LEADERSHIP and GOVERNANCE

Leadership Styles, Organizational Performance and
Effectiveness among Sub- Saharan African Employees

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ABSTRACT

Purpose: Leadership style is a strategy that an organisation can undertake to influence the performance of the employee positively, and alternatively the performance of the organisation. An organisation's ability to influence employee performance not only lies with the leadership style but also with support for employee performance, communication and organizational culture (Adair I983).

Methodology: A qualitative study and research on the need of how organizations, agencies, parastatals, industries, and countries can get and operate effective leadership style within the circle of influence to achieve their set goals was looked into and recommendations proffered. **Findings:** There are vacuum of true conscious leaders, whether in politics, religion, organization, business, education, sports or institutions. There is desperate need of competent, principle, sensitive, compassionate and conscious leaders (Adair I983).

Unique Contribution and Recommendation: In this research emphasis will be placed on the need to know what makes a leader and what makes a follower. What are the qualities that distinguish leaders from followers? The various styles of leadership and how sets goals can be achieved. This research is about the missing link in leadership styles, with impact on the performance of the follower or employee of an organization with specific focus on Sub- Sahara Africa organisation.

Keywords: *Influence, Leadership, Employee Performance, Management, Behavior and Organizational Culture*

INTRODUCTION

According to Adebakin O.I and gbadamusi (1996), Leadership is key to good performance since it coordinates both utilization of human and other resources in the organization, good leader motivates employees and motivated employees does not only increase his or her job performance and commitment within an organization, but also goes beyond the job requirements thus increasing the organization's general performance and making it more profitable. In today's society, flow of life depends on effective leadership in several aspects such as; organizations development, survival of community, work function and effective performance.

According to Barbeschi (2002), in any organization, like countries, there are cultural and political realities that affect the way diverse workforces function. Given a dearth of research that examines Anglo-centric leadership theories in the context of sub-Saharan Africa and the assumptions of implicit leadership theory regarding the attributes, traits, and skills required for effective leadership in organizations (Javidan, Dorfman, de Luque, & House, 2006), any research that explores the full range of leadership theories and their practical application in societies other than where they were developed would make a significant contribution to existing knowledge available in this area of organizational leadership.

This study contributes to what little knowledge is available by answering the research question of whether the moderation effect of dimensions of organizational commitment on leadership styles results in increased leadership effectiveness among sub-Saharan African employees. Based on cultural cluster homogeneity as offered by the GLOBE study, this study represents sub-Saharan African employers with Nigerian employees. Nigeria was selected within the sub-Saharan cultural cluster because, according to the World Economic Forum (2014) on Africa, Nigeria is sub-Saharan Africa's largest economy and the most populous nation with over 160 million inhabitants. In terms of the general demographics of the selected cultural cluster, the United Nations (n.d.) estimated Nigeria's population in 2015 to be 183.5 million people. This represents the largest population in sub-Saharan Africa with Ethiopia's population a distant second at 90 million people. The World Bank (n.d.) estimated sub-Saharan Africa's population in December 2014 at approximately 973.4 million people. The choice of Nigeria removes the need for translation, as English is Nigeria's official language of communication.

LITERATURE REVIEW

Possible leadership styles and leadership outcomes have been an area of great interest in leadership literature, particularly since the advent of the Multifactor Leadership Questionnaire (MLQ-5X) over 25 years ago. Response to the interest during this period has seen research outputs on the effects of leadership styles on leadership outcomes that include those of leadership effectiveness and organizational performance. Amirul and Daud (2012), for example, examined the relationship between leadership styles and leadership effectiveness among Malaysian government-linked companies and found that leaders at all organizational levels demonstrate the full range of leadership styles, with transactional leadership being demonstrated the most in Malaysian government-linked companies, followed by transformational leadership, and finally the passive or avoidant leadership. The laissez-faire leadership style, however, negatively correlated with leadership effectiveness.

Barbeschi (2002) posited that the process of forming good organizational relationships requires (a) growing and maintaining good working relationships among individuals who set out to work for a common goal and (b) the individual and collective completion of tasks (p. 45). Barbeschi argued that organizations have both technical and political/cultural dimensions.

