

## THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND PERFORMANCE OF PUBLIC INSTITUTIONS, A SCENARIO OF KADUNA STATE CIVIL SERVICE

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### ABSTRACT

The going concern of any institution is of integral significance, but what is more important is the ability of sustaining the going concern. The world is now becoming a global village, competition is now the order of the day if a business/public institution is unable to compete with its contemporary. It will surely go out of business. There must be driver actor which moves the competition and puts the organization longevity on the moves such actors or players is the leadership. The goal of this paper is centralized on the relationship between the various leadership styles and its impact on the Kaduna State civil service. There has been a plethora of successive government adopting mutivariant styles of leadership over the years in Kaduna State since the inception of democracy in 1999. The research adopts the leadership practices inventory theory which is of the position that performance has a relationship with leadership styles. Fainaly source of data was used for collection of data through the instrument of questionnaires. The data retrieved from 240 respondents were scrutinized and analyzed using the regression analysis.

**Keyword:** Going Concern Competition, Longevity and Performance.

### Introduction

The going concern of an institution is of integral importance but worthy of note is the ability to sustain and maintain the going concern. If the objectives, goals of a institution must be met in an ever changing competitive and by namic market, organization are left with no option than to geometrically increase their performance (Wexley & Nemeroff 2015). The world today is becoming increasingly complex, modernism, globalization and technology is changing the stadies-quo which has shafted the whole challenge to the today's manager. The 21<sup>st</sup> century manager is saddled with the responsibility of gaging in inclusive leadership, technology backed communication in real time and having an increasing level of floating employees (Aramo Piriano 2019). It can therefore be inferred without doubt that what is needed today is a management and leadership style that encompasses a general knowledge of the ever increasing global competitive world. The todays manager must be an agent of change have direction and focus and be customer centric (benkhoff, 2017).

There are various dimension of leadership behavior and styles that are available to organization, be it private or public. Bass (2000) categorize the leadership styles into: transformational, transactional and laissez faire charismatic system of leadership is adopted from this study to identify the leadership behaviors and styles adopted by public managers. This approach is suitable for this study because it recognizes the various leadership styles and behavior characterized into: laissez faire transformation and transactional (Begley & Zaska 2013). The justification for this approach is because it fulfills the conditions applicable in management research and the findings are substantial and pragmatic.

It is worthy of note, that despite the various types of leadership behaviors, some managers make an assemblage of one or more leadership style for management. To put simple there is no absolute rule that emphasize on manager to adopt for management this is particularly true in Nigeria where managers and public private sector officers adopt the leadership style that best suit the interest of the organization at the particular moment. Kaduna State civil service bein a public corporation is bedeviled by these leadership choice problems, hence the managers are forced with the challenge of choosing between the leadership style that will maximize performance growth and overall wealth maximization.

There is no gain saying to suggest that effective leadership increases organizational performance and belonging. Several research emphasizes the importance of leadership as a paramount factor to enhance organizational goal (Benthoff 2017 & Adler 2016). Notwithstanding these results and findings are not absolute as other researches. Though a large majority of researchers are of the believe that the optimum mix of leadership affect performance positively scholars with this disposition are (Misumi and Peterson 2015 and Pearson, 2019). Though a number of other researchers prove to the country that leadership has no relationship with organizational performance (Look, Chuqanti and Haksever 2016, Preter 2013).

Being that there is no absolute result on the relationship between leadership and performance in view of previous literature, this research therefore, aims at dissecting to have an overview between leadership styles and organizational performance.

### **Objectives of the Study**

The general objective of the study is access the impact of leadership style on performance of Kaduna State civil service.

The specific objectives are:

- i. Access the impact of transformational leadership style on performance in Kaduna State Civil Service.
- ii. Determine the extent to which transactional leadership style impact performance in Kaduna State Civil Service.
- iii. Analyzing the extent to which laissez faire leadership style impact performance in Kaduna State Civil Service.

