

## Organizational Leadership, Workers' Self-Concept and Employees Job Performance Among Employees of NTA

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### Abstract

This study investigated the Organizational Leadership, Workers' Self-concept and Employees' Job Performance with focus on staff of Nigerian Television Authority (Television College), Jos. One hundred and twenty (120) participants consists fifty-five (55) females and sixty-five (65) males randomly selected. Data collected were analyzed using Pearson Correlational Matrix which showed Organizational Leadership as having a significant relationship with Employee's Job Performance  $r = 0.296$ ,  $p = 0.001$ . Furthermore, ANOVA result score of  $F(1,118) = 5.371$ ;  $p = 0.022$ , indicating support for the significant effect of Self-concept on Worker's Job Performance. Imperatively, for any organization to assume total quality in its style of leadership, and high productivity in organization, leaders/subordinates should show attitudinal commitment to achieve their goals and that of the organization. Furthermore, organization should endeavor to subject employees to training, coaching and decision making skills that will enhance a good self-concept and high productivity.

### Keywords:

Organization,  
Self-Concept,  
Job Performance,  
Leadership,  
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### **Background to the Study**

Organizational leadership and self-concept have variously been pointed at as having strong implications for many organizational outcomes such as organizational commitment, job satisfaction, job performance, conflict resolution and so on (Wiesenfeld, 2000; Gardner & Pierce, 2001; Van Dyne & Pierce, 2004; Dung, Mazadu, Ojih, Yakubu & Dashit 2016). This study is pursuant to the inability of corporate managers and many organizational leaders to effectively discharge concrete roles in quelling the resultant failure of businesses and programmes in Nigeria's corporate world today.

According to Johnson (2009), leadership is the exercise of influence in a group context. He further asserted that no definition of leadership is complete without distinguishing between leading and following. In truth leaders and followers function collaboratively; they are relational partners who play complementary roles. Important leader functions include establishing direction, coordinating activities and resources, motivating, and managing conflicts. Important follower functions include carrying out group and organizational tasks, generating new ideas about how to get jobs done, team work and providing feedback (Johnson, 2009).

And of course, human leadership differs in important ways from the pattern of dominance and submission that characterize animal societies (Covey, 1989). Unlike animals, which seem to be driven largely by instincts, humans consciously choose how they want to influence others. We can rely on persuasion, rewards, punishments, emotional appeals, rules and a host of other means to get our way (Covey, 1989).

Leadership styles have been categorized differently, depending on the era and the person or entity doing the categorization. Nevertheless, it is clear that research has gone far beyond the traditional classification of Psychologist Kurt Lewin's, where there were the autocratic, democratic and laissez-faire, to a wide range of other styles that can accommodate as many leaders as there are and can be effective in a variety of settings (Johnson, 2009).

Burns (1978) describes transformational leadership in which the leader speaks to higher-level needs of the employees such as esteem, competency, self-fulfillment and self-actualization; this approach has the potential to change lives of followers as well as their cultures. According to Bass and Avolio (1993), transformational leadership is fortified with idealized influence, where the leader serves as a role model to followers, and puts their needs above his own; inspirational motivation, characterized by the provision of motivation and challenge, arousing team spirit, enthusiasm and optimism in the followers; intellectual stimulation, where followers are encouraged to question assumptions and approach old problems from new perspectives – they solicit solutions from followers, and; individualized consideration demonstrated in the leaders' roles as coaches or mentors, providing learning opportunities and a supportive climate for individualized growth.

