LEADERSHIP STYLES AS A PANACEA TO ACHIEVEMENT OF ORGANIZATIONAL EFFECTIVENESS

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ABSTRACT
A lot have been done by researchers in recommending one style, theory, concept, system, techniques and innovation to be able to alleviate the peculiar leadership problems but despite their efforts, the problems has defiled most of the solution. Leadership styles are examined as a magic bullet for achieving organizational effectiveness. The study's related literature was reviewed. The study's conclusions demonstrated that democratic leadership is a tool for organizational effectiveness and that leadership has a substantial impact on workers' performance. Also a participative leadership style helps to improve performance among employees. Finally, solutions and recommendations were made in which emphasis was made on the best leadership styles that will achieve organizational effectiveness in learning organization.
KEYWORDS: *Leadership Styles, Organizational Effectiveness.*

INTRODUCTION

There are as many approaches to leadership as there as leaders, from Lewis's leadership styles framework of the 1930 to the more recent ideas about transfer national leadership. There are several broad leadership styles as well, such as transactional and servant leadership. Increasing your understanding of frameworks and leadership styles will help you refine your strategy and lead more successfully. From Mahatma Gandhi and Winston Churchill, and to Martin Luther King and Steve Jobs, there can be as many ways or styles to lead people as there are leaders.

The emergence of organisations sprang out of the burning desire to achieve optimum productivity. This implies that set goals cannot be realized in isolation of individuals. Organisation is the individual and individual is the organisation. In order to do this, any organization's activities are dependent on its leadership and its followers, who are directed toward the accomplishment of the organization's goal.

Businesspeople and psychologists have created helpful frameworks that outline the primary leadership styles. Understanding these frameworks will enable you to create your own leadership style and increase your effectiveness as a leader. We are currently experiencing a leadership crisis on a global scale, making this the perfect time in history to learn about leadership concepts. Effective leadership that is positive, constructive, dynamic, creative, and urgently needed.

All sectors of society—business, industry, government, labour, education, and the church—are in desperate need of capable leadership. Even if there may be a large number of employees working in administrative roles, more effective leaders are still needed.

Every organization needs to continuously develop skills in order accomplish success. The organization is divided into the lead and leaders. Civilization must experience progress, and progress depends upon leadership.

Leadership can be described as:
▪ Knowing what to do
▪ Knowing why that's important and
▪ Knowing how to bring appropriate resources to bear all the need at hand.

Or simply put a one who knows the way, goes the way and shows the way. This focuses primarily on the idea that successful organization development depends on careful planning, program analysis, and the selection of the right activities. Therefore, in the pursuit of organizational success, effective leadership directs the organization's operations and works to achieve them through the application of the appropriate management concepts and administrative behaviours.

THEORETICAL FRAMEWORK

A basic examination of the many leadership ideas is required in order to fully comprehend the various leadership philosophies. The literatures on leadership are voluminous, and much of it is confusing and contradictory. As a result, only a select few will be taken into account for the research study's goal of defining an effective leader. You must be considerate of the wants and needs of your group or organization. You must stand by them, assist them, and show concern for their well. The true leader will subordinate his/her own needs to those of others. Morale and productivity are highest in group when leaders show a high degree of consideration and concern for their team.

Fair, firm and friendly is the secret, treating others as you would like to be treated play no favourites, getting a fair deal is the most significant concern to employees at all levels. A strong link between the leader and his or her team is formed by consideration, showing concern, and fairness. An excellent leader has the capacity to make others feel good about themselves. The effective leader is team centered and a good listener.

However, the early leadership concept was according to the fact that the leaders were born with the innate leadership qualities. Others attributed leadership to the nature of the physical characteristics of people. Others believed that through training of certain individuals, leaders could emerge.

1.   TRADITIONAL OR GREATMAN APPROACH

This is the traditional theory of leadership, according to which great leaders possess inherent leadership traits from birth. In other words, leadership came from the family. A leader must have descended from earlier leaders in their family or genealogy in order to possess the leadership traits that these great men possessed.

