

The Paramount of Leadership Style on Employee and Organizational Performance: The Office of the Accountant General of Federation (OAGF) Perspective

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Abstract

This study examines on the effect of changes in leadership styles on organizational performance in a OAGF FCT Abuja of Nigeria. A total of 385 participants were selected for the study using stratified random sampling technique. Questionnaire and in-depth interview were used for data collection. Quantitative data collected were analyzed using descriptive and inferential statistics while the in-depth interview (qualitative data) was analyzed using content analysis. The two hypotheses which guided the study were tested using Chi-square test and Spearman correlation coefficient. The result of empirical test revealed a significant relationship between changes in leadership style and organizational performance in the post-acquisition context. Specifically, the result also showed a significant correlation between transformational, transactional and democratic leadership styles and organizational performance after the change of management. Restrictive leadership style was the dominant approach before the change, which was inhibitive of optimum performance, while supportive and collaborative leadership modes which manifested and characterized the post-acquisition era were more conducive to the creation of enhanced organizational performance. The study concluded that leadership styles adopted by the organization since the post-acquisition period allowed more involvement and greater participation of the workforce resulting into maximal overall performance in the organization.

Keywords: *Leadership style, Organizational performance, OAGF goal, Management and Work place*

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Background to the Study

The study explored the influence of changes in leadership styles on organizational performance in a cement production firm Sulaiman (2018). The uniqueness of this study lies in it focusing on organizational performance and exemplifying leadership style as an important predictor of organizational performance. Based on the finding of this study, it was concluded that management in organizations can hardly hold on to a single leadership style in the bid to enhancing performance, but a realignment of combination of styles. What management thus require is flexibility to adopt the appropriate leadership mode to vary behaviours according to the needs of the varying situations in work-organizations. Relatedly, different leadership styles affect organizational performance in different ways Abalaka, (2019). Organizational success in achieving goals and objectives depends on the extent to which management has adopted for use the appropriate leadership styles. This is because each manager's style of leadership has an important bearing on how effectively the organization achieves its desired goals and objectives. However, the analysis has shown transformational and transactional leadership modes to be non-opposing and significant predictors of organizational performance unlike the laissez-faire and autocratic leadership styles which corrode responsibility for optimum organizations.

The study recommends that shift in leadership styles orientation in business organizations should continually emphasis pro-activeness, supportiveness and occasional use of unilateral power to issue directive and obtain compliance in order to ensure optimum organizational performance. The maintenance and sustenance of collaborative and situational leadership styles should be seen as the prerequisite for effect accomplishment of organizational goals and objectives. Management should also endeavour to involve employees at all levels of organizational hierarchy in the planning process of institutional goals as the best practice of achieving and actualizing synergy in the organizational members. Adopting the appropriate leadership style increasingly espouses employee empowerment in work-organizations and this should be intensified for pushing responsibilities down the lower cadre in order to enhance corporate performance. Organizations should also practice a more active and effective communication net flow in such a way that employees are constantly carried along and briefed in advance of impending changes which may affect their relationship with management and the discharge of their onerous responsibilities for the enhancement of corporate performance Ajiteru, (2020).

However, given our current results, we are wary of making broad generalizations in this study for two obvious reasons. First is the restrictive nature of this study to the cement industry and a manufacturing private sector organization. The findings may not be applicable to organizations in the public sector or in sectors other than the manufacturing sector in Nigeria Sulaiman (2018). Second is the size of our sample, which is not large enough and also posed a threat to the generalizability of the study. Our final thesis is that organizational performance is a multi-dimensional construct and it will be almost impossible to derive a single criterion which will lead to enhanced organizational

performance. Organizational performance is determinate exclusively on the contingencies facing an organization, but the absence of appropriate leadership style makes its accomplishment tenuous in any business establishment Abalaka, (2019).

Statement of the Research Problem

Ministry is renowned, worldwide, as embodying knowledge and are thus expected to blaze the trail in application of such knowledge. Theories and policies abound that guide leadership selection processes of universities and the policy directions accordingly Ajiteru,(2020). However, a critical problem facing the Nigerian ministry system could be linked to the inability of administrators to foster conducive, effective, harmonious and productive working relationships in the institutions Abalaka, (2019). Specifically, the problem leading to this study may be subsumed as arising from the inappropriate application of leadership styles been responsible for poor relational working ties between employees and OAGF management Sulaiman (2018).