In contrast is the transactional leadership style which Burn (1978) clustered the traditional forms of leadership into. Transactional leaders appeal to the lower level needs of followers, that is, the need for food, shelter and acceptance (Johnson, 2009). They exchange money, benefits, recognition and other rewards in return for the obedience and labour of followers; the underlying system remains unchanged. However, Bass, Avolio, Jung & Benson (2003) found that transactional leadership has both active and passive elements. Active transactional leaders provide rewards and recognition contingent on followers' carrying out their roles and reaching their objectives. After specifying standards and the elements of acceptable performance, active transactional leaders then discipline followers when they fall short. On the other hand, passive transactional leaders wait for problems to arise before taking action at all. These leaders fail to provide goals and standards or fail to clarify expectations. Successful transformational leaders incorporate the active component of transactional leadership to get maximum results (Johnson, 2009). Both leaders and followers (in this context, employees) come to the workplace with their beliefs, values, idiosyncrasies and customarily, self-concept. How these elements interact will certainly influence their organization-based self-concept, wellbeing and ultimately, their performance.

Demoulin, (1999) defines self-concept as the sum total of all experiences we are exposed to over time and the negative or positive weights we assign to these experiences. It is in a small sense, a personal composite of oneself and consists of two major components: first is self-efficacy, which is one's sensitivity towards something and is based on motivation, confidence and ability to control stress associated with some task and; self-esteem which is the perception of self and the weight that is placed on the perception of significant others (Demoulin, 1999).

According to Newman and Newman (1981), self-concept is made up of three components, viz. the cognitive components which represents the content of self as illustrated by such thought as, "I am intelligent," "I am honest," "I am bashful," etc.; the affective component represents one's feelings about oneself, and it will include a general feeling of self-worth. The third component is the behavioural component, which is the tendency to act toward oneself: a person may behave in a self-depreciating way or self-indulgent manner, or may show sensitivity to certain of his characteristics.

Available data suggests that self-concept is an internal variable that has direct beneficial effect on mental health and performance (Asanbe, Zamani & Aiyedogun, 2008). Zucherman (1989) for example, found that students who have less favourable self-concept tend to have emotion-related problems; Chrocker & Luhtanen (2003) confirmed that low self-worth predicts social problems whereas; Bovier, Chamot & Perneger (2004) reported that a favourable self-concept may enable an individual respond more successfully to external stressors, which may serve as distractions to performance.

Performance at a high level is one manner through which high self-concept individuals can engage in and maintain behaviours that are consistent with their level of self-concept,

and by which they can be self-enhanced. In addition, it has been argued that high self-concept individuals are more likely to have stronger self-efficacy than their low self-concept counterparts (Gardner & Pierce, 1998), which contributes to higher performance level under almost all role conditions (Bandura, 1997).

Self-efficacy, which is one of the two components of self-concept (Demoulin, 1999) happens to show the same pattern of effect on job performance. Felfe and Schyns (2002) conducted a study on the relationship between employees' occupational self-efficacy and perceived transformational leadership and found that self-efficacy is more related to job demand. In another study, Mwantu, Dagona, Agbo & Ngwama (2015), using a sample of army personnel, reported that officers with high self-efficacy reported high job performance and job involvement. Similarly, Bibire, Adewumi, Abubakar & Odunayo (2016), replicating the work of Mwantu et al., (2015) on Nigeria's civil servants, found that self-efficacy is a significant direct predictor of job performance; the same pattern played out for both male and female civil servants.

Gardner & Pierce (1998) focused their study on self-concept and self-efficacy and their respective roles in influencing employee attitudes and behaviour. They reasoned that individuals who believed that they were likely to succeed on a wide variety of organizational tasks (high generalized self-efficacy) are likely to view themselves as individuals with a sense of personal adequacy as organizational members (organization-based self-concept). Thus, they hypothesized generalized self-efficacy to be causally antecedent to organization-based self-concept, and that high levels of self-concept would then lead to positive attitudes towards the organization, and continued successful task performance.

The field of leadership studies is overflowing with discussion and exploration of leadership contribution and influence (Winston & Patterson, 2005; Miller, 2007). Today both implicit accounts and empirical efforts show that – aside from all the positive impacts – leaders have harmed individuals' self-concept, suppressed human potential, created tension and strife between management and the employee and among employees. This study is geared towards observing organizational leadership, self-concept and job performance among employees of NTA TV College, Jos.

