



Research Paper

## Leadership Styles on Employees' Performance: A Theoretical Perspective

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### ABSTRACT

Managers as leaders have the responsibility to lead their subordinates efficiently and effectively towards achieving enhanced performance and increased productivity to accomplish organizational objectives and targets. To meet organizations objectives, managers can adopt any sort of administration style that is considered most appropriate for the organization to attain its objectives. One important thing is that the style of leadership adopted by the leadership of the association should be in harmony with the subordinates or followers in achieving organizational goals and objectives. Leadership styles such as democratic or participative, autocratic or laissez-faire, can be utilized by any manager, in as much as appropriate measures such as rewards, incentives and recognition are offered to the subordinates to create industrial harmony in the work place. This paper theoretically and critically examined the different leadership styles and how each of these leadership styles can impact positively on the subordinate's technical efficiency, employee engagement, job performance and increased productivity. The study posited that an organization's efficiency and effectiveness can only be achieved if both management and employees are moving towards the attainment of one goal, which is known as goal congruency.

**Keywords:** Achievement, Emotion, Intelligence, Leadership Styles, Organizational Performance, Power, Proficiency Adaptation

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### I. INTRODUCTION

Renowned Leaders of business organizations globally, have exhibited divergent views and styles of leadership and each of them have also shown peculiar or outstanding qualities which have made them different from others. These qualities might be acceptable or not to the followers or subordinates, but one remarkable thing is that history has been made that they had been leaders at one time or the other. It should be enunciated that leadership style that is more acceptable and motivating remains indelible in the minds of the followers, this in turn enhances development and increases productivity. Such leadership style is cherished most regularly and positively spoken by the subordinates. If opportunity and permission is given to the subordinates, these more acceptable leaders could be recycled or made to lead organizations as regularly as possible.

Nwachukwu (2000) enunciated that "A leader can be seen as an individual who influences the behaviour of others towards pre-determined goals. He further noted that, the ability to lead effectively depends on many factors which according to him include: (1) the ability to leader (2) the personality of the people being led (3) the circumstances in which they have to work (4) the task being done and (5) the acceptance of the leader by the group and the organization.

One notable condition attractive to every individual or follower is the acceptance of the leader by the group and the entire organization. This will create harmony amongst all the parties and would facilitate organizational growth and development. An acceptable leader should have the ability to relate well, motivate those working under him, delegate task and duties responsibly and impartially, receptive to positive reactions and find a way to address negative ones amicably from the subordinates, dynamic to likely changes and differences occurring in the organization. Not only that, an acceptable leader is like a democratically elected political Office Holder who is being liked and voted into power by all after critical consideration of the past antecedents of that leader. It is in fact, an ideal form of leadership.

A leader should also be flexible by being able to adapt to changing situations from internal and external environment affecting the business organization as quickly as possible. A leader who foresees this and puts necessary measures to circumvent every unfavorable, internal and external environmental factors affecting the organization will save the organization from retrogression or underdevelopment. Such leadership skills are desired by employers to motivate subordinates and build cohesion and organizational development.

The Personality of the people being led makes it easy for the leader to succeed. Every individual being led should have a refined mindset, have good thoughts and behaviour, understanding, easy going and receptive to directives being issued by the leader. Such personalities make it easy for the leader to carryout actions and programs at every giving time.

Circumstances in which the leader and the subordinates have to work should be most conducive. Management should consider effective good lighting system, space, neatness, ventilation, good toilet and other facilities and good conditions supporting worker's welfare should be enhanced. The provision of all these in the workplace enables employees to put in their best to increase productivity in the organization. Good leadership is centered around motivating workers to bring in their best in the organization.

Leaders who intend to obtain substantial benefits or good results from their subordinates must delegate achievable task to their subordinates. A leader who delegates a task that is achievable is ready to accomplish good results.

Nwachukwu, (1988) emphasized that one of the major factors that promote decentralization is task specialization. Each department deals with defined group or organizational activity. It is believed that the specialization of activity would lead to increased productivity.

### **AIM AND OBJECTIVES**

One of the objectives of this study is to analyze the various styles of leadership performed by leaders and to ascertain which of these leadership styles is most acceptable to the employees or the team and also to find out which of these leadership styles will contribute more meaningfully to employee performance and organizational development.

