



IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE OF FEDERAL COLLEGE OF HORTICULTURE IN NORTH EAST, NIGERIA

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Article DOI: <https://doi.org/10.36713/epra11642>

DOI No: 10.36713/epra11642

ABSTRACT

The study examines the Impact of leadership style on organizational performance with the federal college of Horticulture technology North East. The main objectives of the study is to determine the extent to which leadership influence organization performance an federal college of horticulture technology in North East, and identify the factors that hinder leader – employee relationship in federal college of horticultural technology in North-East, sources of data to obtain information, for the primary source, questionnaire method was use while for the secondary data, the use text books and journals was adopted. The major findings of the research reveals that most staff of the college are highly qualified, experience, and satisfied with their work, the study found that employee performance are encourage through leave grant and promotion which induces effective and efficient performance organization such as intelligence, perseverance, persuasive, pragmatic versality and dynamic e.t.c these qualities tend performance. The study therefore recommends based on the findings that management by objective (MBO) should be incorporated so as to ease the task of leaders towards achieving organizational performance, adequate facilities and conductive working environment be provided as it helps to boost employees' morale which will result to higher performance, provision should be made for the identification and recommendation of staffs with exceptional performance and a reward system should be designed so as to build confidence in the subordinates, recognizing their effects and appreciating them.

BACKGROUND TO THE STUDY

Leaders are people who are able to think and act creatively in non- routine situations and who set to influence the actions, beliefs and feelings of others. Shek (2002), it flows from an individual's qualities and actions. However, it is also often linked to some other role such as manager or expert. Here, there can be a lot of confusion. Not all managers, for example, are leaders; and not all leaders are managers.

Silvia (2008), leaders need a new mix of competences to properly shape their board and develop their sub-ordinates to meet 21 century challenges, shifting cultures, rapidly changing technology and other factors will require new patterns of leadership. The 21st century leaders will need greater awareness of diverse factors and new sets of competence characteristics that lead to success on the job to help them make relevant, correct and timely decisions in the leadership of change and leadership of people (Dauiesk 2001). An important factor in the leadership process is the relationship that a leader has with individual followers. Successful interaction between leaders and their followers are central to the overall functioning of company Noormal and Syed,(2009); Graen and Uhi - Bein,(1995). High - quality leader - follower relationships have been found to have impact on organizational performance, organizational commitment, delegation, empowerment, and job satisfaction Noormal and Syed, (2009); Gerstner and Day, (1997). One

rationale for this study is that good leader - follower relationships are vital to ensure the effective functional of any organization.

Leadership is a process of interaction between leaders and followers where leader attempts to influence followers to achieve a common goal (Northouse, 2010; Yukl, 2005). According to Chen and Chen (2008), previous studies on leadership have identified different types of leadership styles which leaders adopt in managing organizations (e.g., Davis, 2003; Spears & Lawrence, 2003; House, Hanges, Javidan, Dorfman, & Gupta, 2004; Hirtz, Murray, & Riordam, 2007). Among the prominent leadership styles are transactional and transformational leadership styles (Bass, 1978). Transformational leaders emphasize followers' intrinsic motivation and personal development. They seek to align followers' aspirations and needs with desired organizational outcomes. In so doing, transformational leaders are able to foster followers' commitment to the organizations and inspire them to exceed their expected performance (Sivanathan & Fekken, 2002; Miia, Nichole, Karlos, Jaakko, & Au, 2006; Bass & Riggio, 2006; Bass, 1985, 1998).

With regard to today's complex organizations and dynamic business environment, transformational leaders are often seen as ideal agents of change who could lead followers in times of uncertainties and high risk-taking. In contrast, transactional leaders gain legitimacy through the use of rewards, praises and promises that would satisfy followers' immediate needs (North house, 2010). They engage followers by offering rewards in



exchange for the achievement of desired goals (Bums, 1978). Although transformational leadership is generally regarded as more desirable than transactional, Locke, Kirkpatrick, Wheeler, Schneider, Niles, Goldstein, Welsh, & Chah, (1999) pointed out that such contention is misleading. They argued that all leadership is in fact transactional, even though such transactions are not confined to only short-term rewards.

An effective leader must appeal to the self-interest of followers and use a mixture of short-term and long-term rewards in order to lead followers towards achieving organizational goals of leadership.