### **Statement of Hypotheses**

The following are the hypotheses for the study state in the null form:

Ho<sub>1</sub>: There is no relationship between transactional leadership style and performance in Kaduna State Civil Service.

Ho<sub>2</sub>: Transactional leadership style has no relationship with performance in Kaduna State Civil Service.

Ho<sub>3</sub>: Laissez Faire leadership style has not significantly affected performance in Kaduna State Civil Service.

## Literature Review

### Concept of Leadership

Leadership is an activity in which the actor (leader) engages in various activities that geared towards achievement of a goal. Leadership is also seen to be a social activity that constitutes an assemblage of behaviors and attitudes of the actor that is directed in controlling individuals towards achievement of goal. Leadership also can be seen as an activity in which a leader engages in activities and functions of leadership which include; communication direction and control. It is abundantly obvious where there is no leadership there is no organization. There are multivariant leadership styles but prominent amongst is the three leadership classification styles (Bass, 2000).

### Leadership Styles

As put by Bass (2000), there are three famous leadership styles. This research adopts the charismatic approach to identify the leadership styles adopted by the public service managers. The major classification of leadership styles is cut across: transformational transaction and laissez faire leadership styles: the various classification of this leadership styles are hereby elucidated.

- i. **Transformational Leadership Style:** this style of leadership is integral towards achievement of the goals of an organization as it encourages sub-ordinated to think outside the box and put in additional efforts that is geared towards achievement of organizational goals and objectives.  
As put by Bass (2000) employees feel a sense of belonging characterized by trust loyalty admiration belonging and love towards their leader who adopts transactional leadership encourages the leaders to inspire their employees to raise their skills and capability. Several literature reports that transformational leadership styles increase performance (Machus, 2016).
- ii. **Transactional Leadership Style:** transactional leadership style adopts the business-like leadership style, it looks at leadership affirm an epicenter of commerce relationship. It emphasized that the relationship between a leader and employee is that of bargain. It looks at goal attainment as a function of exchange rewarded by bargains.
- iii. **Laissez Faire Leadership Style:** The laissez faire system of leadership adopts an analogy of "I don't care". It is a system of leadership where the leader does not interfere in the activities of his sub-ordinates, it is characterized with a situation where the leader stylistically avoids responsibilities. Laissez faire system of leadership is counter-productive and such system is attribute with retrogression inefficiency and dissatisfaction (Buss, 2000).

### Concept of Performance

Performance is a strategic objective involving the extent to which an organization is able to achieve its goals and objectives. Performance could also be seen to be proxy to which an organization is able to regic its strategic goals and objectives. Craig and King (2018) sees performance as the degree of organization achieving its strategic goals as well as indicator for the examination of the company's overall competitiveness. The competitive advantage of an organization is integral to its going concern and can be measured using proxies such as; profitability, income quality human resource and income. Several studies have directed and posited multivariant proxies for measuring organizational performance. A bulk majority of these literatures sees performance as a set of financial and nonfinancial categorization. It is important to note, management scholars often tilt to productivity performance. The world today is characterized by modern day technology which brings about rapid change making the system of transactions captured and monitored in real time, therefore these put the today's organization on the line of competing not just domestically but internationally hence financial stability is a necessity for the organization, making the financial

performance indication a force to reckon with. Lappulainen (2012) posit that performance is the assemblage of all achievement realized by all business departments that constitutes the organization.

### Review of Empirical Studies

The link between leadership and organizational performance has been found to give various results Masheed (2016) examined the relationship between leadership and organizational performance using a proxy of accounting ratios and came up with a conclusion that suitable and effective leadership has a multiplier effect on performance of an organization. In the same vein, Cook, Chaganti and Haksever (2018) examined the relationship between performance of an organization and its leadership using independent units of a single organization and came up with a conclusion of a positive association between leadership and performance to variant degrees of performance variable which include productivity, quality and shrinkage.