While the technical dimension includes visible features such as structures, control systems, and procedures, the political/cultural dimension includes features that are intangible but strategic, such as underlying assumptions about the organization's culture, symbols, rituals, games, and myths (p. 46). Following suppositions of the culturally endorsed implicit leadership theory, Javidan et al. (2006) argued that it is a fallacy to assume that because a leader is successful in one country, the same leader will be successful in other countries. Culturally endorsed implicit leadership theory is an extension of the implicit leadership theory as leadership styles considered effective by individuals in organizations may differ on the basis of the set of beliefs that people hold in terms of the attributes, skills, behaviors, and other stereotypes that are accepted as contributing to or impeding outstanding leadership (p. 72). Javidan et al. also reported that the GLOBE study provided convincing evidence to suggest that "people within cultural groups agree in their beliefs about leadership" (p. 73).

DEFINITION OF LEADERSHIP

According to Lawal (1993) Leadership is the process of influencing others to work willingly toward an organizational goal with confidence. "Leadership is generally defined simply as the process of influencing people to direct their efforts towards achievement of some particular goal or goals". According to Koontz, et al., (1985), "Leadership is generally defined simply as the art of influencing people so that they will strive willingly towards the achievement of group goals". This concept can be enlarging to include not only willingness to work but with zeal and confidence. Nwachukwu(2000), sees "Leadership simply as an act that involves influencing others to act toward the attainment of a goal".Ubeku(1975)define leadership as the act of motivating or causing people to perform certain task intended to achieve specified objectives. Leadership is the act of making things happen rather than letting things happen. This the leader does by exerting both intrinsic and extrinsic influences on the group. Even though leadership is the most visible of' the management functions. Largely because it deals so much with people. It has variedly been referred to as directly, commanding, guiding, Inspiring, initiating, and activating. However, all stand for the same purpose whatever denotation used. The user, as the striking feature of all suggest a relationship through which one person influences the behaviour of other people (Sikula,1996).

Leadership has different meanings to various authors. Some have interpreted leaders in simple term such as the influence, the art or process of influencing people so that they will strive willingly and enthusiastically towards achievement of group goals (Koontz, et al., 1978). The emphasis of this definition is that ideally, people should be encouraged to develop not only willingness to Work but also willingness to work with zeal and confidence.Leadership has also been interpreted more specifically as the use of authority in decision making exercised as an attribute of position, personal knowledge or wisdom .Ejiofor,P.(1989) defined leadership as a social influence process in which the leader seeks voluntary participation of subordinates in an effort to reach organizational objectives. Similarly, Tennenbaun et al., (I968) defined leadership as interpersonal influence exercised in situations and directed through the communication, towards the attainment of' a specific goal(s). Adebakin and Gbadamosi (1996) defined leadership as the process of influencing and directing the activities of an organized group towards the achievement of the group of organization set objectives.The foregoing Lions show leadership been based on function of' personality, behavioural category, the role of' a leader and their ability to achieve effective performance from others, the interpersonal behaviour and the process of' communications.

Despite these variations, there are at least three important implications of' these definitions. Firstly, leadership is a process engaged in by certain individual (leaders). It is an on—going activity in an organization.

Secondly, it involves other people in form of subordinates who by their willingness are influenced by the leader. Therefore, the subordinates formalize the leader's authority by making leadership process possible. Thirdly, the aim of' leadership is accomplishment of goal and objectives, a pointer that the leaders attempt at influencing the subordinate are directional and therefore aim at level of achievement.

CONCEPTS OF LEADERSHIP

According to Lawal (1993) Leadership is the process of influencing others to work willingly toward an organizational goal with confidence. According to Asika (2004), "Leadership is generally defined simply as the process of influencing people to direct their efforts towards achievement of some particular goal or goals". According to Koontz et al., (1982). "Leadership is generally defined simply as the art of influencing people so that they will strive willingly towards the achievement of group goals". 'This concept can be seen to include not only willingness to work but with zeal and confidence. Sikula (1996), sees "Leadership simply as an act that involves influencing others to act toward the attainment of a goal". According to Akpala (1990) "leadership has been defined in terms of' functions performance by executives as 'individuals and as a group". 'This concept clarify that the responsibility of the superior is to direct behaviour into channels that promote the achievement of organization and departmental goals. Further studies have been carried out by researchers to examine the issue of leadership. Eze (1982) sees leadership as a relational concept involving both the influencing agent and the person being influenced. This he claimed means that without followers there can be no Leader. He further indicated that the factor which interact to produce an effective leader include not only the abilities and characteristics of the group he is leading, but also the characteristics of the situation in which his leadership takes place. To round it up, Eze (1982) described the Nigeria leader as having authoritarian leadership characteristics and practices. A Nigeria by nature and training is autocratic and demands nothing hut respect and obedience from his is subordinates.. Eze (1982), posited further that leadership particularly in the public sector becomes the 'cradle of influence to rule enforcement and productivity, shoddiness and inefficiency, double standards, lack of seriousness and indiscipline. Okafor (1981) asserts that Nigeria leaders are tight lipped, egg—head, who clogged up the nation's wheel of' progress. He further explained that Nigerian leader in the foreign owned private sector is also an autocrat who maintains a master—servant relationship with his subordinates. He equally hold the concessionary view of public office, but unlike his counter part in the public sector, he is performance— conscious, works hard to reach target set for him by his foreign masters and is highly responsible and accountable. He does this because of his fear of dismissal and because he enjoys good working conditions and good fringe benefits. Akpala (1982) concluded that the consequences of this miserable style include the characteristic work attitude of the Nigerian work force.