2.   TRAIT APPROACH

Trait approach believed that personal characteristics of past successful leaders possibly useful as basis for determining those who may become leaders. Such traits include: intelligence, initiative, receptiveness, vision, communicative   ability, strength, bravery, sense of human understanding and supervisory ability etc.

The search for characteristics such as those listed above that would differentiate leaders from non-leaders occupied the early psychologists who studied leadership. The critical question one way wants to ask would be, is it to locate both or any personality, social, physical or intellectual characteristics in individuals we generally acknowledge as leaders, that non-leaders do not possess? People like **Matins Mahatma Gandhi, Luther king, Adolf Hitler, John.F. Kennedy, Alh. Shehu Shagari, Chief Olusegun Obasanjo, Goodluck Jonathan,** we may agree are individuals with utterly different characteristics. If the idea of traits were to be proved valid, there must be specific characteristics that all leaders possess. Research effort at isolating these traits resulted in an array of dead ends. For instance, a review of twenty different studies identified nearly eighty leadership traits, but only five of these traits were common to four or more investigations (**J.G. Geiner**)- An approach to the study of leadership using traits small groups. A major movement away from trait began as early as the 1940's; leadership research from the late 40's through the mid-1960's emphasized the preferred behavioral style that leaders demonstrated.

3.   BEHAVIOURAL THEORIS

These ideas put out the idea that certain behaviors set leaders apart from followers. There were a number of studies that looked at behavioral styles but two of these studies which were most popular are: (i) Ohio state Group and (ii) The Michigan University Group. The Ohio State Group separated leader behavior into two main categories.

INITIATING STRUCTURE: In order to achieve goals, a leader will likely define and structure both his or her own position in the process as well as that of subordinates. It entails actions taken to try and organize work, working relationships, and goals. The group's leaders provide specific duties to group members, demand that projects adhere to predetermined performance criteria, and place a strong emphasis on achieving deadlines.

CONSIDERATION: This is defined as the likelihood that a person will have professional connections that are marked by respect for her followers' comfort, well-being, status, and satisfaction in addition to mutual trust.

UNIVERSITY OF MICHIGAN STUDIES
These studies were similar to that of Ohio State Group. They came up with two aspects to leadership that they called "Employee oriented" and "Production oriented".

(a)   **EMPLOYEE ORIENTED**: Leaders were those described as those emphasizing interpersonal relations, they took a personal interest in the individual differences among members.

(b)   **PRODUCTION ORIENTED:** In contrast, a leader usually focused on the technical or task-related aspects of the work. The group members were merely a means to a goal; their primary focus was on completing the task assigned to them.

Consequently, the researchers from Michigan came to the conclusion that employee-oriented leaders were linked to high group productivity, organizational effectiveness, and job satisfaction, whereas production-oriented leaders were typically linked to low group productivity and low work satisfaction. As a result, they had a high preference for leaders who demonstrated a focus on their team members.

MODERN APPROACH- CONTINGENCY/SITUATIONAL THEORY

The changing situation in our society today coupled with the complex nature of our organizations has called for a new approach to leadership management. It is now thought that a manager's ability to lead depends on the circumstances. As a result, the following can be said about leadership:

i.   The group's character
ii.   The type of the issue
iii.   The environment's characteristics

The connection between a leader's approach and effectiveness suggested that under condition 'A' style X would be appropriate, while style 'Y' would be more suitable for condition ''B'' and style Z for condition 'C'. But what were these conditions A, B, C, etc.? It was one thing to say that leadership effectiveness was dependent on the situational condition.

Numerous studies have tried to identify the crucial contextual elements that influence a leader's effectiveness. The degree of task structure, the leader's position power, the clarity of the subordinates' roles, group norms, information accessibility, the subordinates' acceptance of the leader's decision, and the subordinates' maturity are a few examples of common moderating variables used in the development of contingency theories.