To put further, Alegre, Hirner and Perena conducted a research in Asia with Malaysia a centre of attention, the research used a counting ratios as proxy for organizational performance, the result concludes that there is a link between organizational leadership and its performance measured by return on asset, investment and the current ration.

Strategic leadership of an organization to a very large extent affected organizational performance positively. Lowe Kroeck and Sivas Ibramanian (2019) examined strategic leadership and organizational performance and the result was overuchelundry to the extent that strategic leadership contributes positively to organizational performance.

### Theoretical Framework

The research adopts the leadership practises inventory (LPI) because of its suitability in the classification of leadership into the three categorization and examined abstractly its relationship with performance. The proponents of the theory are Kouzs T. and Posner (1987). The theory assumes that the leadership behavior adopted by an organization predicates its performance. This is to put that, the leadership style adopted by the Kaduna State Civil Service will have an impact on their performance.

As no theory is without limitation, the major disadvantage of the theory is that it holds the organization constant assuming that there is no input from the outside (Yuk 2008). This further posted by the theory that performance in an organization is determined only by forces working within the organization. This has gone against the pragmatic reality where no organization or country cooperate in autarchy Kaduna State Civil Service collaborate with other agencies an labor organization.

### Methodology

This study adopted the survey research design, it uses primary sources of data and used the instrument of questionnaire. The justification is opinions, attitude, reflections and behaviors of the employees can be anonymously retrieved from them.

The population of the study is total work force of Kaduna state civil service which stands at 102654 (office of the Kaduna State head of service 2020).

Taro Yamane (1967) formula was used in determining the respondents of the study.

The formula is  $n = \frac{N}{1+N(e)^2}$

Where: n = Sample size

N = Population

e = Level of Precision

This resulted to the sample of respondents to be 400, therefore four hundred questionnaires were administered out of which 240 were validity responded to. The sample cut across. Management staff, administrative staff and clerical staff.

Regression was used for analyzing the questionnaire.

The model used for the study is:

$$P = \beta_0 + \beta_1 (\text{TrLS}) + \beta_2 (\text{TrLS}) + \beta_3 (\text{L}_f\text{LS}) e - - - - 1$$

Where: T<sub>f</sub>LS = Transformational leadership style

TrLS = Transactional leadership style

L<sub>f</sub>LS = Laissez faire leadership style

P = Performance

β<sub>0</sub> = Intercept

β<sub>1</sub> β<sub>2</sub> β<sub>3</sub> = Slope

### Results and Findings

The hypotheses of the study was tested with the aid of multiple linear regression analysis. This attempts to ascertain the impact of leadership style on performance of Kaduna State Civil Service Statistical package for social science (SPSS v.22) was used in running the data for the study.

**Table 1: Result of Regression**

Variables	Coefficient	Std. Error	t stat	Prob
Constant	3.707	0.844	4.392	0.000
Transformational leadership style	3.086	0.002	0.219	0.002
Transactional leadership style	1.292	0.001	2.299	0.028
Laissez faire leadership style	-1.419	0.001	-1.887	0.670
R	0.498			
R-squared	0.248			
Adj R-squared	0.157			
S.E of estimate	3.30326			
Sig (p-value)	0.046*			
Df	239			
Durbin-Watson	2.061			
f-stat	2.720			

Source: SPSS output, 2020

The table presents the results obtained from the statistical package for social sciences (SPSS v.22) for the impact of leadership style on performance of Kaduna state Civil Service. From the table above it is observed that 10<sup>th</sup> transformational and transactional leadership style have a positive relationship with perform yet statistically significant at 5% level of significance with 3.086 and 1.292 respectively. Laissez faire posits a negative and yet statistically insignificant relationship with performance to Kaduna State Civil Service with values of -1.419 and 0.670 respectively.

The adjusted R<sup>2</sup> stands at 15.7% while the R-value stands at 0.498 amounting to 49.8% which interprets to meaning that these exist a relatively average relationship between the dependent and independent variable. There was no auto-correlation as the Dubin Watson reveals a value of 2.061.