Research Question

The study sought to provide answers to a core question;
To what extent does leadership style affect the rate of ministry performance of OAGF?

Study Hypotheses

Based on the broad objective of the study and comprehensive review of the literature, the two hypotheses formulated in null form and tested for the purpose of the study are stated here-under:

Ho₁ – There is no significant relationship between changes in leadership style and organizational performance in post-acquisition context.

Ho₂ – There is no significant relationship between different leadership styles (Autocratic, Laizzez-faire, democratic, transactional and transformational) and organizational performance in post-acquisition context.

Review of Related Literature

Conceptual Review

The ministry performance revolves across the cycle of activities that establish a ministry's goals; monitor progress towards the goals; and make adjustments to achieve these goals more effectively and efficiently Ajiteru (2020). Those recurring activities are much of what leaders and managers inherently do in their ministry. Some of them do it far better than others. It is useful to think of organizational change in the context of OAGF performance, rather than change for the sake of change Abalaka, (2019). When seeking to improve the performance of an OAGF, it is very helpful to regularly conduct assessments of the current performance of ministry. Assessment might be planned, systematic and explicit (these often are the best kinds of assessments) or unplanned and implicit. Well-done assessments typically use tools, such as comprehensive questionnaires or self-study format SWOT analyses, and diagnostic models (We often use these models without recognizing or referring to them as such), etc., along with comparison of results to various “best practices” or industry standards.

Concept of Leadership

Leadership is a social influence process that seeks to elicit cooperation and support of individuals towards actualization of some set goals Ajiteru,(2020). The process of leadership is a continuously evolving concept that changes with the context and era of its essence Sulaiman (2018). From the core of human existence, family, leadership plays a vital role in assuring stability and harmonious growth. Filtering into the wider scope of human existence, the society thrives on effective leadership as a pilot for cohesiveness among habitants Ajiteru, (2020). At the helm of leadership processes sits the leader; an individual who influences individuals to win their support and cooperation at achieving some set goals. The quality and effectiveness of leadership processes rely heavily of the systemic embodiment of *leadership* and the strategic fit of the *leader*.

To fully understand contemporary management thought on differences in leadership styles, it is imperative to review, at least briefly, the theories that have helped to shape our thinking about leadership over the past century (Moran, 2017).

Concept of Performance in OAGF

The OAGF performance comprises the actual output or results of a ministry as measured against its intended outputs (or goals and objectives). Specialists in many fields are concerned with ministry performance including strategic planners, operators, finance, legal and OAGF performance Ajiteru, (2020). Performance in different scopes is measured adopting certain set parameters as benchmark to rate a subject (individual, group or organization). Many studies conducted on ministry performance view it as a process of establishing shared understanding about OAGF' outputs Abalaka, (2019).

Theoretical Framework

Leadership discourse currently operates as a decentralized body of literature with multiple theories and styles being prevalent Sulaiman (2018). A centralized theoretical construct coupled with a sound methodology for analogy encompasses all current theories and styles (except the Great Man Theory) in an effort to optimize opportunities for leadership success. Significant amount of research, dialogue, writing and communication needs to be conducted to get the parameters of the leadership theories effectively Abalaka, (2019).

This study would focus on the Democratic Leadership Theory as basis of discourse Ajiteru, (2020). These are behavioural leadership styles that thrive on the concept of social equality such that the leader enlists the aid and support of group members, sharing decision making powers thus promoting group involvement and participation. The style is based on the notion that every member of the group *should* play a part in group decision making processes, though guidance and control of the group by a specific leader isn't compromised. Honesty, competence, inspiring, intelligence, humility, broadmindedness, courageousness is some of the essential characteristics of democratic leaders.

Empirical Review

Primarily, this research has its core in leadership styles as they impact performance in ministry of OAGF. Leadership style, as a concept has been variously defined in earlier sections of this presentation. It should be noted however, that leadership styles are as many and diverse as there are definitions and concepts of leadership Abalaka, (2019).