Several approaches to isolating key situational variables have proven more successful than others and thus have gained under recognition. Among these are:

(i)   The autocratic-democratic continuum
(ii)   The fielder model
(iii)   Hersey and Blanchard's situation theory
(iv)   Leader-Member-Exchange theory (LMX) And
(v)   The Path-Goal model.

However, path-goal theory as a byproduct of leadership effectiveness shall be examined briefly for the sake of this research review investigations.

PATH-GOAL THEORY

It was created by Robert House as a contingency model of leadership study that takes the expectation theory of motivation and the initiating structure and consideration research from the Ohio State University.

The core of this theory is that it is the leader's responsibility to help his or her followers achieve their goals by giving them the necessary guidance and/or assistance to make sure that their objectives are compatible with the broader organizational objectives. The idea that good leaders make it clear how their followers can get from where they are to the goal is the basis for the term "Path-Goal."

(i)   Autocratic (Authoritarian)
(ii)   Democratic (Participatory)
(iii)   Supportive (Iaissez-faire conniving)

1.   AUTOCRATIC LEADERSHIP

This kind of leadership is defined by the use of coercion or punishment to force his agenda on the subordinates. Often he does not delegate authority. But whenever he does so he ensures that his directives are carried out without the application of external initiative. This style of leadership occasionally acts on instinct and does not believe in broad consultation.

2.   DEMOCRATIC (PARTICIPATION) LEADERSHIP

This sort of person adheres to the principle of group participation, where both the leader and the lead have the chance to critically examine issues before making judgments that would be advantageous to all. On the

continuum of leadership, democratic leadership falls halfway between the extremes of supporting or laissez-faire leadership and authoritarian leadership.

3.   SUPPORTIVE (LAISSEZ FAIRE) LEADERSHIP

This leadership encourages the subordinate to exercise a great deal of freedom in carrying out their duties because they believe in the inherent potentials of every person. He does not interfere much but gives support and sets good climate for his subordinates to do their best. More often than not, this leadership does not want to put blame when things go wrong since the party to the failure of that organization. The leader who chooses this course of action in their admiration is ineffective. In essence, this isn't any kind of leadership.

LEADERSHIP STYLE (Managerial grid):

This is presented in a diagram below and depicted by ratios and its interpretations in leadership style.
Diagram
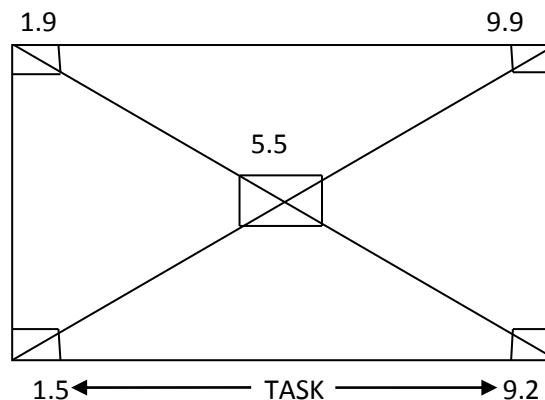
Ratio: Leadership style
1.1   -   Not in existence
1. a   -   Laissez-faire
a.1   -   Autocratic
a. a   -   Ideal situation
5.5   -   Democratic
(Source: Black & Mounton)

Rachich and Dar (1978) came up with a view that, "leadership styles have to be democratic in order to function well because staff function is specialized and finds it difficult to monopolies decision and policies''. It is mainly functional and calls for delicate balance authority to avoid in efficiency.

Therefore, the leader sees himself as a colleague of the work group with certain responsibilities. The leader had to consult with subordinates and thus enable him control in services, magnitude of commitment to objective, mental and physical effort in work which is a natural as play and rest.

