, Public Policy and Administration and Governance. She is a recipient of Pencapaian Terbaik Penerbitan Artikel Dalam Jurnal 2016, Pusat Pengajian Kerajaan (SOG), UUM COLGIS, 2016 Awards.



Sakinah Muslim is Senior Lecturer in the School of Government, Universiti Utara Malaysia. She obtained a PhD in the field of public Management (Human Resource Development), from Universiti Teknologi Mara with focus on leadership Development, A Master's Degree in Public Administration and A Degree in Economics from the Universiti Malaya in 2003 and 2000 respectively. Her research area include Behavioral Studies, Resource Management, Knowledge Management and Employee Development.