To a large extent, the strength of any organization depends on the type of leadership in place which, of course, translates into how it can garner the efforts of organizational members towards the attainment of organizational goals without undermining their wellbeing (Aamodt, 2010).

Dung et al. (2016) in an investigation to find out the relationship between leadership style and conflict management strategies, found that transformational leadership style significantly correlated with integrated conflict management strategy; transactional leadership style had a significant relationship with dominating conflict management strategy and ;laissez-faire leadership style showed no significant relationship with

compromising conflict management strategy. Apparently, the far most effective strategy is an inclusive one, which happens to correlate with transformational leadership style. This in turn can engender satisfaction and enhance job performance.

In another study to examine the impact of leadership style on organizational performance among bank workers in Ibadan, Nigeria, Ojokuku & Sajuyigbe (2012) found that leadership style dimensions jointly predicted organizational performance, which led to the conclusion that transformational and democratic leadership styles should be employed by the Banks' management to stay strong and relevant in today's competitive environment. Similarly, running a multiple regression analysis on data collected from 600 research participants in the Malaysian construction industry, Abubakar, Tabassi & Yusof (2015) arrived at a positive relationship between two transformational leadership qualities, viz. inspiring followers to go beyond their own self-interest, and empowering employees to use initiative and make decisions.

Obiwuru, Okwu & Akpa (2011), using a survey design, determined the effect of leadership style on performance in small scale industries. Focusing on transformational and transactional leadership styles, results showed a significant positive effect of transactional leadership style on performance and a positive but insignificant effect of transformational leadership style on performance. The study thus concluded that transactional leadership might be more appropriate for small scale businesses. Chamariyah, Achmad, Sudiro, Noermijati & Rofiaty (2015) found a significant impact of transformational leadership on organizational citizenship behaviour (OCB), while OCB significantly impacts employee performance; transformational leadership also significantly influenced employees' performance through OCB.

The effect of leader-follower relationship on organization-based self-concept was explored by Kark & Shamir (2002) and Kark (2003) in their studies of transformational leaders. They observed a positive relationship ( $r=.26$ ) between attempts to develop the follower personally and intellectually, two distinctive characteristics of the transformational leader and the followers organization-based self-concept. Examining the relationship between charismatic leadership and organization-based self-concept, they report that followers of charismatic leaders come to believe in their personal competence and worth.

Several studies report a significant and positive relationship between organization-based self-concept and commitment with correlation ranging between .12 and .64, (Boryki, Thorn & Lemaster, 1998; Riordan, Weatherty, Vanderberg & Self, 2001; Stark, Thomas & Poppler, 2000; Tang & Gilbert, 1998; Van Dyne & Pierce, 2004). These findings suggest that employees with high levels of self-concept are more committed to their organization than their low self-concept counterparts.

### **Objectives of the Study**

The objective of the study is to examine the relationship between organizational leadership and job performance, and also to determine the impact of self-concept on job performance of employees. The study investigates the following specific objectives:

- i. The relationship between organizational leadership and job performance and;
- ii. The effect of employee self-concept on job performance in an organization.

### **Hypotheses**

The following hypotheses were tested in the study:

HO: There is no significant relationship between organizational leadership and job performance among employees of Nigerian Television Authority.

H1: There is likely going to be a significant relationship between organizational leadership and job performance among employees of Nigerian Television Authority.

H2: There is likelihood that self-concept will have significant impact on job performance.

HO: Self-Concept will have no significant main effect on employee job performance

### **Methodology**

#### **Design**

The design in this research is an ex-post-facto which is a systematic empirical inquiry where the variables already exist and are inherently not open to scientific manipulation. The independent variables are organizational leadership and self-concept while the dependent variable is job performance.