The following are the four kinds of turnover tends to remain low. leaders' behavior: leadership style provides teachers with specific of management techniques involves the importation into guidelines, rules and regulations with regard to the school structures, types of relationships and planning, organizing and performing activities Sulaiman (2018). This processes of organizational control from the factory. The style is deemed to be appropriate when the managerial head is chief executive of the school, subordinates' ability is low and or the task to be normally surrounded by a Senior Management Team performed is complex or ambiguous. Job (SMT). The vice chancellors relate to the staff through satisfaction is increased when the leader gives more this team and through a formal structure of meetings directives (Hoy and Miskel, 2021:408), and committees. Both these responsibilities and Supportive leadership style is more of a relationship structures will be supported and outlined by written oriented style. It requires the leader to be documentation, which specifies terms of reference and approachable and friendly Sulaiman (2018). He/she displays concern job descriptions (MoES, 2018). for the wellbeing and personal needs of the Ball's (2017) research revealed several subordinates. He/she creates an emotionally deficiencies of a managerial leadership style, including a supportive climate. This style is effective when sense of exclusion from decision-making on the part of subordinates lack self-confidence; work on those teachers who are not part of the SMT, the creation dissatisfying or stressful tasks and when work does of a "them and us" hierarchically-based division, and not provide job satisfaction (Hoy and Miskel, teachers' derision for the management structure and its 2021:408), processes.

The adversarial leadership style is typified by c) Participative leadership style where the leader who confrontational dialogue between the vice chancellors employs this style consults with subordinates for and the teachers Abalaka, (2019). Here headship emphasizes ideas and takes their ideas seriously when making persuasion and commitment. Ball (2017:109) quotes decisions. This style is effective when subordinates' teacher's response to this style of leadership during a are well motivated and competent (Lussier and Achua, focus group discussion as follows. Some staff will be 2001:175). unable or unwilling to participate in this form of d) Achievement-oriented style which requires the organizational discourse Ajiteru, (2020). Some find it unhelpful; others leader to set challenging but achievable goals for are unwilling to devote the time and energy necessary to the subordinates. He/she pushes work improvement get their points of view across. Ball (1987) depicted sets high expectations for subordinates and authoritarian leadership as being distinct from rewards them when the expectations are met. That adversarial leadership by its focus on asserting rather is, the leader provides both high directive (structure) than persuading as quoted here under Ajiteru, (2020). Such a head and high supportive (consideration) behavior. This takes no chances by

recognizing the possibility of style works well with achievement-oriented competing views and interests. Opposition is consultative and apply the leadership style that is appropriate to the situation Abalaka, (2019).

Principal Activities to OAGF

The principal activities of the Group and Company to OAGF are manufacturing and marketing of cement, concrete and aggregates products, including the provision of building solutions.

Directors' Responsibilities in Relation to the Financial Statements

The Directors accept responsibility for the preparation of the annual financial statements set out on page 45 that give a true and fair view in accordance with the International Financial Reporting Standards (IFRS) and in the manner required by the Companies and Allied Matters Act (CAMA) 2020 and the Financial Reporting Council of Nigeria Act 2011 Sulaiman (2018).

The Directors further accept responsibility for maintaining accounting records as required by the Companies and Allied Matters Act, 2020 and for such internal control as the Directors determine is necessary to ensure adequate internal control procedures are instituted to safeguard assets, prevent and detect frauds, errors and other irregularities Abalaka, (2019). The Directors have made an assessment of the Company's ability to continue as a going concern and have no reason to believe the Company will not remain a going concern for at least twelve months from the date of this statement Ajiteru, (2020).

Health and Safety

In Lafarge Africa Plc, Health and Safety is our core value. In 2021, significant progress was made with the initiative, which started in 2016, to imbibe health and safety as a core value for every employee, contractor and stakeholders that we interact with as a business Sulaiman (2018).

Employment of Physically Challenged Persons

Lafarge Africa Plc is an equal opportunity employer and does not discriminate on any grounds. Therefore, we provide employment opportunities to physically challenged persons, bearing in mind the respective abilities of the applicants concerned. In the event that an employee becomes physically challenged while in the employment of the Company, every effort is made to ensure that their employment with the Company continues and that appropriate training and support is given to them Abalaka, (2019).