According to **smith and powel (1988), study** of the subject matter, (Leadership) quote by stewart **L. Tubb (1994) during** his recent research on leadership have viewed leadership as comprising two major activities that help group and organization achieve its goal and objectives, these include:
(a)   Task function
(b)   Consideration function

The earlier entails giving and asking subordinates member for suggestion, opinion or information while the later (consideration) which has to do with moral principles that improves the emotional environment or pleasure of individual members. Support and encouragement are the foundation of this. It depends on the leadership value, or the style chosen in formulating his policy and decision, for Nigerian public science organizations, which are non-profit organizations, to have enough strength to provide facilities to enable staff to carry out their jobs more efficiently and effectively.

As of the twenty-sixth (26th) year of Nigeria's national flag independence, according to Chuba Okadigbo's study of leadership in Nigeria, the leadership of a given country must have the proper constitutionalism, structure, and tools for formulating policies and making decisions. In administering the nation's resources, he advocated for education, communication, selflessness, tolerance, statesmanship, and a

keen sense of humor. It also applies to every organization. It will be one of the advantages. It may be inferred from the aforementioned opinions of numerous scholars that leaders are provided guidance and work to attain goals and objectives To lead or direct means to move forward while illuminating the path for others to take, as opposed to approaching the group from behind. This suggests that the leader selects the set of goals to be achieved, influences (motivates) after explaining how the goal may be attained, and monitors (supervises) the team's efforts to meet the objectives. A leader must call for a relationship of superiority and subordination. This also applies to the administration of objectives, which must be viewed as collectively set and pursued in order to produce the desired outcome.

LIERATURE REVIEW

Many schools of thoughts have attributed special traits to leaders. Others have suggested that leaders are products of their ages; thankfully, they were fortunate enough to be born during a period of favorable circumstances. Each organization differs between the leader's role and the follower's role. It is reasonable to say that the role of the is to alter, guide, and regulate the behavior of a certain group; this role is more or less traditionally associated with executives, managers, supervisors, and foremen, psychologists, etc.

People start exchanging ideas, thoughts, views, and interpretations whenever people gather together in small groups, whether the membership is political, social, or contract management. They interact and influence each other in positive and negative ways e.g. monthly meetings, because of this exchange behavior are affected in certain ways.

Every organization is designed to accomplish particular aims and objectives. Each company should make an effort to obtain the required inputs in the appropriate amount and quality in an effort to attain those goals. Although the type of inputs needed may influence how well an organization achieves its goals, human resources are by far the most crucial and significant of all inputs. In the end, all other resources (inputs) are processed by human resources to produce the final results (output) in the form of goods and services.

Utilizing others to accomplish organizational goals is the process of leadership. Leadership is a method of providing direction and the result of interactions, claims Okoroma (2000). It is a contribution to an organization that involves interpersonal influence as one starts structures and behaviors that lead to a predictable pattern of group interaction geared toward output and personal fulfillment (Chike-Okoli, 2009).

Reviewing the aforementioned, the leadership process entails motivating individuals to voluntarily carry out tasks in order to reach a shared objective. It takes into account the connection between the task at hand and the individual chosen to manage the activities of a team. The main idea of leadership is motivating others to take action (Sapru, 2013). It can be evaluated from the following angles: what the leader must do, how he must do it, why he must do it, and what he will do. Leadership appears to be the pinnacle and focal point of operations in every firm. Through effective coordination and guidance, these activities transform into production. This is clear from (Chike-Okoli, 2008), which asserts that a leader can inspire workers by using the following strategy:

1.   Job enrichment, security and satisfaction; and
2.   Provision of good working environment and condition

It is pertinent to know that every organization therefore has certain basic functions to perform: thus, the planning, organizing, integrating and controlling. The importance of leadership and motivation increases with integration of these organizational responsibilities. Since leadership is so crucial, the crucial question is: What makes a great leader? The tempting answer is great followers.