STATEMENT OF THE PROBLEM

In Nigeria, effective leadership is one of the factors that have been regarded as fundamental for organizational success. A capable leader provides direction for the organization and lead followers towards achieving desired goals. In similar vein, employees with high job satisfaction are likely to exert more efforts in their assigned tasks and pursue it to their interests.

In most organizations, subordinates attributed the lack of job satisfaction, poor career prospects and low level of performance to static leadership style (Silvia 2008). The intent of this study is the Federal College of Horticultural Technology in North-East Nigeria.

Several studies have examined the relationship between leadership and performance of the organization. Leadership is widely recognized as a critical factor in the success or failure of Federal College of Horticultural Technology, in Gombe Nigeria Hasbullah,(2008).Leadership enable an organization to translate its potential for good performance into productivity (Samuel, 2005). Head of College, can no longer rely on their hierarchical positions to attain organizational goals. In order to get best result from subordinates, "the head need to encourage high moral, a spirit of involvement and cooperation and a willingness to work by adopting desirable leadership behavior (Asuguo, 2007).

The choice of leader behavior influences the internal environment. Leader need to involve employees in the defining and developing vision statements (liu, 2006). He further argues that failure of involvement lead to employee being dissatisfied and unwilling to summon the effort needed to provide a higher standard of service." It is against this background that study intends to examine the impact of leadership style for organizational performance, using Federal Collage of Horticultural Technology, Dadin Kowa, Gombe State as the study focus. Based on the aforementioned, what could be the best leadership style to be adopted to achieve optimal performance in the study area?

RESEARCH OBJECTIVE

The objectives of this study include:

- i. To determine the extent to which leadership influences organizational performance in the College.
- ii. To investigate the challenges facing leadership style in the organizational performance in the College,

- iii. To examine the leadership style that can influence the organizational performance in the College,
- iv. To examine the leadership style that can be adopted enhance employees' performance in the College.

RESEARCH QUESTION

The research intend to answer the following questions:

- I. To what extent to which leadership influence organizational performance in the in Federal College of Horticultural Technology, Gombe?
- II. Inadequate facilities and communication gap hinder employees performance in the college in Federal College of Horticultural Technology, Gombe?
- III. Does your leader give you freedom to exercise your initiatives in carrying out most of the duties assigned to you?
- IV. What leadership style could be adopted to improve employees' performance in the College?

Significance of the Study

This research could give a better picture of the impact of leadership in federal college of Horticultural Technology.

- i. Study on leadership such as this, is of tremendous importance to all categories of leaders specifically those who are running the affairs of tertiary institutions.
- ii. This research work will also be of significance to all types of organization in their search for leadership style that will enhance organizational performance.
- iii. The study will also serve as a basis for further research on the topic thereby allowing for the increase in the body of knowledge.

Scope of the Study

The study is set out to access the impact of leadership styles on organizational performance in Federal College of Horticultural Technology North-East.

The study is therefore restricted only to the Federal College of Horticultural Technology Dadin-kowa, Gombe.

Population of the Study

For this research, the target population are the staff of Federal College of Horticultural Technology, Gombe with a total number of two thousand six hundred and two (2602).

Sample and Sampling Techniques

A sample is a part of the population deliberately taken to represent the population of study. The essence of sampling is to obtain external validity such that the characteristics obtained from a population can hold valid and reflective of the population is general. Therefore, the selection of staff would be random sampling technique with a sample size of 100 to facilitate the study.



Instrument for Data Collection

The questionnaire comprises of three parts, part A is the personal information about the staff, part B is questions to the Top Management and part C is questions to the employees.

Method of Data Collection

Taking into cognizance the nature and objective of the study, the researcher used secondary sources of data collection. The primary sources of data questionnaire were used.

The questionnaires were structured in order to be objective and allow the respondents to provide information that are not covered.

The study also used secondary sources of data such as documents from the human resource department of the banks, empirical studies, textbooks, internet article, and journals to establish the framework and arguments that are related to leadership.

Data Analysis Techniques

The purpose of data presentation is to analyze the data collected which will facilitate comprehension and further explanation of the research findings. A total of hundred (100) questionnaire were administrated out of which eighty (80) were duly completed and returned. For the purpose of the research work and objectivity, the completed questionnaire would be analyzed and presented in table as percentages representing hundred percent (100%).