LEADERSHIP AND ORGANIZATION

Leading is a process of influencing and directing the activities of' an organized group to accomplish goals by communicating with them. Leadership is therefore premised on interpersonal relationship, hence a leader must belong to a group. What this implies is the leadership thrives in an organization. According to Adebakin and Gbadamosi (1996) organization comprise of two or more people who exist on continuous basis with the intention

of' accomplishing set goal(s). Every organization consists of three major elements, which must interrelate effectively it's the objectives and goals of leadership to be achieved. They are the management, time people and task. Leadership is the management function that is concerned with continuous search of the best way to influence subordinates to accomplish goals and objective within the continuous process of coordinating man, money and material. It involves the sum total of behaviour of an executive in his direct relation with subordinates. Management as the body of' leadership determines policies, rules and procedures guiding relationships and activities in an organization, which to an extent determines the effectiveness in achieving the organization goals and objectives. Where two or more people interact, the environment for the formation of' a group is created. When individual in the group co—exist and associate for common purpose and when the group persist for a sufficient period of time, organization develops. The role of' a leader in the group is to provide' direction, co-ordinate the activities of the individual members constituting the group and to ensure consistency. The image of the leader and the quality of leadership is reflected through the organization and the attitude of the subordinate in the performance of their task. Thus, the leader in the use of his organizing power decides the pattern of' work behaviour, task operation and ethnic of subordinates. Leadership is vital to employee performance and corporate excellence. Consequently, organization spend substantial sum of money in search of effective leadership in training of' their personnel in effective leadership behaviour. There is also relative scarcity of effective leadership and that is why organizations search constantly for it and lead them to effect, design and develop all the effective leadership potentials possible in those who are associated with corporate management.

LEADERSHIP BEHAVIOUR AND STYLES

Leadership behaviour and style is the way in which the functions of' leadership are carried out, the way in which managers typically behave towards members of' the group, Onosode (1988) further stated that there are many dimensions to leadership and many possible ways of describing leadership style such as dictatorial, unitary, bureaucratic, charismatic, consultative, participative and abdicatorial. However, the style of managerial leadership towards subordinate staff and the focus of power are better classified within a three-fold heading, namely:

i)   Autocratic or authoritarian
ii)   Democratic or participative
iii)   Laissez-faire or free rain

AUTOCRATIC LEADERSHIP

Adebakin and Gbadamosi (1996) described an autocratic leader as one who is very conscious of his position and has little trust or faith in he subordinates, he feels that pay is a just reward for work and it is only the reward that can motivate The leader gives order and insists they must he carried out.

Terry (1968) suggest that autocratic leadership many be useful in:

i)   Situation of emergency
ii)   In case where homogenous work force are involve, and
iii)   Where the leader is wise, just and has considerable understanding of the followers.

He also identifies some shortcoming of autocratic leadership as:

i)   The inability of the subordinate to develop pride of accomplishment,
ii)   Denial of personal development or satisfaction from self- actualization, and
iii) It also antagonize human beings and rubs the organization of lasting loyalty and co-operation.

DEMOCRATIC LEADERSHIP

The democratic leader allows for decision making to be shared by the leader and the group. Criticism and praises are objectively given and a feeling of responsibility is developed within the group. Akpala (1990) argued that this form of leadership is claimed to be earliest amongst all other leadership style. The managers discuss with the subordinates before he issues general or broad orders from which subordinates feel free to act on. The superior allows the subordinates opportunity to use their initiative and make contributions. The leaders also offer supports to the subordinates in accomplishing task.