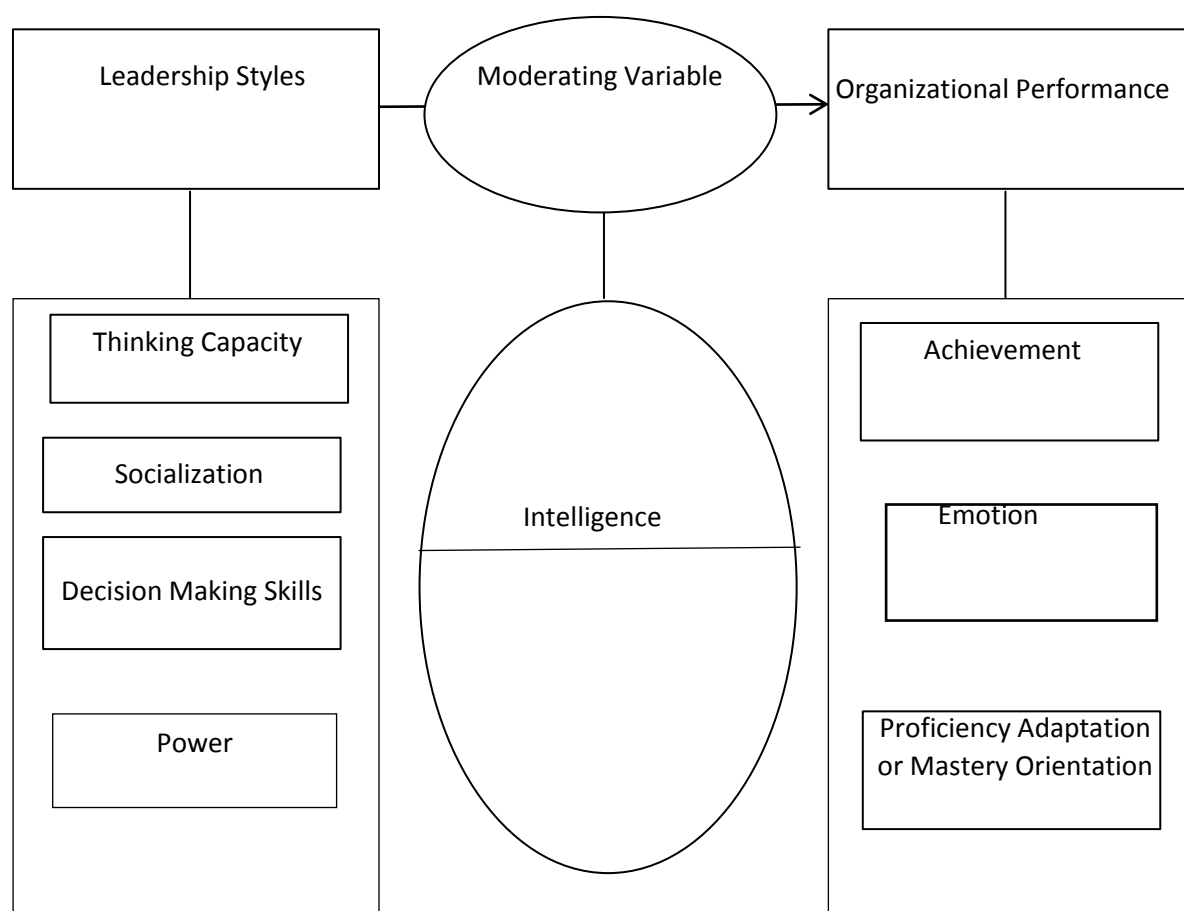
Second, the purpose of this article is to investigate why certain attributes possessed by a particular leader contribute to the organization's success and development.

Thirdly, this paper is to further examine the reasons why other leadership styles exhibited by some leaders are not making the required success to meaningfully contribute to organizational development.

### **Conceptual Framework**

To guide this work, the following conceptual framework has been developed.

The conceptualization of the study variables is given below:



**Figure 1:** Conceptual Framework showing the relationship between dimensions of leadership styles and the measures of organizational performance.

The diagram depicts that the relationship can be direct or through the moderation of intelligence

**Thinking capacity of the leader:** The thinking capacity of the leader is most instrumental in achieving organizational goals and objectives. This has to do with short term and long-term thinking. A leader can be somebody who thinks spontaneously or can be structured in thinking. Under the correct situation and the correct timing what the leader thinks affects the organization. Some people are gifted in thinking in an indept manner and critically look at things in detail, such persons are likely to be good leaders as they touch on more areas and more embracing on issues concerning the organization.

**Socialization:** Confidence and the level of comfort a leader exhibits or uses in interacting with people can considerably make the leader gain trust from the followers. Openness or transparency of the leader makes his subjects see him as one who has no hiding place in his affairs as a leader. Showing this quality continually gathers further trust from the followers. A leader who is conservative and do not express himself as expected to the subject's invites resentments and creates complexities.

**Decision making skills of the leader:** Organization's growth and development largely depends on the quality of decisions made by the leader. Decision making can be based on facts and data or it can be based on intuition. An intuitive leader is a creative person. Decisions made by intuitive leaders are normally very creative which can be different from others. Good leaders make decisions conscientiously to meet up deadline. Any leader who does not take deadlines seriously in decision making is not a good leader.

**Power:** How much a leader loves power while dealing with the subordinates, does he like to be domineering in his dealings with those he leads? Some leaders do not consider suggestions made by others as good decisions. They alone want to talk in meetings. A good leader listens and applauds others in meetings. Power is an ideal part of leadership only if the leader recognizes how to use it on his followers.

**Achievement:** Good leaders set high goals and make meaningful achievements. This is done by working conscientiously to achieve results.