LITERATURE REVIEW

Conceptual of Leadership

Drucker (2004) posits that several literatures had been reviewed on leadership and there are different perspective of viewing leadership and the interpretations attached to its' meaning. Leadership could be perceived in a simple term such as "getting other to follow" or "getting people to do things willingly" it could be interpreted as "the use of authority in decision making" attributed to the position one is occupying in an organization because of one's personal knowledge or wisdom.

Banki (2004) regarded leadership as a "complex quality and system of interpersonal relationship which consist of all the theories, methods, act and processes of planning, guiding, motivating and controlling the attitudes, behaviour patterns and activities of group towards the attainment of some particular interest, goals and objectives by any available means". The leadership relationship is not limited to leader's behaviour only but also resulting to subordinate, it is a dynamic process that leader-follower relationship is reciprocal and effective leadership is a two-way process which influences both individual and organizational performance.

According to Lucey (1995), leadership is the ability to influence the behaviour of others. The definition can be expanded when considering leadership in organizations to include the fact that the leader executes influence with a working group in order that the group may achieve group tasks or objective. However, leadership can also be defined as the ability to convince people to

follow a path they have never taken to a place they have never been.

Batty (1979) fundamentally define "the terms leadership as "the ability to inspire and trust so that there is voluntary participation of subordinate in an effort to reach organizational objectives".

Akanni (1987) defined leadership as "a process of directing and controlling others to achieve their goals". Leadership is also seen as a process mobilize in which "persons with certain motives and purposes mobilize in competition or conflict with others, institutional, political, psychological and other resources so as to arouse, engage and satisfy the motives of followers in order to realize goals mutually held both by leaders and followers.

Robbins (2005), explain that; leadership also involves helping a group or an organization to achieve its goals. In this cases, a manager should look for strategies that will enable an organization to accomplish his aim/objectives or otherwise to reach a target goal.

Specifically, this explains leadership as the exercise of influence by one member of a group or organization over other members to help the group or organization achieve its goals.

Jago (2002) "leadership is both a process and property. The process of leadership is the use of none conceive influence to direct and coordinate the activities of the members of an organized group towards the accomplishment of group or organizational objectives. As a property, leadership is the set of qualities or characteristics attributed to those who are perceived to successfully employ such influence. McFarland (2003) states that "leadership is the ability of an individual to influence others work to go beyond ordinary level to achieve goals".

The same of this influence may be formed, such as that provided by the possession of a managerial rank in an organization. Since managerial positions come with some degree of formally designated authority, an individual may assume a leadership role as a result of the position he/she holds in the organization. It could also be informal arising from authority outside the formal structure of the organization.

The essence of leadership is fellowship. It is therefore the willingness of people to follow that makes one a leader. People tend to follow those whom they perceive as providing a means of achieving their own desired, needs and wants. To lead it to guide, conduct, direct and proceed, leaders act to help a group achieve objectives with the maximum application of its capabilities. They (leaders) therefore place themselves before the group they are leading, as they facilitate progress and inspire the group to accomplish organizational goals (performance).

Characteristics of Leadership

Edwin (2000) observed that for a leader to be termed efficient, he must have the following features;

- i. Mental ability: for a leader to be effective, one of its qualities is that he/she must have a soundmind. He must be mentally coordinated to perform its functions and roles



- ii. Broad interest and abilities: He is not a narrow specialist. He possesses a wide general understanding and has many and varied abilities. He is sensitive to and broadly interested in the work with which he is most directly connected, plus many other important activities and aspects of his environment. Source: Lewis (2004)
- iii. Communication Skills: A communication skill is a power that every effective leader should have.
- iv. Maturity: A successful leader is free from left over childishness; his attitude and behaviour patterns are those of a responsible, mature adult.
- v. Motivational strength: Drive, energy, initiative, courage and consistency have long been recognized as clear marks of a strong leader. The successful leaders like the work of planning, organizing and directing the efforts of others.
- vi. Social skills: Leadership fundamentally means accomplishing through others, which makes it entirely obvious that the successful leaders must rely heavily on social skills. He must be sensitive to human feelings and attitudes and he must be empathetic in order to be effective in influencing others.
- vii. Administrative ability: Envisioning, originating, planning, organizing, directing, completing, evaluating people etc. are skills on which a leader particularly relies on.
Source: Lewis (2004)

Effective Leadership

Leadership effectiveness involves a group process with the leader as the main directive element. As Bernard (2006) put it several decades' age, effectiveness is the "the accomplishment of the recognized objectives of cooperative action". It depends initially on influence, but beyond that, there are questions of value, such as how things are done to achieve what ends. Effective leadership means a productive use of human and material resources and/or a process of creating a vision, developing a strategy, enlisting cooperation and motivating action that result in the most desirable outcome.