Therefore, the skill of influencing a group of people's behavior so that their actions are focused on attaining the group's specified goals and objectives can be used to define leadership. "The effort a manager undertakes to cause people to take successful action," according to Allen (1964), is what is meant by leadership. He lists five key actions that are connected to leadership:

i.   Management Decision-making
ii.   Management communication
iii.   Motivation.
iv.   Selecting people and
v.   Developing

Effective leadership is crucial to the achievement of results in any society or organization. For this reason, people who want to hold leadership positions should develop traits that could help the company achieve its aims and objectives. Depending on how good a leader is, the degree to which company goals and objectives are attained may vary. An effective leader is someone in a position of power who is able to allocate the available resources utilizing a variety of strategies and talents at various times and levels to produce results more efficiently and effectively. The three basic forces that govern leadership effectiveness are:

(a)   Forces in the leadership

This include that personal value system i.e. how strongly he feels that individuals should have a share in decisions which affect them, or to what extend does he allow each officer charged with every responsibility to assume the burden of taking that decision.

(b)   Forces in his subordinates

Does he consider individual difference in his subordinates?

Does he consider their motivational needs?

What of individual expectations from the organization?

Subordinates expectation on how the leader ought to manage the organization.

Environment pressure from the organization, work group and individuals within

(c)   Forces in the situation

The organization, pressure of time.

Effective Leadership

Effectiveness indicates the capacity to bring about a desired or required outcome. Integrity, initiative, creativity, intelligence, charisma, and the ability to motivate others are qualities of an effective leader. Strong motivation for accountability and task completion, enthusiasm and persistence in goal pursuit, and initiative and creativity in issue solving are traits of effective leadership (Stogdill, 1970 in Okoroma, 2000). A leader needs situations and followers in order to be successful. It's important to remember that a leader's abilities can make or break an organization. Abdussamii (2014) identified the following qualities of an effective leader:

1. Expertise, dependability, sincerity, accountability, and responsibility;
2. Capacity, initiative, creativity, assertiveness, firmness, sincerity, and justice;
3. Positivity, wisdom, modesty, clarity of vision, comprehension, and open-mindedness;
4. Information management, straight forwardness, cheerfulness, nice, accommodating, exemplary, demonstrative and practical;
5. willing to admit mistakes and ever ready for amendments;
6. Inquisitive, detailed, oriented, competitiveness and flexibility.

An organization's performance and productivity must be high for a leader who possesses up to half of these criteria to be confirmed as a successful leader.

Organisation

A group of individuals who are organized for a specific purpose, such as a business or government agency, is called an organization. According to Business Jargons (2019), an organization is a group of people engaged in achieving specific goals. It might be referred to as a social structure that includes all official human interactions. The organization includes task alignment with respect to the company's ultimate aim and the division of labour among personnel. It may also be referred to as a managerial duty that connects together workers' efforts to accomplish objectives. An organization's goals are pursued through effective planning, coordination, labour allocation, and a member's relationship between authority and responsibility.

Similar to this, organizations can be divided into formal and informal groups. Formal organization refers to the framework of roles and responsibilities with predetermined interactions and relationships established by management to achieve its goals. Informal organizations, on the other hand, deal with employee relationships that are based more on human preferences, prejudices, and interests than on official procedures. The organization being discussed here is a formal organization where the leader is charged with gathering and organizing the efforts of people and other resources in order to accomplish goals.

Leadership styles for organizational effectiveness

To determine the traits and theories that set a leader apart from other leaders, several scholars have looked at organizational leadership. However, it appears that no particular style is hailed as the finest. The behaviour, methods, strategies, and techniques that leaders use to manage their followers or subordinates vary depending on the individual. No two leaders are same; they each carry out the same tasks from unique viewpoints. A leader's job is to direct a team of people toward the organization's objective. According to Chike-Okoli (2009), a leader's role is to influence the group toward the accomplishment of group goals by organizing, leading, and integrating institutional requirements and member needs in a way that will be both fruitful and personally satisfying. This means that a person's leadership style will vary depending on their personality, their followers' personalities, and their organization's personality.

Different leadership styles exist, including authoritarian, democratic, laissez-faire, charismatic, bureaucratic, task-oriented, relation-oriented, servant, transactional, and transformational leadership.