#### **Participants**

A convenience sampling was used to put together one hundred and twenty participants from the workers of the NTA Television College, Jos were. 57 females and 63 males within the age range of 18 – 65 years were picked. Recruitment letters were distributed to the various departments for an informed consent before the participants were administered the questionnaire.

#### **Assessment Instruments**

**Leadership style:** the 45 item Multi-factor Leadership Style scale (MLS)(Bass & Avolio, 1997) was used as a measure of the different leadership styles. They reported reliabilities for total items and for each leadership factor scale that ranged from 0.74 to 0.94.

**Self-concept:** The Self-Perception Profile for College Students (SPPC) was used to assess participants. The instrument is based on Harter's theoretical conceptualization of self-concept as a multidimensional construct (Harter, 1989). The 54-item instrument is divided into 2 categories: competences/abilities and social relationships.

These instruments consist of two sections: Section A consists the demographic data of respondents while section B, consists of the instruments' items that measure our focal variables. Job performance scale was used to measure respondents' performance.

## Procedure

The instruments used in this study were administered to workers in the college premises. These workers were spread across the lower, intermediate and senior cadres. Permission was taken from the management before the selection of participants and administration of the questionnaire was embarked upon. The participants were assured of strict confidentiality of information given; they were then asked to respond to the questions as honestly as they could by ticking or circling the appropriate response. Areas of doubts, misunderstanding and confusion to respondents were cleared. Completed questionnaires were retrieved and vote of thanks given

## Method of Data Analysis

Pearson Moment Correlation Matrix and the one-way Analysis of Variance (ANOVA) statistical tools were employed in testing the study hypotheses.

## Results

Results of both inferential and descriptive statistics are presented below.

**Table 1:** Socio-demographic Characteristics of Participants

		Frequency	Percentage (%)
Age (years)	18 – 39	98	81.7
	40 – 60	22	18.3
Gender	Male	63	52.5
	Female	57	47.5
Educational attainment	Secondary	3	2.5
	Post-secondary	117	97.5

Table 1 above shows that the majority 98 (81.7%) of the study participants were between the ages of 18 – 39 years. Gender distribution revealed that majority 63 (52.5%) of the participants were females. Majority 117 (97.5%) of the participants had post-secondary education.

## Hypotheses Testing

The hypotheses stated in the study were tested and results presented below:

There is likely going to be a significant relationship between organizational leadership and job performance.

The results indicate that there was a significant relationship between organizational leadership and job performance,  $r = 0.296$ ;  $p = 0.001$ . This implies that organizational leadership is correlated with workers level of job performance as shown in table 2 below:

**Table 2:** Correlation of Organizational leadership and job performance

	Job performance		
	Pearson Correlation (r)	Sig. (1 -tailed)	N
Organizational leadership	0.296	0.001	120

Correlation is significant at the 0.01 level (1-tailed)

**There is likelihood that self-concept will have significant impact on job performance.**

The hypothesis was tested with the One-Way Analysis of Variance (ANOVA). The results showed that there was a significant influence of self-concept on job performance,  $F(1, 118) = 5.371$ ;  $p = 0.022$ ; with job performance mean values of 12.21 for high self-concept and 10.78 for low self-concept. This implies that a high level of self-concept predisposes employees to a high level of job performance. Table 3 and 4 shows the mean and ANOVA source tables for the result.