**Ability of the leader to control Emotions:** Leaders ability to control emotions matters in leadership. Some leader's inability to control their emotions is expressed very visibly on their faces. This is as a result of being nervous while carrying out certain leadership responsibilities. A leader who controls his emotions while carrying out his responsibilities to achieve organizational objectives is more respected by the followers, although being calm does not mean he is succeeding but it is more ideal for a leader to be calm in his emotions.

**Proficiency Adaptation or Mastery Orientation:** This deals with how a leader trains and develops his followers to become very proficient in attaining results. How is he going to continue to learn and adapt to new ideas and programmes, aimed at achieving the objectives of the organization. All these are expected of a leader to be fully functional.

## **LEADERSHIP AND ORGANIZATIONAL PERFORMANCE**

### **LEADERSHIP AND PERFORMANCE**

The growth and development of any organization largely depends on the style of leadership the organization considers suitable for its operations. Though the ability of the leader also contributes considerably to the success of the organization, if the style of leadership adopted by the organization is not in harmony with the followers, there might be resentment from the subordinates.

Nwachukwu, (1988) underscored that the participatory style of administration is the best style of the board. Nwachukwu added that people react favourably to it in organizations by increased productivity, lower unit cost, good morale and improved labour management relations. Nwachukwu further asserted that the worst style is exploitative authoritative that gives rise to high labour turnover rate and increased labour management conflicts.

This in fact supports the level of acceptability of the democratic style of leadership. Today, the democratic style of leadership is seen by nations and groups as more people oriented, more embracing and more involving as far as decision making, it is more widely acceptable to nations and societies. They prefer to the dictatorship and the authoritarian rule which is synonymous with autocracy or the military rule. The outright disapproval of the autocracy, authoritarian and dictatorship style of leadership globally testifies this perspective very convincingly.

Leaders and the subordinates should constantly, collectively and authentically work in a similar course, to accomplish the target of the association. The harmonious or peaceful coexistence is paramount without which goals won't be achieved.

### **CONCEPTUAL REVIEW**

As articulated by Lawal (1993) "leadership is the most common way of affecting others to work eagerly towards an association's objective with certainty". Any leader who influences others to work is considered to possess the ability and certain good qualities needed of a leader, which would convincingly make the subordinates to adhere to directives given to them, without which such directives may either not be completed true to form or did in scorn. "Leadership," as per Mitong-Monga and Coetzee (2012), "is an example of administrative way of behaving intended to join hierarchical or individual interests and effects to accomplish explicit goals." In a bid to accomplishing the interest of the organization and the personal interest one thing is significant, and that is, good leadership creates harmony in the organization. A good leader objectively and technically seeks the interest of both for the overall achievement of the organization. "Leadership is often defined as the art of influencing individuals so that they will strive freely towards the achievement of collective goals," according to Koontz et al., (1982). This definition clarifies that good leadership makes the subordinates work willingly and with confidence too, an individual working with confidence will likely give desirable result. Nwachukwu (2000), again postulated that "a leader can be seen as an individual who influences the behaviour of others towards predetermined goals. An effective leader is one who can direct the efforts of his subordinates towards organizational efforts. In the accomplishment of this goal, the leader could use 'power', 'control', or influence'. These terms are often used interchangeably".

According to Akanni (1987), leadership is the practice of influencing the actions and attitudes of followers in order to attain specific goals. According to Ubeku (1975), leadership is "the act of motivating or causing people to perform certain tasks in order to achieve specified objectives." Ubeku (1975) defined leadership as "a social influence process in which the leader seeks voluntary participation of subordinates in order to achieve organizational objectives." These definitions above show that a leader influences or motivates to accomplish desired objectives. This means that influence and motivation are often utilized by leaders to achieve results in the process of leading a team.

Idemobi (2010) posited that a great deal of management research efforts over the centuries had gone into the research for the "best" leader traits, behaviours, or styles. Various studies have been undertaken just to find leader traits, and of characteristics that make one leader different from the other. Leadership traits are hard

to pin down, in-fact, of most studies on leadership according to Imaga (2005) have been neither statistically significant nor reliable. A few leaders are all around prepared and prudent, while others are unkempt and grating yet the last option might be comparably compelling as the previous.

"Leadership is a social influence process in which the leader seeks the voluntary cooperation of subordinates in an effort to achieve organizational goals," according to Wamy and Swamy (2014). A leader is someone who delegated or influenced others to behave in order to achieve predetermined goals. Effective leaders who comprehend the intricacies of today's fast changing global environment are required in today's enterprises. Goal attainment is possible if the task is highly structured and the leader has a solid relationship with the employee." One thing that employers and subordinates look for in a leader is the capacity to apply wisdom to overcome obstacles that the organization faces. The COVI-19 experience made organizations pass through horrible times. Some businesses had to close down because they could not adapt to the severe economic effects of the disease on businesses.

Eze (1982), considers Leadership as a relational concept involving both the influencing agent and the person being influenced. The meaning of this is that the leader is leading because there is someone to lead. Without the subordinates the leader would have no one to lead and without the leader the subordinates cannot be led. The leader and the subordinates must come together to create a team in an organization out of which a leader emerges to lead.