Individual control over the choices and contributions of the followers is a defining characteristic of autocratic leadership. With the exception of the organization, he is a guy of great leadership and authority. The leader is a dictator who is haughty, unwilling to accept criticism, and unwilling to share ideas with his team.

Democratic leadership considers the needs of every organization member. It allows for employee engagement in organizational activities, including decision-making. Because their ideas, thoughts, and opinions are taken into consideration, the employees are happy.

Laissez faire refers to a leader's casual approach toward his team members and organizational tasks. The organization's objectives are pursued without using any kind of control. He is interested in the group's total freedom and happiness at the price of the organization. Goals must be committed to in order for them to be accomplished. It also goes by the name of delegative leadership.

The possession of certain inherent traits, such as personality traits, physical characteristics, and other qualities, is necessary for charismatic leadership. Such rulers are supposedly born great men or born to dominate. Due to their traits that make them popular with the populace, they inspire others to complete assignments. The way they conduct themselves has earned them the respect, admiration, and likes of the public. The organization could be negatively impacted by this type of leadership.

Transactional leadership promotes compliance by followers through rewards and punishments. It focuses on supervision, organisation and performance. This style of leadership carefully examines the work of followers to spot errors and deviations. Only in dire circumstances is it useful.

Teamwork is a key component of transformational leadership when identifying essential change and developing a vision. It improves followers' motivation, morale, and work performance in a variety of ways. A transformational leader motivates subordinates and strengthens their commitment to their work.

As a result of the aforementioned, a leader cannot be effective by adhering to a single leadership style or idea. Effective leadership will entail combining all the ideas and styles and using them when necessary. This strategy is referred to as "synthetic". An effective leader should use a range of leadership styles to take the organization to new heights. Okoroma (1999) highlighted six factors that are essential for successful leadership – (i) selfless service, (ii) compassion for people (iii) show of love (iv) reasonableness and moderation v) strength and courage and vi) honesty and purpose. Despite the above elements identified by Okoroma, Duggan (2019) suggests the following factors for leadership effectiveness – motivation, team building, change, mentoring, clarity and good communication.

Effective leadership actually needs to control a lot of huddles in order to break even. Human resources are the most challenging resource to manage, hence a leader must possess the aforementioned traits in order to effectively guide organizational activities. He must possess wisdom, originality, initiative, creativity, be willing to admit and make amends for his errors, and most importantly, compassion and drive.

QUALITIES OF A GOOD LEADER

There are common traits that define leadership, and finding them take some study of those who have successful, by actively building on those traits you can develop into a stronger leader. The following are some of the features that make a leader effective.

- **Empathy**: Making genuine connections with your personnel reduces the likelihood that animosity and personal difficulties may surface and cause the team to stumble. Your team will be more likely to cooperate with you and support your goals if they believe that you understand their worries rather than sow discord.

- **Consistency**: Being a dependable leader will earn you the group's trust and respect, which is crucial for gaining their buy-in. The group will want to behave similarly if you lead by example and are trustworthy and honest with them.

- **Honesty**: Credibility-fostering leadership quality number two. Honesty makes it much more likely that challenges will be overcome rather than avoided, especially when it comes to worries. Honesty promotes improved evaluation and development.

- **Direction**: One of the key traits of effective leadership is having the vision to depart from the standard and aspire for big things while also knowing the actions to take to get there. A competent leader may produce impressive change by envisioning what might be and managing the objectives for getting there.

- **Communication:** The team may maintain the proper attitude by having effective communication. If you continue to encourage the proper mindset among the team. Your workforce will be more likely to respond positively and work well with you if you explain expectations, problems, and suggestions clearly.

- **Conviction:** One of the most crucial qualities of leadership is a clear vision and the determination to see it through. Those in charge who are committed to the purpose and make efforts to achieve it will serve as an

example and a resource for their followers. "Successful people keep a happy attitude no matter what is going on in their environment. They don't become distracted by all the other things that life throws at them; instead, they maintain their attention on their past accomplishments rather than their past mistakes, and on the subsequent activities they must take to advance toward their goals.