Learning and Development

As the organization evolves, we continue to equip our employees with both technical and management skills to hone their competencies, to prepare them to cope with challenging environments and a sustainable future Ajiteru, (2020).

Methodology Research Design, Population and Sampling Procedure

The study adopted a descriptive research design. Participants were drawn from a purposively selected OAGF in Nigeria, with a total population of 725 employees Ajiteru, (2020). The choice of the organization was influenced by its position, as the being cement market and industry leader in Nigeria, and has also been involved in acquisition and change of management which had brought together different corporate cultures and leadership styles for over 5 years. Using an appropriate statistical formula for sample selection, stratified random sampling technique was adopted to select 400 respondents. The basic criteria for inclusion in the sample were employee cadre and organizational tenure Sulaiman (2018).

Research Instruments

The research instruments employed for the study were questionnaire and in-depth interview. A Multi-factor Leadership Questionnaire (MLQ) developed by Avolvo and Bass (2016) was adapted for the survey. The MLQ was employed to seek information on retrospective and prospective issues related to leadership styles and organizational performance Abalaka, (2019). The questionnaire consisted of two sections A and B. Section A dealt with the bio – graphical details of the respondents. Section B contained 40 questions – items relating to the study objectives. The independent variables are autocratic, Laissez – Faire, democratic, transactional and transformational leadership styles. The dependent variable, organizational performance was measured with Macpherson and Pabari (2019) model of assessment of organizational performance using organizational effectiveness, financial viability, customer delight, employee commitment and job satisfaction. A set of Likert scale was used to measure pertinent constructs in the questionnaire. The in-depth interview was conducted using an unstructured format to enable respondents give more informative answers Ajiteru, (2020).

Validity and Reliability

Well validation of the questionnaire was ensured through Test Re-Test method with 40 employees of a related cement organization. Using Cronbach alpha at 0.05 level, the reliability coefficient of the variables ranged from 0.793 to 0.875, reflecting appropriate adequacy and adjudging the questionnaire as valid and reliable Sulaiman (2018).

Data Sources

Quantitative data were sourced through the use of questionnaire. The researcher self-administered 400 copies of questionnaire, out of which 385 were retrieved and useable for analysis with a response rate of 96.25%. Qualitative data were collected using in-depth interview, with key informants purposively selected from the research sample.

Data Analysis

Data collected through the questionnaire were analyzed using descriptive and inferential statistics. Chi-square test, and Spearman Correlation Co-efficient were used to analyses the link between leadership styles and organizational performance at 0.05 alpha level.

Content analysis was utilized in interpreting the outcome of the indepth interview Abalaka, (2019).

Findings of the Study

Findings on the socio-demographic characteristics of the respondents show that their mean age is 38.5 with a standard deviation of 7.2 years. This finding suggests that majority of the respondents are relatively middle aged adults Ajiteru, (2020). The gender distribution of respondents shows a disproportionate representation where male constituted 81.5% of the sample population, while female accounted for only (18.5%) in the research study. This presents a gender disparity of ratio of more than 4:1 across the gender group skewed in favour of males. This finding is not unconnected with the culture of work and Health and Safety (HS) policy in the organization. Cement industries worldwide are classified among developmental projects with high hazardous effect on women Sulaiman (2018).

On marital status, more than eight (8) out of ten (10) respondents, that is (88.6%) were married, while 11.4% were either single, separated or divorced from their spouses. This is somehow significant, given the perception in the Nigerian society that being married often confers leadership responsibilities on individuals, with implications on work – related attitudes and behaviours in organizations Abalaka, (2019). A significant proportion, that is (72.2%) of the respondents possessed college diploma and above while the remaining (27.8%) had low educational status. Their average organizational tenure is 10.3 years, with a standard deviation of 3.5years. This implies that almost two – thirds that is (64.2%) of the respondents had been in the service of the selected cement firm for 10 years and above Ajiteru, (2020). The respondents had also been in their current positions for an average of 5.5 years, with a standard deviation of 1.2years. The relative placement of employee in the organizational hierarchy in terms of job rank was also enumerated. Majority (83.1%) of the respondents were in the non- managerial, while the rest (16.9%) were in the management cadre. This indicates that a bulk of the proportion of the respondents was in the non-managerial cadre Abalaka, (2019).