Inyang (2004) defines leadership as a process that entails using non-coercive influence to form a group's or organization's goals, drive behavior toward those goals, and create the group's culture. The above view by Inyang (2004) shows that the leader has the capacity to change the behaviour of the subordinates to carry out certain task without being forced to do so, more than the specified scope of their work. Contributions made by Moshane and Vanglino (2000), further clarified that leadership is the process of influencing people and providing an enabling environment for them to achieve team or organizational goals and objectives. The implication of this is that, as the leader influences others to carry out certain jobs, he should as well assist in creating or make provision for every necessary facility, suitable working conditions, adhering to norms and customs, regulations and policies of the organization. The inadequacies, inconsistencies and anomalies from all these are indirectly working against achieving productivity and as such could make an organization not being able to attain its goals as expected.

Organizational success and leadership have a direct cause and effect relationship. Values, culture, change tolerance, and employee motivation are all determined by leaders. They influence institutional initiatives, including how they are implemented and how effective they are. Germano, "Leadership Style and Organizational Impact" (2010).

The above indicates that the success of an organization depends on the effectiveness of the leader. In fact, efficiency and effectiveness can only be achieved by an absolutely good leadership. Leaders establish organizational values and culture internal and external, adhere to change in an expected manner and also put in necessary measures to keep workers motivated, all to the benefit of the organization. Leaders also reorganize, readjust and re-strategize programs and for proper implementation for success in the organization.

## **LEADERSHIP IN ORGANIZATIONS**

leading is the act of coordinating an organized group's actions, influence and direct their activities with a view to attaining desired goals. Bhumika Shah (2018) Postulated that the leader inspires confidence and support among people who aspire to achieve organizational goals. Bhumika further asserted that making and growing a business, especially for a business or one that has its essential concentration technical advances, requires the help of leaders and managers. Also that a leader influences his team members to work for a common goal.

The above view clarifies that the leader inculcates trust in the subordinates and makes them believe in what the organization stands to achieve as they the (subordinates) jointly work with (he) the leader, towards attaining organizational objectives. The attainment of organizational goals can only be achieved by the joint effort of the manager and the subordinates. The leader and the subordinates must work unanimously to achieve organizational goals. Organizational goals will not be accomplished if either of the parties decline to render their own side of the bargain they had initially agreed to offer. The growth and development of an organization depends on the support and active participation of the leader and the subordinates. The contributions of both parties are indispensable to organizational development.

Adebakin and Gbadamosi (1996) organization comprise of two or more people who exist on continuous basis with the intention of accomplishing set goal(s). The operations of an organization revolve around the combined efforts of management, time people and task. Leadership carry's out management role of coordinating the activities of the organization such as human and material resources on a regular basis to achieve the desired aims and objectives. Management makes policies, rules and regulations to guide the subordinates as carry out their duties. In an attempt to carry out the functions of the organization management makes use of funds and available resources. The part played by the leader is to design the duties/task, motivates,

responsibilities, gives directives and utilize material resources most adequately for the subordinates and ensures they are discharged to achieve organizational goals. Thus the leader accepts responsibility, the failure or the inability of his team to effectively discharge assigned task, duties and responsibilities undertaken by those directly working under him. Leaders do not want failures from their team as it will most substantially be derogatory to their career as leaders. It is to avoid failure that management spends reasonable sums to offer executive trainings for leaders and other trainings for employees of middle and lower categories to acquire basic skills required for the efficient execution of functions.

### **LEADERSHIP AND SATISFACTION IN ORGANIZATIONS**

The success of any leadership style is determined in large part by how that leadership style is perceived by the organization's subordinates. They should have faith and trust in the leader and his leadership style. Their perceptual ability should be positive toward organizational success. While the subordinates consider all these he also desires the primary objective of working in that organization, that is meeting his personal needs. The satisfaction of all his personal needs is perhaps more important to him. The employees would equally be striving meet in personal needs. According to Amah (2016). The leader needs to understand that the worker has needs to satisfy even as he is contributing to the achievement of organizational goals.

This is in compliance with the principle of goal congruency, which emphasizes on management and employee moving towards the achievement of one goal. An employee would painstakingly support the style of leadership of a leader if he considers the leader to be one who takes he the (employee's) interest as important as attaining organizational goals. The satisfaction of the needs of employees is held very tenaciously by organizations that have value and recognition for the contributions of the employee towards organizational success. This is why some Multi-National Oil Companies considerably meet the needs of their employees in the best ways possible, as to keep the employee comfortable, readily available and energized to work towards organizational goal attainment. Records have shown that employees leave private and public organizations that do not adhere to the various measures and requirements needed for employee job satisfaction. A good example is early years of 2000 where doctors migrated from Nigeria and other African countries to the US, United Arab Emirate and others for better paid jobs and to enjoy job satisfaction needs. Though this took place more in the public sector, but some private sector employed doctors did same. That is to tell you even doctors in the private sector where not left out. Organizations that make deliberate plans and schemes to meet employees job satisfaction will not only achieve goal attainment but would also have the benefit of retaining its employees even in times of economic downturn and periods of uncertainties. This is because employees would always take a retrospection of the past and would realize that such circumstances are situational and contingent measures could be applied to make things became normal or things would return the way they had enjoyed in the past which gave them job satisfaction. Succinctly put an organization that consciously and deliberately carry's diverse activities and measures for its employees to enable them have job satisfaction is an organization that wants to meet up its goals.