TYPES OF POWER
Since the beginning of human society, power has played a significant role. Power can be social, political, or physical. Position or authority generally give off power, which has a positive and negative impact on others. For simplicity and understanding purposes power is usually classified into the following categories:

1.   Legitimate power
Legitimate power also known as position power or official power comes to the leader when the organization's authority is accepted. It is derived from the organization's policies. It offers the leader the ability to manage resources, punish and reward people. People submit to its authority because they think it is desirable and necessary to uphold discipline and order in a society.

2.   Charismatic power
Charismatic power or power of personality comes from each leader individually. This is the power of attraction or devotion, the desire of one person to admire another. The leaders have a personal magnetism, an air of confidence and a belief in objectives that attracts and hold followers, a subordinate feels a positive attraction towards a leader by identifying himself with the leader, and this power helps the subordinate to understand and value the leader so much that he understands and acts according to the expectations of the leader. **Joan of arc in France, Mahatma Gandhi and Netajisubhas in India** is historical examples of charismatic leaders.

3.   Expert power
Expert power comes from specialized learning, this is power of knowledge and skill of a special and that are important in getting the job done. A person's professional competence or knowledge give hi expert power. His credibility increases, he can lead other persons to trust his judgments and decisions.

4.   Reward point
Reward power comes from authority; this arises from the authority to reward worthy behavior. The superior has the authority to bestow on the subordinate concrete benefits like a promotion, time off from work, and interesting work assignments. The leader can also bestow psychological rewards on the subordinate, such as compliments, acknowledgement, approbation, and recognition. The subordinate must believe that he can grant rewards because he has access to higher authority. The charismatic and legitimate power of the leaders can also be enhanced by the reward power.

5.   Coercive power
It is the power to threaten punishment; the leader can impose real sanctions like dismissal, downgrading, and negative ratings, among others. Criticism, avoidance, disapproval, and mocking remarks directed at the subordinate are all examples of psychological punishment. Reward power aids in deterring unwanted behavior, the subordinate's self-esteem rises as a result of reward power, and punishment or coercive power is reduced.

6.   Political power
This authority derives from a group's backing and is a result of a leader's aptitude at influencing individuals and social structures in order to win their loyalty and support. In all organizations, it grows. Leaders can utilize a variety of strategies to increase their political clout. Social exchange, which suggests "if you do something for me, I will do something for you," is one of these strategies. It is based on the social norm of reciprocity, where two people in a committed relationship feel strongly obligated to pay back their social debts to one another. Both parties benefit when these trade-offs are successful because they obtain what they want. A leader should collaborate with employees to help see and achieve goals that support the general vision of the organization in order to connect political power with the path-goal.

CONCLUSION
To characterize leadership, many theoretical concepts have been used. The characteristics approach, scenario concepts and combinations, and the situation concept approach appearing as a group dynamics approach are prominent among them. Determining the influence of leadership style on achieving organizational

performance was one of the study's main goals. The topic of fostering efficiency in businesses that fully embraced effective leadership likewise attracted attention.

Some conclusions were drawn from the study and addressed. The results of the research have demonstrated that in order for any organization to succeed, the right leadership philosophies must be used. It is intended that this project's presentation of leadership would help people comprehend why democratic, participatory leadership is important to embrace since it will increase organizational effectiveness. Because of the advantages that its employees will experience as well as the overall benefits to the organization, it was implied that democratic or participative leadership styles are the finest of all the leadership styles.

Suggestions

The following recommendations are determined after examining the effectiveness of effective leadership in organizations for performance and productivity:

1. Quality leaders should always be saddled with organizational responsibilities;
2. Incentive and motivation are very important tools for inducing performance and productivity;
3. And Leaders should adopt synthetic approach which comprises all the styles of leadership.

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