

LEADERSHIP'S EFFECT ON ORGANIZATIONAL PERFORMANCE

Mr.V.Suresh¹,
Assistant Professor¹,

Mrs.V.Sushma²,
Assistant professor²
Department of MBA

Mr.V.Rambabu³
Assitant.Professor³

SAI SPURTHI INSTITUTE OF TECHNOLOGY

Approved by AICTE, Affiliated to JNTU-HYDERABAD

B.GANGARAM, SATHUPALLI MANDAL, 507303 KHAMMAM DISTRICT, TELANGANA
Email:vsuresh.ssit@gmail.com, sushma.varikuti06@gmail.com, rambabuwantla@gmail.com

Abstract: There are a number of reasons why organisations are formed, and these reasons may be found in their vision and mission statements. There are also a number of public groups that have a set of aims and objectives in mind. This research examines the impact of leadership on the level of performance of an organisation. In order to conduct this research, a survey was used, and the information was gathered mostly via the distribution of questionnaires among the Nigerian University's faculty and administration. To see whether there was any association between the data collected and the timeliness with which academic staff members were able to meet their stated objectives, researchers used correlation. Furthermore, it has been found that the leadership of the organisation does not encourage academic employees that go above and beyond their declared objectives. Faculty and department heads should assess their leadership styles in order to improve their staff's capacity to meet and surpass their set goals, it was advised that the leaders of different faculties and departments adopt an acceptable leadership style.

Keywords: Employees, Leadership, Organization, Organizational performance.

I. INTRODUCTION

Organizations are institutions with unique objectives, and in order to realise those visions, they must have precise short-, medium-, and long-term goals (Igbaekemen, 2014). Synergy is often expected between individuals of various components of an organisation. The wider goal of the organisation is reflected in the specific aims of these subcomponents.

Considering the importance of education in the lives of both individuals and communities, no amount of effort can be too much (Jide & Ibrahim, 2013). Most institutions, including Nigeria's public universities, rely on well-trained staff to run their operations. Vice chancellors, DVCs, Liberians, Deans, and other technical employees make up the majority of university leaders in Nigerian institutions.

These officials are tasked with overseeing the activities of their subordinates in many areas, including

faculties. It is expected that the final product will be graduate- and research-level work of an international caliber. In spite of this, Nigerian universities are not among the top 100 worldwide and have been plagued by a variety of administrative failures that have slowed the system's expansion (UNESCO 2013) in Yusuf-Habeeb and Yusuf Ibrahim (2017).

The poor performance of universities may be traced to a variety of causes and issues, but others believe that bad leadership has played a more major role in the institutions' underwhelming results.

While Basse (1982) noted the existence of managers with a single management style, Ukaidi (2017) maintains that this is obvious due to the degree to which the style is dependent on the manager's personality. These findings demonstrate how managers' ideology impacts the way they interact to and manage their employees, in turn impacting both their own and their employees' productivity.

Having a lack of effective leadership at many public institutions is a severe issue, and the result is a lack of enthusiasm for work, poor performance, and a lack of progress for both the university and society as a whole.

A. Research Questions

- I. The following study questions are being created to examine the impact of leadership on the performance of public universities;
- II. By achieving their stated aims, how have leadership styles impacted the performance of employees?
- III. Is there a correlation between the leadership styles and employees' attempts to reach their goals?

B. Research Objectives

- I. To evaluate how leadership styles have enhanced the performance of employees by accomplishing their stated objectives;
- II. To assess how leadership styles have increased the efforts of employees to surpass their established goals..

C. Hypothesis of the Study

H01; Organizational leadership does not have an impact on employees' ability to meet their stated objectives.

Ho2. There is no substantial correlation between the leadership of an organisation and the achievement of its goals by its personnel

II. LITERATURE REVIEW

Organizational success hinges on effective leadership, making it one of the most contentious topics in contemporary management. The most basic definition of leadership is the capacity and process of leading others. An individual's or a group's capacity to take the lead while others follow is what we mean when we say "leadership." Even when it comes to the attributes of leadership, the word "leadership" has sparked a lot of discussion.

In order to be regarded as a leader, a person must possess a wide range of attributes, including but not limited to high character and vision as well as tact, caution, and the ability to lead by example (Ogbeidi, 2012). Leadership, according to David and Moses (2014), is an ever-evolving process in which a group of individuals gather together to work toward a common goal of improving the world (or a particular segment thereof), while also synthesising the knowledge they have gained and guiding their own course of action.

When a person inspires others to go above and beyond the bare requirements of their job, they are considered to be a leader. Both the one who influences and the one they are influencing are considered as being part of the same relationship by Eze (1982) in Igbaekemen (2014) as part of the leadership idea. For him, this meant there could be no leader at all without followers.