Edemobi (2010) recognized twelve golden rules of leadership

1. Set a good example. Your subordinates will take their cue from you if your work habits are good they are likely to be too.
2. Give your staff a set objectives and a sense of direction.
3. Keep your people informed of new developments in the company and how they may be affected. Let your closest subordinates know your plans at the early stage. Inform individuals as soon as possible about any changes that will affect them and that they may be concerned about.
4. Ask your people for advice. Let them know that they have a say in your decisions whenever possible. Make them feel a bit of the company's problem. Encourage individual thinking and initiative.
5. Let your people know that you support them. There is no greater morale killer than a boss who resents a subordinate's ambition.
6. Don't give orders. Suggest, direct and request.
7. Emphasize skills, not rules. Judge results not methods. Give a person a job to do and let him or her do it. Allow an employee improve on his or her own methods.
8. Give credit where credit is due. Appreciation for a well done is sometimes more appreciated than "fringe benefits"
9. Praise in public. This is where it will do the best.
10. Criticize in private.
11. Criticize constructively. Concentrate on correction, not blame. Allow a person to retain his or her dignity. Suggest specific steps to prevent reoccurrence of the mistake. Forgive and encourage desired results.

12. Make known that you welcome new ideas. No idea is too small for a hearing or too wild for consideration. Make it easy for them to communicate their ideas to you. Follow through on their ideas.

### **SINS OF LEADERSHIP**

According to Edemobi (2010) "managers who are not careful may cancel any constructive image they might try to establish if they do any of the followings

1. Trying to be liked rather than respected. Don't accept favours from your subordinates. don't try on unpopular decisions. Don't be soft about disciplines. Have a sense of humor. Don't give up.
2. Failing to ask subordinates for their advice and help.
3. Failing to develop a sense responsibility in subordinates. allow freedom of expression. Give each person a chance to learn his or superiors job when you give responsibility, give authority too. Hold subordinates accountable for results.
4. Emphasize rules rather than skills. Failing to keep criticism constructive. When something goes wrong, do you tend to assume who is at fault? Do your best to get all the facts first? Always control all your temper. Do not praise before you criticize. Listen to the other side of the story.
5. Not paying attention to employee's grievances and complaints is bad enough. Rather make it easy for them to come to you. Get rid of red tape. Explore the grievance machinery. Help a person voice his or her complaints. Always grant hearing. Practice pertinence. Ask a complaint what he or she wants to do. Don't render a hasty or biased judgment. Get all the facts. Let the complainant know what your decision is. Double check your results. Be concerned.
6. Failing to keep people informed.

### **LEADERSHIP STYLES**

#### **DEMOCRATIC LEADERSHIP**

Subordinates are given opportunities to participate in decision-making by the Democratic Leader. Under democratic leadership employees participate in decision making, more often on issues that concern them and the organization. The employees are given a sense of belonging when they are involved or participate in decision making.

The leader and the group share decision-making, according to Nwachukwu (1988). He stated once more that the group develops a sense of responsibility. Subordinates are involved in decision-making when it comes to matters that directly affect them. When employees are regarded eligible to make decisions with management, they feel a sense of belonging.

Democratic and participative leadership provides subordinates legitimacy and helps them realize that they are a part of the decision-making process, particularly when it comes to issues that directly affect them. This would force them to own up to and defend such actions, since they understand that if they fail, they will be held responsible.

Employee participation in decision-making may not always boost effectiveness, but it may increase job satisfaction, according to research. Many innovative, progressive organizations have had great success using a democratic leadership style that emphasizes attributes like adaptability, good leadership, and empathy. Idemobi is a mobile application that allows you to share (2010). Employee retention is one of the advantages of higher job satisfaction.

#### **TRANSFORMATIONAL LEADERSHIP**

The creation of a conducive atmosphere by a leader through the use of certain mechanisms as motivation and increased morale to attain high productivity by its followers is what is known as transformational leadership. In other words, it is the transformational attitudes, behaviour and sense of reasoning to create valuable and positive change of the individual employees the attainment of the overall objectives of the organization.

According to Amah (2016) transformational leadership refers to a leadership that enables employees to be more innovative and take the necessary steps towards the organization gaining a competitive advantage. The transformation perspective is a leadership perspective that changes teams or organization through the creation, communication and modeling of a vision for the team or organization, inspiring the employees to strive toward the achievement of the vision.

One remarkable thing about transformational leadership is that it falls in line with goal congruency. Goal congruency is when the management and employees are moving towards the attainment of one goal. The inculcation of valuable and positive change in the followers, through the use of improved motivation and increasing the morale of followers to boost productivity in harmony with organizational objectives is transformational leadership. Employee contributions and opinions are considered as part of the activities of the organization management must deal with. The transformational leader takes into cognizance the values of the individual and that of the organization and marries both to cause change in the overall system.