LAISSEZ-FAIRE LEADERSHIP

Laissez— faire type of leadership is at the other end of' the continuum from the autocratic style. With this type, leaders attempt to pass the responsibility of decision making process to the group. The group is loosely structured, as the leader has no confidence in his leadership ability. Decision making under this leadership is performed by whoever that is willing to accept it. Decision making is also very slow and there can be a great deal of' "buck passing". As a result, the task may not be undertaken and tile conditionally become chaotic (Flippo et AL.,I982) as quoted by Akpala (1990).

DIFFERENT TYPES OF POWER

Within an organization, leadership influence will he dependent upon the type of power that the leader can exercise over the workers Power is the capacity to influence. Okafor (1981) defines power as capacity to influence another through a control over needed resources. The exercise of power is a process, which helps to explain how different people can influence the bahaviour and actions of others. Driving from Okafor's definition, he posited that there are five different forms of power upon which influence of the leader is based. These are:

 (1)Legitimate power

(2) Reward power

(3)Coercive power

(4) Expert power and

(5) Referent power

Legitimate power is based on the subordinate perception that the leader has the right to exercise influence because of the leader's positive in the role organisation. Adebakin Gbadamosi (1996). Legitimate power is based on authority, for example, that of a manager and supervisor within the hierarchical structure o an organization. It is therefore, a "position" power because it is based on the role the leader plays in the organization and on the nature of the leaders personal relationship with others.

Reward power is based on the subordinate's perception that the leader has the ability and resources to reward or mediate rewards for those who comply with directive. Coercive power is an opposite side of reward power. It is base on the subordinates' perception that the leader

has the ability to punish or bring about undesirable outcome to those who do not comply with directives. Expert power is based on the subordinate's perceiving that the leader has expert knowledge in a given area. It is based on credibility and clear evidence of knowledge or expertise. The expert power, just as reward power are usually limited to the amount of reward the leader can offer, and a well defined area or specialism respectively.

Referent power is based on the subordinates willingness and desire to identify' with and accept certain personal characteristic as necessary for leadership. Such leader may not posses power or reward or punishment but may still exercise power over subordinates because he commands their respect or esteem. It could be noted that the first three powers are given by the organization and the last two are based on an individual's characteristics behaviour given by the organization. Organization powers to influence as noted by Akpala (1990) are directional anti arc aimed at some level of goal achievement and accomplishment.

QUALITIES OF A GOOD LEADER

What makes a leader effective? Most people, when probably asked would admit that effective leadership results from certain desirable characteristics from certain desirable qualities which manifest in result, rather than describing it. However, exhibits the following qualities.

Dedication: Organizational effectiveness is a function of how committed a leader is to the goals and objectives of that organization. Dedication is measured on the basis of work done as well as its efficiency. It is therefore a function of self sacrifice and an air of complete commitment.

Communication: In the time past it was common among business executives to make plans and discussions and keep it to themselves. Nowadays management as revealed by Peter Drucker (1968) shows that effective managerial leadership considers communication as management by objective (MBO). This involves giving subordinates an access to experience decision making by communicating them to top management priorities. It will enable subordinates to do what the situation demand and the responsibility of the decision, unclear communication and goal could lead to an ineffectual tasks.

Human Relations: This is otherwise called interpersonal relationship. A leader should be strong in his human relations attitude, especially when his job is done through the subordinates. Developing and understanding the appropriate human relations skills will earn the leader healthy respect. Ojo (1998) believes that based on the human relations theory, jobs should be designed and work scheduled to ensure that jobs provide workers with meaningful work sense of responsibility as well as opportunity to participate in decisions affecting their job.

Crises Manager: A leader should be able to settle disputes or differences among his employees as well as issues which impairs employees output.

Effective Decision: The ability of a manager to plan strategically depends on his effective decision making. Effective decision making in a contemporary management involves defensive avoidance, collecting more and more information about the cost and utility of each alternative and comparing them systematically in order to choose the most effective costs.

Endurance: A good leader should have empathy for his subordinates and ensure that he understand their problems and help to provide solution to them. Hence they are emotionally mature so that they are not easily discouraged by defeat nor overwhelmed by success. They have a high tolerance for frustration.

Administrative Skills: A leader must possess the ability of managing the various resources (human, material and financial) of an organization in an efficient and effective manner to avoid redundancy or wastage.