To perform in an organisation simply means to carry out a job to the best of one's ability. So many issues have arisen because the phrase "performance" is so broad, and a holistic perspective of it appears unachievable. It's impossible to get a complete picture of what the phrase means by focusing on just one of its numerous subcategories. But according to Draft (2000), an organization's ability to achieve its goals by using resources efficiently and effectively, as well as Yusuf-Habeeb and Ibrahim (2017), Institutional performance comprises the actual output or results of an institution as measured against its intended outputs (or goals and objectives). According to them, a subject's performance in a variety of contexts may be evaluated using a set of predetermined metrics (individual, group or organisation) Ibrahim and Yusuf-Habeeb are brothers (2017). According to Cemalolu, Sezgin, and Kiliç (2012), and also to Micha Popper, the low degree of organisational commitment is one of the factors that decreases organisational effectiveness and productivity (2000) The influence of a leader's actions on others around them is at the heart of leadership.

As a result of this research, we will limit the term

"organisational performance" to the individual performance of workers (Academic Staff). This is because the term "organisational performance" is ambiguous, and individual performance is a direct reflection of the overall organisational performance.

METHODOLOGY AND DATA ANALYSIS

In order to conduct this research, a survey was used. Tables and percentages were utilised to show and analyse the data collected from the questionnaire. Responses were rated using the Likert rating scale. There were 350 surveys sent to academic personnel across 12 faculties, but only 300 legitimate responses were received. There is disagreement if the mean score is between 0.0 and 1.5 and agreement when the mean score is in between 1.50 and 5.0. Using a four-point scale, each structured item got a score of 4,3,2,1 for Strongly Agree, Agree, Disagree and Strongly Disagree, respectively.

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

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

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

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

Source: Researcher's Survey, 2018.

Mean Score = 3.43

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

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

Table 2: Leaders motivate and delegates duties

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

Source: Researcher's Survey, 2018.

Mean Score = 3.06

Leaders encourage and assign tasks to their subordinates, as seen in the table above, which has a mean score larger than 1.50.

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

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

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

Source: Researcher's survey, 2018.

Mean Score = 3.11

The result of the table above shows that the mean score of 3.11 which is greater than 1.50, indicating that Leaders provide guidance needed for their performance on the job **Research Question Two(2)**. Is there a correlation between leadership styles and employee performance?

Will you attest that your leaders promote innovation regarding your duties?

Table 4: leaders promote innovation regarding your duties

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

Source: Researcher's survey, 2018.

Mean Score = 3.03

Also, the data reveals that the mean score of 3.03 is larger than 1.5, which implies that Leaders give the necessary advice for staff success on the job.

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

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

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

Source: Researcher's survey, 2018.

Mean Score = 2.80

When a situation is out of their control, leaders are more likely to intervene than if the situation were under their control.

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

Table 6: leader motivate you to go the extra mile

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

Source: Researcher's survey, 2018.

Mean Score = 2.95

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

III. DISCUSSION

- In the survey, it was observed that 83.33 percent of respondents (250) said that their leaders are usually there when they are required to provide guidance on the best course of action. Mean score is 3.43 and is also larger than 1.50 in table 1. Accurate worker performance is dependent on leadership direction and recommendations, according to Adeoye (2010). Subordinates in the company need direction in the form of counsel and guidance. Any institution's workers might greatly benefit from the counsel and guidance of their superiors.
- Table 4.2 also shows that the majority of respondents who are academic staff at the institution attested that leaders often motivate them to improve their productivity. The result also shows that leaders often delegate responsibility, which improves a worker's performance to a large extent because employees can have a better experience. There were 246 respondents, or 81 percent, who said this, and it was also found that leadership had a positive impact on the performance of subordinates by motivating them.
- As shown in table 4.3, where the gap between those who attested and those who did not is very wide, the leaders of the institution usually provide the necessary form of guidance needed by staff to perform their duties effectively and efficiently. Table 5 also shows that the leadership style promotes some steady rise in acts of innovation. According to the findings, ABU Zaria's top leaders are those who step in to keep the pace going when things are spiralling out of hand. Leaders, on the other hand, have been shown to often push their subordinates to go the additional mile in order to meet or even exceed their objectives.

IV. CONCLUSION

To say that leadership style has a substantial influence on staff performance in Nigerian public institutions is neither an overstatement nor an understatement. According to the results of the study, transformational leadership is the most common type of leadership practised, and this is reflected in the quality of responses provided by the respondents. This study also found that to improve employee performance, leaders must be able to motivate their staff and give advice, intervene in difficult situations, and provide adequate guidance, promotion, and feedback.

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