As a result, transformational leadership can be characterized as a leadership style that promotes societal harmony in order to bring about change in both individuals and the social system. As the person is converted, these subordinates will create the teams and groups that will eventually make up the entire workforce, resulting in the organization's desired transformation.

### **AUTOCRATIC LEADER**

Autocratic leadership is also known as authoritarian leadership. The autocratic leader considers himself as an authority whose power and authority must be obeyed. The autocratic leader has little faith and trust for his subordinate. The autocratic leader delegates duties, task and responsibilities and wants them executed without consulting them. One characteristics of an autocratic leader is rigidity. Flexibility is not part of an autocratic leader.

An autocratic leader, according to Adebakin and Gbadamosi (8), is one who is acutely aware of his position and has little trust or confidence in his employees; he believes that faith is merely a reward for hard effort and a motivator.

### **LAISSEZ FAIRE LEADER**

The Laissez Fair leadership style is otherwise known as "loose rein". In this style of leadership, managers create the required objectives, while the subordinates adopt appropriate measures deemed necessary to accomplish the desired results.

Laissez-faire (free-rain) leadership, according to Idemobi (2010), entails managers stating objectives and staff being generally free to do whatever it takes to achieve those objectives. Nwachukwu outlined six characteristics of a laissez-faire leader and group. They include amongst others:

1. He has no confidence in his leadership ability
2. He does not get goals for the group
3. Decisions are made by whoever in the group is prepared to assume responsibility.
4. Overall, productivity is low, and work is shoddy.
5. The group has little interest in their work.
6. Morale and team-work are generally low

Nwachukwu (2000) pointed out that the leader is a figure-head and there is no appraisal of performance. Another word for being a figure-head is being a ceremonial leader, the meaning is that they have no full authority over the subordinates'.

### **TRANSACTIONAL LEADERSHIP**

Transactional leadership is a kind of leadership in which the leader examines the performance of the followers and rewards them based on their level of achievement. In contrast, if an employee fails to complete the task to which he or she was assigned, the leader punishes the employee for failing to complete the task. Simply said, if an employee completes the task allocated to him, he is rewarded, and if he does not, he is punished.

Transaction leadership, sometimes known as managerial leadership, is concerned with the supervision, organization, and performance of a group. Leaders who employ this approach concentrate on a single objective and utilize rewards and punishment to encourage their people. Seap Blackburn, Kendra Cherry (2020). The statement goes on to say that while the followers carry out the tasks assigned to them, the leader's role is to monitor them carefully in order to enforce the rules and, as a result, to reward those who have performed well and to punish those who have failed to meet the organization's expectations. As a result, under transactional leadership, two things are critical: "perform toward corporate goal achievement and earn reward," and "fail to perform and incur punishment."

Under transactional leadership, an employee who consistently performs well and has the assurance of completing tasks assigned will always be confident and will work to meet the target, complete the task, receive his reward, and will be motivated to put in even better performance in order to receive a higher reward. "This is why it is thought that one's response is determined by one's expectations." While the employee who is less confident or uncertain of success instills or entertains dread and is less ready to take on higher-level tasks that would need them to learn new skills and improve their technical efficiency.

### **LEADERSHIP PERSPECTIVES**

This paper discusses five basic leadership viewpoints, which include, but are not limited to:

- i. Contingency Perspective – According to Amah (2016), the contingency approach is founded on the concept that effective leadership is dependent on the situation rather than having generally important attributes or behaviours. The meaning of this is that the leader who initiates meaningful ideas and proffers solution to save



the organization from difficult circumstances is a good leader and capable of saving the organization from complex situations.

- ii. Behavioural perspective – Amah (2016) enunciated that the behavioural perspective attempts to find out what good leaders do that is the behaviour they exhibit. Nwachukwu (1988) noted that it is believed that a leader's behaviour and the "style in which he relates with other areas affect his effectiveness. Nwachukwu, further noted that research identified two major areas in leadership behaviour. The first examines a leader's influence based on his or her position or the exercise of authority. The second focuses on people's concerns in relation to productivity.

### **Transformational leadership perspective**

Transformational leadership Perspective is leadership that makes the subordinates to be more creative, more involving and introduce new ideas aimed at making the organization attain technical efficiency and competitiveness in the industry.

Amah (2016) postulated that transformational perspective is a leadership perspective that changes teams or organizations through the creation, communication and modeling of a vision for the team or organization, inspiring the employees to strive towards the achievement of the vision.