Decision making: This is a very significant attribute of leadership. In an attempt to solve organizational problems. In order to make sound and effective decision, the leader should possess a good knowledge of problem solving techniques.

Expert Opinion: A leader of a formal organization should have exert knowledge of what the organization aims to achieve. This is one important source of his power as a leader. It is only when a leader is an expert that he can give quality and progressive decisions.

THEORETICAL FRAMEWORK OF LEADERSHIP

Many theoretical concepts have been used to describe leadership. Prominent among them are the traits approach, the situation concepts and combinations traits, and situation concept approach manifesting into the group dynamic approach.

THEORY X AND THEORY Y

The popular 'theory X and theory Y developed by Douglas McGregor (1960) has also made a tremendous impact on the study of leadership. According to McGregor, the relationship between the leadership style adopted by a manager and the latter's perception of the subordinates is reflected in the two sets of assumptions as stated below:

Theory X Assumptions: i) Average human beings have an inherent dislike of work and will avoid it if they can.

ii) Because of this human characteristic of dislike or work, most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort towards the achievements of organizational objectives.

iii) Average human beings prefer to be directed, wish to avoid responsibility, have relative little ambition, and want security above all.

The Trait Approach. The trait theory or approach to leadership suggest that the person who emerges as a leader in a group does so because he posses certain traits. This is the basis of saying that "Leaders are born not made" (Lawal, 1993). Like all client there are some elements of' truth in the saying. Although it cannot be taken generally.

The approach suggests that effective leaders should have:

Integrity: This is defined as the quality which makes people trust you. It means literally personal wholeness.

Enthusiasm: This is a general characteristic of leaders.

Warmth: A warm personality listens and accommodates, calmness, and tough no matter how valuable the traditional approach might be in the long term, it may not he considered the best approach to the study of leadership in an organization. But the study of leadership in terms of qualities of' personality and character as it differs from person to person goes a long way in understanding leadership but it is far from being the whole story.

Theory Y Assumptions: The assumptions under theory Y are seen by McGregor as follows:

i)   The expenditure of physical effort and mental effort in work is as natural as play or rest.

ii)   External control and threat of' punishment are not the only means for bringing about effort toward organization objectives. People will exercise set i-direction and set F control in the service of objectives to which they are committed.

iii)   Commitment to objectives is a function or reward that is associated with their achievement. iv) Average human beings learn, under proper conditions not only to accept but also seek responsibility

iv)   The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly distributed in the population.

v)   Under the conditions of modern industrial life the intellectual potential of the average human being are only partially utilized. By this theory McGregor, again demonstrated the factors that influence practical managers in choosing a leadership style, which would in turn impacts positively or negatively on the subordinates, and consequently on the entire organization.

By implications, managers who believe in 'Theory X assumptions would tend to adopt an autocratic leadership style, while those who view subordinates at theory Y's angle would tend to adopt a democratic leadership style. However, McGregor warned managers viewing the theory as representing two opposite extreme style of leadership. But instead, recommended that an effective manager should recognize the dignity and capabilities, as well as the limitations of' people and adjust behaviours as demanded by the situation. The Situational Concept Approach A second main approach to the study of leadership by Stogdill (1946) emphasizes on the importance of the "situation" in determining who should become the leader of a group. The approach summarizes three main areas of need in working groups

They are:

1. The need to achieve a common task
2. The need to be held together as a working team and
3. The need which each individuals has by virtue of being human

The group approach was of the opinion that leadership is vested in the function not in a person. That any one who provides a hind which is accepted or effective in a group is the leader for that moment. This is because some group do have safety leaders, appointed or elected individuals who would come up with the necessary function if' no one else did so.

The Contingency Approach. The approach was developed by a group of researchers and consultants who tried to apply the concepts of the approaches of the main schools of thought as highlighted above to real life situations. They found, there is no single design that is best for all situations. Solutions to problems depends on the particular situation or environment. Prominent among the researchers include Woodward et al., (1976) a who theorized the leadership situation is contingent upon the position, power, the tasks structure and leadership member relation.