As a prelude to the main focus of the study, the analysis first ascertained the types of leadership style that were adopted in the running of the organization in pre and post-acquisition context. This was done as a precursor for establishing the effect of changes in leadership styles on organizational performance. Data presented in Table 1 indicates that a combination of leadership styles was in use in pre-acquisition period. The most dominant type was autocratic leadership style (51.3%) and next to it was democratic leadership style (22.3%). Worthy of note is that only negligible traces of Laissez-faire leadership style were exhibited (10.6%). Also, barely used in the reacquisition period were transactional leadership style (9.6%) and transformational leadership style (6.2%) Abalaka, (2019).

However, a significant finding in the post-acquisition era is that more than six (6) out of ten (10) respondents, that (62.1%) of the respondents affirmed transformational

leadership style as the dominant leadership approach exhibited in the running of the organization, followed by transactional leadership style (20.0%) and democratic leadership (14.3%). The organization rarely adopted autocratic and laissez-faire leadership which were (2.3% and 1.3%) respectively in the running of the organization in the post-acquisition period Ajiteru, (2020).

Table 1: Leadership Styles Adopted by the Organization in Pre and Post Acquisition Context

Types of Leadership Style	N = 385			
	Pre-Acquisition		Post - Acquisition	
	Frequency	%	Frequency	%
Autocratic and bureaucratic	197	51.3	9	2.3
Laissez - Faire	41	10.6	5	1.3
Democratic	86	22.3	55	14.3
Transactional	37	9.6	77	20.0
Transformational	24	6.2	239	62.1

Source: Field survey, 2014

The responses abstracted from the series of interviews across the company lend credence to the quantitative result. Some of the extracts are thus presented: Employee participation was not widely encouraged in the organization before the change of management. All policy-decisions emanated from the top. The company was more of being production centered, than being employee and customer focused Sulaiman (2018). The style of leadership in pre-acquisition period was too restrictive and affected our performance. Male – Manager (Aged, 45)

“The present leadership style in the post-acquisition period has eliminated almost all ambiguities in the former system Ajiteru, (2020). There is now greater involvement in the discharge of task responsibilities. Support and recognition are also given to employees and these enhance their job satisfaction and commitment to duty. Employees are continuously involved in high performance programmers such as “project optima”, “new dawn” and “deliver to the light”, which resulted in increased organizational performance”. Female – Manager (Aged, 38)

The picture which emerged from these responses indicated that with the change in leadership styles in post - acquisition period, employees were more enthusiastic, willing to work above and beyond contract resulting in enhanced corporate performance Abalaka, (2019).

Test of Hypothesis

The first hypothesis was subjected to non-parametric chi-square statistical test analysis. Data presented in Table 2 shows that X^2 calculated value of 78.72 is greater than X^2 critical

value of 35.0 at 0.05 level of significance. This result rejects the null hypothesis (H_{01}) that changes in leadership styles do not have significant effect on organizational performance in post-acquisition context and accepts the alternative hypothesis Sulaiman (2018).

Table 2: Chi-square showing relationship between changes in Leadership style and Organizational Performance in Post - Acquisition Context

N	Critical Value	X ² Calculated Value	Df	P
385	35.0	78.72	15	<.000

$X^2=78.72$, Df = 15, $p(0.000) < 0.05$

The second hypothesis for the study stated that “there is a significant relationship between different leadership styles (autocratic, laissez-faire, democratic, transactional and transformational) and organizational performance in post - acquisition context. In order to test the hypothesis, the Spearman Correlation Coefficient methods was utilized in examining the relationship between the different leadership styles and organizational performance. The cut-off strength of relationship (r) in the correlation is 0.450 (45.0%) while less <45% is regarded as weak strength of relationship and not significant (ns). Data in Table 3 indicates that there was a strong and significant correlation between transformational leadership styles and organizational performance ($r=0.726$, $p<0.000$). Similarly, the results also revealed strong strength of relationship between transactional leadership style and organizational performance ($r=0.612$, $p<0.001$) Abalaka, (2019).