### **COMPETENCY (TRAIT) PERSPECTIVE**

Competency perspective - looks at certain skills, aptitudes, personal traits which the leader possesses and which contributes to the success of the leader. (Locke 1991) identified that effective leaders possess certain characteristics, they include amongst others:

- Integrity – leaders must not appear to be wavering in their dealings; they must be trusted and seen to be honest while they carry out the group's and organization's activities.
  - Self-confidence – leaders should reassure their supporters that they are confident in what they are doing and that they will openly defend themselves against any individual or group.
  - Leadership motivation – leaders must be intrinsically motivated to lead their teams to achieve organizational goals, not just motivated.
  - Drive – leaders should have the desire to achieve success.
  - Knowledge of the business – A leader's attribute should be the acquisition of a significant level of business expertise in order to solve problems of contingencies and challenges.
- Above average intelligence – an average intelligence to address issues, carry on the activities of the group and solve the problems is required of a leader.
- High emotional intelligence – leaders ought to have high social skills to prudently handle their emotions good enough, as to keep them from unnecessary bickering

### **The Romance Perspective**

Leadership, according to the romance perspective, is the most important aspect that determines whether an organization succeeds or fails.

Romance of leadership is seen as the tendency to perceive leadership as the most factor for the success or failure of organization (Meinde et al. 1985).

### **QUALITIES OF A GOOD LEADER**

Some essential qualities and traits of a good leader are considered for discussion in this paper, they include amongst others:

- Confidence- every leader must be confident of himself. All confident leaders make their subordinates have trust and faith in them. Having compassion and respect for your subordinates considerably and meeting their requirements to a large extent, will make a leader garner respect in return.
- Integrity- every leader should exhibit meaningful and acceptable values to his subordinates. Such values should be consistently exposed for them to emulate and practice for the desired goals of the organization to be achieved. If they accept these values and carry them out as expected, other unwanted practices will be eliminated and within a set period these values became part of the organization and would become indispensable.
- Vision- the leader must be foresighted and should necessary measures in place actualize the dreams of the organizations. He should have a specificity in his ideas, programs, methods and other necessary measures that enable the organization get to where it should be.
- Communication- good leaders should have the skill to disseminate relevant information promptly, within the needed time frame to the team before such information becomes obsolete and no longer meaningful to the organization. Some leaders fail to send out important information early enough and when it is finally sent out, subordinates hastily carry out such assignments and sometimes not genuinely carried out, especially when

- pressure is put on the subordinates for the timely completion of such assignments. Leaders should avoid such attitude as they are detrimental to the organization. they should regularly interact with the employees not minding the category such employees belong. Listening to every category of personnel most prudently to know what message (s) they convey and delegating such messages accordingly to the necessary personnel for action, if necessary, is capable of saving the organization from complexities.
- Flexibility- when situations requiring change in behaviour and in leadership style arises, the leader must not be adamant to change. A good example is the prevailing COVID-19 Pandemic. Its severe economic effect on businesses and on the people culminated in making business organizations adopt methods, practices and processes falling in line with the COVID-19 protocols. A manager or a leader who proves rigid and non-compliant to COVID-19 protocols risk the business organization being shut down by the government or losing his staff to the deadly disease. Flexibility in such situations and not rigidity is needed to save the business organization from colossal loss.
- Focused attention- leaders must have patience and a relatively focused attention in an attempt to plan, coordinate and control processes to achieve goals. He should also examine the how focused his team his and ensure that corrective measures are given timely before distractions set in. the essence of emphasizing on focused attention is to avoid distractions and organizational lapses.
- Transparency-openness to the team a leader leads every involvement creates trust and faith among the team. Communicating openly to workers by the team leader makes not only to be blamed for failures as everyone was put on notice before its occurrence. Concealment of critical issues concerning workers to some members of the team and revealing same to others can create sentiments, such can deter productivity among employees
- Humility can make a leader gain a whole lot of attraction from their followers. That a leader is humble does not mean that he has a carefree attitude or not mindful of his stand as leader, it means that the leader recognizes and appreciates every subordinate and considers them all as good people, friends and that the leader is not afraid of them in any way. Though most leaders do not find it easy to bring down their ego by associating with their subordinates especially those at the very low cadre because of how egoistic they are, but it is one quality of the leader which can make the subordinates go extra mile for the leader and for the organization.
- Adhering to positive way of life- one good quality of a leader is the maintenance of positive behaviour to individuals he interacts within the company and even at the external environment. Positively attending to customers and meeting their requirements consistently without making excuses. They give inspiration to the team at regular basis and encourage them to condone erratic behaviour exhibited by customers and contemporaries, advising that fighting or quarrelling those who show such erratic attitude will only give the organization a bad name. such a leader considers the long-term benefit of the organization. They are tireless and enthusiastic about the organization would be tomorrow and further commit themselves and the team to the attainment of organizational goal.
- Accepting responsibilities-leaders accept responsibility of duties, task and jobs that came their way. Rather than given excuses they act promptly to task and duties ahead of them and initiate strategies to achieve good results. Potential leaders do not blame others for failures rather re-strategize to accomplish desired objectives. They never rescind in their efforts to achieve positive solutions.

## **LEADERSHIP AND POWER**

Every leader exacts power, in other words, there can be no leadership without power. No leader can exercise his powers on any subordinate if such power is not associated with authority and power.