## Discussion

Ho<sub>1</sub>: There is no relationship between transformational leadership style and performance in Kaduna State Civil Service.

From the table above, it is observed that the p-value stands at 0.002 which is less than 0.005 (P<0.05). this shows that the regression is statistically significant. It is therefore brought to notice, that the null hypothesis is rejected.

This result is in conduction with the work of Memleg (2016) who in his funding ascertain that the leadership style adopted by an organization has an effect on the performance.

Ho<sub>2</sub>: Transactional leadership style has no relationship with performance in Kaduna State Civil Service.

From the table above, the p-value stands at 0.028 which is less than 0.05 (P<0.05), this is an evidence of the research, rejecting the null hypothesis as the result is statistically significant.

This result is in conjunction with the work of Lowe, Kroeck and Sirasubraman (2019) who posited that there are numerous factors that contribute to organizational performance which is not just limited to leadership behavior but could include employee satisfaction, work environment, regomtion and a host of others.

Ho<sub>3</sub>: Laissez faire leadership style has not significantly affected performance in Kaduna State Civil Service.

The regression stands at 0.670 which is statistically insignificant at 5% level i.e. (P>0.05). This is enough evidence to accept the null hypothesis which assumes that there is no relationship between leadership style and performance in Kaduna State Civil Service.

This agrees with the work of Masheed (2016) and Munley (2016) which posits that laissez faire system of leadership inversely affects performance. This system of leadership should therefore be avoided as its counter productive and retrogressive to the organization.

## Conclusion and Recommendation

The Lieruchy or reporting relationship in organization attempts to explain how communication flows within the organization. The employees report to the management and the management intern reports to the board. This study came to the conclusion that there are multivariant leadership styles available, but Kaduna State Civil Service should choose the style that best increases its performance. The research concluded that transformational and transactional leadership style increase performance positively hence the Kaduna State Civil Service should ret for choosing between the both depending on the management objective.

The research in conclusion discourages laissez faire system of leadership as the result in conjunction with other researches fount out to be retrogressive and counter production.

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**Appendix**

**QUESTIONNAIRE**

**Demographic variables**

1. Gender (a) Female [ ], (b) Male [ ],
2. Marital Status: (a) married [ ] (b) single [ ] (c) divorced [ ] (d) separated [ ] (e) others, specify \_\_\_\_\_
3. Age (age in years), (a) 18-25 [ ] (b) 26-35 [ ] (c) 36-50 [ ] (d) Above 50 years
4. Length of service (in years) (a) 1-5 [ ] (b) 6-10 [ ] (c) 11-15 [ ] (d) Above 15 years.
- 5.

**Questions related to the Objectives**

**Key: SA = strongly agree; A= agree; D= disagree; SD= strongly disagree U= undecided**

S/ N	Variables	SA	A	D	SD	U
<b><i>Transformational Leadership Styles</i></b>						
5.	Your supervisor go beyond self-interest for the good of the group					
6.	Your supervisor consider the moral and ethical consequences of decisions					
7.	Your supervisor talk optimistically about the future.					
8.	Your supervisor reexamine critical assumptions to question whether they are appropriate.					
9.	Supervisor help others to develop their strengths.					
10.	Transformational leadership style has positive effect on organizational performance					
11.	Transformational leaders enhance your Performance of workers in the organization					
<b><i>Transactional Leadership Styles</i></b>						
12.	Your supervisor makes clear what one can expect to receive when performance goals are achieved.					
13.	Your supervisor keeps track of all mistakes.					
14.	Transactional leadership style has positive effect on organizational performance					
15.	Transactional leaders enhance your Performance of workers in the organization					
<b><i>Laissez-faire Leadership Styles</i></b>						
16.	Supervisors wait for things to go wrong before taking action.					
17.	Your supervisor avoids making decisions.					
18.	Laissez-faire leadership style has positive effect on organizational performance					
19.	Laissez-faire leaders enhance your Performance in the Organization					
20.	Leadership style has effect on organizational performance					