Furthermore, study finding also shows a significant correlation between democratic leadership style and organizational performance ($r=0.532$, $p<0.005$). Conversely, however, study data portrays that there was negative and non-significant relationship between laissez-faire leadership style and organizational performance ($r=0.345$, $p>0.005$) and autocratic style and organizational performance ($r=0.316$, $p>0.005$) Sulaiman (2018). In the light of the outcome of results, it is safe to conclude that our hypothesis 2 provides empirical support for only three (3) leadership style construct (Transformational, Transactional and Democratic leadership styles and cast doubts on two (2), (laissez-faire and autocratic leadership styles) Abalaka, (2019).

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Table 3: The matrix of correlation between different leadership styles and organizational performance in post-acquisition context

Organisational performance	Transformational Leadership style	Transactional Leadership style	Democratic Leadership style	Laissez-faire leadership	Autocratic Leadership style	
				0.305 *	0.226	AUTOCRATIC LEADERSHIP STYLE
			0.545	0.212	0.131	LASSEIZ-FAIRE LEADERSHIP
		0.635 *	0.004	0.332	0.266	DEMOCRATIC LEADERSHIP STYLE
0.220 *	0.726 *	0.000	0.572 **	0.112 **	0.106	TRANSACTIONAL LEADERSHIP STYLE
0.006	0.000	0.612	0.003	0.314	0.352 **	TRANSFORMATIONAL LEADERSHIP STYLE
		0.001	0.515	0.006	0.022	ORGANISATIONAL PERFORMANCE
		0.612 *	0.002	0.027	0.375	
		0.001	0.532 *	0.103	0.102	
			0.000	0.345 **	0.386	
				0.213	0.112	
					0.316	
					0.221	

* Significant correlation at the level of 0.05

** Significant correlation at the level of 0.01

Major Findings

This research dissertation investigated the extent to which leadership styles affect organizational performance of OAGF.

The research basically revealed a significant impact of interpersonal relationship along organizational hierarchy of ministry and performance of employees. There exists a mutual need for affiliation and communal existence among staff of these ministry which greatly presupposes the need for effective leadership that breeds the requisite conditions to foster conducive organizational climate for performance to thrive Abalaka, (2019).

Summarily, the following are findings from the research:

- i. Primarily, the research established a significant Impact of leadership style on performance of organizations. Responses from the hypothesis reveals employee and the strong need to associate with one another building strong bonds that manifests as teamwork and cooperation.
- ii. The research revealed some salient issues which are not completely peculiar to the case study. Among other things, the research discovered that:
 - a. Nigerian ministry suffers a lack of financial and social support from the Government. When funding is made available, mismanagement is another factor that deprives the system of the desired objectives.
 - b. Internal wrangling and fractionalization are common scenarios in Nigerian ministry; management-union and often times intra-union factions. These inhibit growth and development of the system even when leaders seem to pursue noble objectives.
 - c. Due to the self-styled nature of management practice of administrative heads of the working units of Nigerian ministry, it is common to see units and departments towing paths that are completely off the goals or objectives expected of them.

Conclusions

This research primarily set out to investigate the impacts of leadership styles on the performance of OAGF. The research had among its objectives, an investigation of the possibility of a significant relationship between leadership style and performance in the ministry.

- i. The research made revelations from which conclusive decisions were drawn.
- ii. The hypothesis postulated for the study is accepted. As posited by behavioural theorists such as Mayo (1933), Likert (1962), McGregor (1950) and Argyrus (1959) that leadership styles affect subordinate's morale, intrinsic satisfaction, motivation, one should expect a highly significant predictor; the results of this study is consistent to theorists' assertions.

Recommendations

The findings of this study have far reaching effects on existing body of knowledge as regards management/leadership effectiveness in organizations, especially on academic institutions (universities) with particular emphasis on the selected Nigerian universities. From the research findings, the following recommendations are made;

- i. The research reveals a significant positive impact of effective leadership, as per interpersonal relations of superiors and subordinate, in creating an organizational climate that breeds commitment and performance of employees.
- ii. Premised upon this, it is recommended that various fora be developed to build cordial bonds among staff to ease hierarchical tension and thus increase leadership effective that assures cooperation of subordinates in the goal achievement course of organizations.

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