## **II. SUMMARY**

One notable fact about leadership and organization is that the success of the style of leadership adopted by any other organization depends on the appropriateness of the measures put in place to achieve organizational goals. Meeting up standard procedures, laid down rules and policies is an ideal and systematic way to measure achievement of results. An organization that delegates authority to subordinates facilitating the accomplishment of organizational goals and the subordinate's wiliness and understanding of effectively carryout such task will promote goal attainment. Effective dissemination of arrangements and supposed activities of the organization to meet required intentions will in its own way create favourable opportunities excellence. Improved incentives, pay, and salaries, among other things, will boost performance and make it easier to achieve goals. All of these factors can contribute to success for any type of leadership.

However, certain leadership styles such as the democratic and participative style leadership style tend to involve subordinates in decision making, choices are made by managers and subordinates, even to the least category of employee. Employees are part of decisions made. They own and have a feeling of decisions made in the organizations. The protection, continuity and sustainability of decisions made become part of theresponsibility of subordinates. Neither managers nor subordinates can absolve themselves from failures

experienced from democratic leadership. So unanimity from every category of staff is required for the accomplishment of goals. In fact, this style of leadership falls in line with the principle of goal congruency, in which management and employees are moving towards the achievement of one goal.

In autocratic leadership, subordinates show resentments as the leader considers his authorities as being final and must be obeyed without taking into cognizance the effects of such decisions on the employees. It should however, be stated that certain organizations would not attain their aims and objectives if the leader does not use coercive powers or compel subordinates to discharge their responsibilities, which invariably means that organizations would not achieve objectives. Therefore, in as much as this style of leadership is not widely accepted in most occasions, as a result of its oppressive like nature, it has its advantages to the organization.

The laissez faire leadership style to some extent could be the type desired by subordinates as management put in place the required objective, while subordinate adopt every means, methods, strategies and means to achieve objectives. That management gives employees that relative freedom to achieve objectives can as well be risky as too much of it could mean deviation from desired objectives. Luke warmness on the part of the subordinates is likely to set in at the detriment of the organization.

The transformational leadership which transforms attitudes, and behaviours and making it fall in line with management to further attain desired objectives can create benefits to the entire organization. Management seems not to keep behind subordinates in carryout the activities of the organization. This style of leadership will circumvent management employee disharmony.

### **III. CONCLUSION**

According to the findings of this study, in order for businesses to prosper, the most effective leadership style should be found, adopted, and used wisely.

The various leadership styles were investigated as a result of boosting employee performance for organizational effectiveness. The most acceptable leadership style, such as Democratic or Participative Leadership, which motivates employees to be more productive and effective, was given special attention due to the significant role it plays in the lives of subordinates and the organization as a whole, as well as the factors that distinguish it. Other leadership styles, such as Autocratic and Laissez Faire, were investigated as well. The least appealing of all the leadership styles, such as laissez faire leadership, is discussed, as well as the factors that prevent it from being embraced and used by businesses.

It should be noted, however, that each leadership style contributes and improves or benefits the individual and the organization in its own unique way. There is no such thing as a completely useless or pointless leadership style. A leadership style that fails to produce results under one leader in one business can have a significant impact in another. It all comes down to the leader's performance, objectives, working environment, unanimity, motivation, and the mechanisms put in place to make significant success.

Organizational performance cannot be achieved without executives first pursuing a good working relationship with the organization's employees, according to the findings. Authors frequently emphasize the significance of collaboration between leaders and employees for effective leadership and organizational efficiency. Leaders who pursue goal congruency objectively or proactively are more likely to achieve intended outcomes. As stated above in this paper, objective congruency occurs when management and employees work together to achieve a common goal.

This study also discovered that leaders who dismiss or fail to acknowledge and respect the role played by their employees, as well as effectively compensate and reward them, are likely to cause discontent among their staff.

### **IV. RECOMMENDATIONS**

1. Organizations should adopt the principle of goal congruency. Goal congruency is when management and subordinates are moving towards the attainment one goal. Measures should be put in place to make leaders and the subordinates constantly realize that the attainment of goal congruency will be most beneficial to management and the employees.

2. Leaders' selective treatment or favoritism of subordinates causes followers to lose faith and confidence in them. Leaders should exercise caution when it comes to treating their subordinates differently in the workplace. The notion of justice and fairness for all employees and departments in the organization will instill confidence in the subordinates and encourage them to trust and believe in the leader. Employee productivity will almost certainly increase. Favouritism or selective treatment, on the other hand, can lead to employee discontent.

3. Subordinates should regularly be enlightened on the benefits of peaceful coexistence amongst the group and with the leader. The mutual benefits of both sides will create harmonious relationship.

4. Organizational leaders should, in reality, respond to and meet workers' demands and other terms and conditions as soon as possible. If such concerns are treated lightly, they will degenerate and result in unanticipated consequences for the organization's system as a whole.

5. Organizations should as a matter of fact, consider hiring leaders who possess the potentials of utilizing the various human and material resources maximally to the desired objective of the organization. Engaging the services of consultants who will identify leaders with the best qualities and most promising potentials before engaging the services of such persons as leaders.

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