There are in recent times or years a number of different theories of leadership that have developed, some to complement, whereas others are contradictory. Fleishman Harris and Burt (1955) at the Ohio State University, developed leadership questionnaires and then factor analysis resulted in the major categories such that;

- i. Initiating structure that is the degree of structure the superior initiated in performing his leadership role and.
- ii. Inter-personal effectiveness using grievances rate as a criterion for measuring the supervisor's inter-persona consideration they found that increasing consideration was highly correlated with a lower grievance rate.

Likewise, the higher the initiating structure, the higher the grievance rate. The researchers draw the conclusion that, leadership style is important in organizations but that the

difference may not be so much in terms of what the leaders does but may be in terms of how it is interpreted by its members.

These studies and others formed the basis for a contingency theory of leadership. Hershey and Blanchard (2002) suggest that effective leadership is the function of emphasis given to task and relationship behaviour as this relates to different types of situations. Task behaviour is defined as essentially the extent to which a leader engages in one-way communication by explaining what each subordinate is to do as well as when, where, and how task to be accomplished.

Relationship behaviour is defined as the extent to which a leader engages in two- way communication by providing social support, psychological stroke and facilitating behaviors.

For them, four basis styles were defined:

- i. Telling a high task, low relationship emphasis
- ii. Telling a high task, high relationship emphasis
- iii. Participating, a high relationship low task emphasis
- iv. Delegation on a low task relationship emphasis

Hershey and Blanchard (2002) discovered that managerial effectiveness is determined not by adoption of any one style but by the ability to use all four styles and further to "fit" the appropriate style to diagnose a situation.

An Effective Leader

An effective leader according to Zhivago (2010) has the following characteristics.

1. Manages the Human and Material resources of an organization in the best way for profitability and accountability.
2. Creates a vision of the future that takes into account the legitimate long term interests of the parties involved.
3. Develops a rational strategy for moving towards that vision.
4. Enlists the support of the key power centers whose cooperation, compliance, or team work is necessary to produce that movement; and
5. Highly motivates that core groups of people whose actions are central to implementing the strategy.

According to Cole(1992) complex biological, social and psychological processes are a combination that determines the leadership potential in an individual. This potential must be practiced successfully to be effective. The leaders should strive to create an atmosphere of free thinking, healthy exchange of ideas, criticism, and mutual advice so that the followers fell very comfortable in discussing matters of interest to the organization.

An effective leader is neither tyrannical nor uncoordinated. This type of participative leadership is optional. It fosters unity among the members and enhances the quality of their performance.

Leadership Styles

The style of leadership that could be identified with an organization and its leaders vary widely from one organization to another. Much depends on the philosophy, personality, experiences and values of the individual manager, more so, the



organizational climate and character. Thus leadership style defined according to Fielder (2003) as “the underlying needs structure of the individual who motivates his behaviour in various leadership situations”.

According to Maslow (2002), the most effective management style in any organizational is that which takes account of tasks requirement, the use of internal capabilities (human resources) of the working group and the need to total environment quality of management decision leading to improved productivity.

Considerable, research has been done in relation to the impact of leadership styles and their effect on employee’s performance in achieving goals and objectives. Leadership style is a relatively enduring set of behaviour which is a characteristic of individual regardless of the situation. The quality of leadership is more than any other single factor because it determines the success or failure of an organization. It is on this crux that the three types of leadership styles commonly compared are those expanded by Lewin, White and Lippert (1974).

- i. Autocratic leadership style
- ii. Democratic leadership style
- iii. Laissez faire leadership style

Autocratic Leadership Style

According to Edwin (2000), Autocratic leadership style is often identified with dictatorial method in industrial settings. This style of leadership is consistent with production oriented supervision, and autocratic leaders keep the decision making authority and control within their hands and assume full responsibility for all actions. They structure the entire work situation in their own way and expect the workers to follow their orders.

Such leader is often guilty of nastiness and personal nepotism. Under this condition, the leader’s effective technique and maintenance of leadership position is by withholding knowledge of goals, not sharing information required for the task and not providing feedback to members on their progress.