CONFLICTS OF MEASUREMENT' OF PRODUCTIVITY AND ORGAN1SATIONAL GOAL ATTAINMENT

The performance of any company in terms of growth is usually derived from the productivity of that company. Productivity as a Concept can be traced back to the great economist called Adam Smith. In his popular book. The Wealth of Nation', he propounded the theory of division of labour. His concern was on how best the processes of production could be organized among employees in order to create increased output in an organization. While considering the output/input method, Ocho (I993), opined that production is a function of a number of variables, lie measured that motivation is one of the major factors that can effect on the productivity of an organization. He was of the opinion that employers of labour should relate employees reward to the present economic situations order to generate the desired organization objectives. According to Ocho (I993) it is not only money and bonuses that can motivate employees, recognition, respect, honour and reward hut should have roles to play in encouraging employees to increase their performance.

It embody the concept of integrity, honesty, commitments, participation and ownership. The model places values and respects for the individuals within the organizations. Viewed from the above perspectives, the recent developments in the field of effective leadership calls for: i) A total change Iron all from of autocratic and authoritative leadership styles that tend to stifle employees initiatives, thus reducing their contribution toward corporate performance. ii) Elimination of all forms of sub—optimal decisions aimed at achieving departmental goals/objectives at the detriment of the overall corporate goals/objectives. iii) A decentralization of decision-making responsibility to a welltrained problem solving labour force i.e. employee participation in decision- making. iv) A break down of organizational barriers between departments and managerial levels so that cross functional management becomes normal operating procedures i.e. the concept of "empire building" should be eliminated. v) A linkage of reward and measuring systems both formal and informal to support these new directions i.e. more effective performance appraisal system. vi) Total commitment of all categories of employee in achieving corporate excellence.

According to Aluko et'al (1998), Nigeria firm that do not practice the above suggested strategies may have the following characteristics: Internal tensions are high and usually grow stronger feelings of' mistrust, blame and recommendations. i) Senior organizational staff, while appearing to be polite amid rational, increase loses faith in each of the organization's efforts become less coordinated as organization staff do things in order to satisfy their own vision of the future. ii) A common feature of such company is the external "bogey—man', either in the form of' an ignorant group headquarters or some other external regulations or constraints. It implies illogical dictates, this absorbs the many reasons for the lack of' success, and incoherent management style. ii) Internally, morale is often low, with glimmering discontent, ignorance abounds. Everyone acceptance the impossibility of' doing any better. Methods tend to the traditional, with no one really understanding exactly what is happening. There is no procedure. Indeed, procedures follow practice with desperate attempts to get the procedures in order, prior to external audit. There is no steady development of procedures to improve process. Consequently, this would impact negatively on the employees and overall corporate performance. In the light of the above perspectives, it is observed that while the historical contributors to the study of effective leadership saw the choice of the best leadership style as a

prerogatives of the managers, after taking cognition of the prevailing situations, the recent developments makes it mandatory for leaders to adopt a democratic and participating leadership style in order to ensure the achievement of corporate goals and objectives. However, whether or not the style of leadership adopted by a manager has impact on employee performance and corporate excellence would be combined after testing the relevant research hypothesis.

RECOMMENDATIONS

The basic objective of this study has been the determination of the Impact of leadership on Employee Performance. Attention was also focused on the topic in creating efficiency on organizations that fully embraced effective leadership styles. During the study, the following findings and recommendations were made

1. Leadership impacts significantly on employee performance and participative leadership styles helps to improve performance among employee.

2. That there is good delegation of power and responsibility to the employee of' the organization to enhance their service delivery.

3. That there is good incentive to enhance employee performance in the organization. This is so because without good welfare package it will preclude the organization to satisfy the public.

4. That there is excellent means of Communication between the superiors and the subordinates to ensure flee flow of work. Modern communication gadgets have helped to make this possible.

5. That the organization set goals and targets for the employees to meet and often pushes the employees to meet up schedules.

6. That there is increased performance of 'activities in the organization during the period under study and this is occasioned by good working condition, improved salary and other incentives.

CONCLUSION

This research work has shown that for any organization to survive, appropriate impact of leadership on the employee must be followed. It is hoped that the presentation of' leadership in this research study will contribute to the better understanding of the need for adopting of Democratic, participative leadership in an organization, which will enhance organizational effectiveness. It was inferred that democratic or participative types of leadership is the best of all the leadership styles because of the benefits that will be derived from it by the employees amid the overall result to the organisation as a whole.

The study also shows that it is necessary to effect changes in impact of leadership when the need arises in an organisation in order to enhance performance. Furthermore when there is good leadership, there will be corporate behaviour by the employee, targets will be met and ultimately there will be satisfaction on the part of the employee and the employers.

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