**Table 3:** Mean Scores of Job Performance across Self-concept Levels

Self-concept	Mean score job performance	N
High self-concept	12.21	78
Low self-concept	10.78	42

**Table 4:** ANOVA source table for Impact of Self-concept on Job Performance

Source	Type III Sum of squares	Df	Mean square	F	Sig.
Corrected model	56.000	1	56.000	5.371	.022
Intercept	14437.100	1	14437.100	1384.610	.000
Self-concept	56.000	1	56.000	5.371	.022
Error	1230.366	118	10.427		
Total	16564.000	120			
Corrected Total	1286.367	119			

**Discussion**

The result of hypothesis one revealed that organizational leadership had a significant relationship with job performance. This is in consonant with Iqbal, Anwar and Haider (2015) findings which showed that leadership styles were significantly associated with job performance. More so, Durga and Prabhu (2011) found that transformational leadership style has significant relationships with performance outcomes; and Yusuf-Habeeb and Ibrahim (2017) established a significant Impact of leadership style on performance of organizations. A large body of empirical evidences has demonstrated that leadership behaviors influence organizational performance that strong leaders outperform weak



leaders, and that transformational leadership generates higher performance than transactional leadership (Bass 1990; Howell & Avolio 1993).

Avery (2004) argues that there is no single leadership paradigm that is most effective. Instead, an organization should adopt the leadership style that suits the context in which the leadership and followers interact. Moreover, previous empirical studies into the effects of leadership on employee job performance were directed toward individual-level outcomes, such as individual satisfaction and performance (Lim & Ployhart, 2004).

An argument for the positive relationship between organizational leadership and job performance in the present study is that organizational factor where communication is defined in clear terms, and task is being designed to satisfy employee personal needs, adequate security, self-efficacy and affiliation needs are enhanced. When these are put in place, it has the tendency to affirm commitment with the leadership and equally enhance job performance.

Result obtained for hypothesis two confirmed a significant effect of self-concept on job performance. This agrees with the study of Ansari (2017) revealing that self-concept correlates with job performance. According to Duricova & Sugerekova (2017) majority of the studies oriented towards self-concept show great support for the approved relationship between the concept parts and job performance. Promoting high self-concept is important in organizations. Influencing the self-concept of the employees is one way of attracting and retaining them. There is research evidence that self-concept of the employees affect their behaviors, satisfaction, and achievements and performance (Manning, 2007).

This suggests that self-concept among leaders and subordinates are the most influential variable on performance in an organization. This attests to the findings of Luthans (1998) which postulated that work motivation is not only a determinant of work place performance but self-concept is virtually important at all level within an organization. Effective leadership and self-concept of employees helps to develop teamwork and the integration of individuals and group goals. It can be argued then that the principal reason positive self-concept is linked to job performance is because positive employees are more motivated to perform their jobs.

### **Conclusion**

This study has investigated organizational leadership, self-concept and employees' job performance among employees of NTA TV College; Jos. Findings revealed that organizational leadership was significantly associated with work performance; and self-concept significantly predicted an increase in work performance. Effective organizational leadership structure and self-concept determines the level of productivity among employees in the work-place. The ideals of the leadership in organizations should be aimed at emphasizing people-oriented elements of management that will capture self-concept and commitment. Improved leader and subordinate relationship in any

organization is a factor that can put an organization in competitive advantage. It is generally agreed that leaders must emphasize that responsibility and accountability are the very elements to any organization realizing high productivity (Crossby (1994).

### **Recommendations**

It would be important to conceptually and empirically know the dimensionality of organization -based self-concept in order to ascertain whether it is uni-or multi-dimensional in nature. It may be that there are task (performance) and maintenance - (non-performance) based feelings of competence and organizational worthiness. Fifthly, it is important to make further researches to further observe the consistency of the instrument to detect individuals with extremely low levels of organization-based self-concept as well as high.

Future research in basic and applied psychology should continue to not only clarify when each motive is likely to be stimulated but also their roles in organization - based self-concept outcome relationship and associated time dimensions. Also, future research should also provide us with a longitudinal perspective on the emergence of organization - based self-concept among new employees and those employees who find themselves exposed to new and changing work and organization conditions.

Regarding the development of organization - based self-concept, nothing about the time element was observed. Hopefully, future work will not elucidate the time element that is related to the emergence of organization - based self-concept, but also to changes in organization - based self-concept that accompany evolutionary and revolutionary changes in its organizational antecedents.

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