However, the autocratic leadership styles both have positive and negative impact on productivity.

The Positive Impact of the Autocratic leadership Style to Jago (2002) were:

- i. Ignoring the authority of a new leadership. In a situation whereby a person emerges as a new organizational leader, such a leader may face the problem of recognition and respect, in such case, the leader has to device an autocratic means to gain recognition and ensure that his decisions are implemented.
- ii. It aids in increasing efficiency when appropriate and get quicker results specifically in a crisis or emergency situation when the decisions must be taken immediately. There is the need to curtail individuals (workers right in order to restore peace in institution that is regarded as abrupt).
- iii. Widespread of indiscipline in an organization, whereby indiscipline had been the order of the day, such organization has no little act of discipline, this act might

have developed in which they were formally ruled, the leaders have to device an autocratic means to enhance productivity (performance) and strictly enforcing discipline through punishment.

- iv. It is useful when the chain of command and the division of work are clear and understood by all, in other words, where there is a rapid change in the organization, an autocratic leader would be able to direct the employees to adjust to such change and this will ensure compliance of the works (staff) towards the change.
- v. Autocratic leadership style is also useful on the part of the subordinate who are new on the job and have had no experience either managerial decision making process or performing without active supervision.

The Negative Impact of the Autocratic Style

Fredler (2007) gave the following as the negative impact:

- i. The non involvement of workers in decision making with regard to this, an autocratic leader does not welcome the employee opinion on decision making of the organization. This tends to demoralize their employee’s initiative and thus result in chaos to the administration of such organization.
- ii. One-way communication without feedback lead to misunderstanding and communication breakdown, since it provides workers resentment and creates problems in their morals resulting into poor productivity in the long run.
- iii. Autocratic leader is prone to be aggressive and lacks human relations; he directs his subordinate (follower) to obey even when it is contrary to their view. It is a leadership style that is really unsuitable most especially when the work force is knowledgeable about their job i.e. where it calls for team work or corporate spirit.
- iv. An autocratic leader hardly motivates subordinate and does not believe in the motivational theory rather he believes in command and order expects loyalty to such orders.

Democratic Leadership Style

A democratic leader according to McGregor (1978) is the one who decentralize decision making. He gives orders only after consultation with the group. He sees to it that polices are worked out during group decisions with the acceptance of the group.

In sharp contrast to the autocratic leader is the democratic leader who shares his influence with the group and it is often referred to as participative or people oriented style. It calls for the subordinate into the decision making process. The group members are encouraged to demonstrate initiative, creativity and taking intelligent interest in setting plans and policies in the achievement or organizational goals.

The Positive Impact of Democratic leadership Style

- I. According to Donnel (2009), the following are the positive impact of democratic leadership style Democratic leaders share power, this implies that decisions is not just centered on a leader, rather members



of the groups in the organization has to be consulted as regarding their opinion before decision is reached, therefore involvement of employees in decision making results in higher employee moral and job satisfaction.

- II. Motivation of followers by treating them with dignity and kindness, recognizing their needs. This enable the employee's (workers) develop a great sense of self-esteem and thus render their best to the organization.
- III. The democratic style of leadership enables employees to adapt to changes since they are all involved in decision making. workers will therefore be committed on changes that may bring about policy changes and enhance productivity.

However, despite the advantages the democratic style of leadership has its own short comings.

The Negative Impact of Democratic leadership Style

Jago (2002) gave the following:

- i. This style of leadership is time consuming and too many view points and ideas may make the solid decision more difficult and may be source of frustration to impatient management.
- ii. It is not useful during emergency due to bottle neck in decision making and consultation, it tend to create chaos during emergency unlike the autocratic style where decision can be taken in an emergency.
- iii. Save managers may be uncomfortable with this approach because they may fear an erosion of their power base and their control over employees, such leadership style cannot work where there is no total trust on the management and the employees.

Laissez Faire Leadership Style

To Penny (2009), The Laissez faire leader is just a figure head, he uses his power very little if at all and giving subordinates high degree independence in their operations such leader depends largely on subordinate to set their own goals and the means of achieving them.

He acts principally as a liaison officer by furnishing them with information and acting primarily as a contact with the group external environment. The impact of this style on workers' productivity is only achieved in a civilized and modernized environment with people of matured minds, in situation whereby the workers of the organization are not mature, the reverse is the case.

The Positive Impact of the Laissez Faire Style

- i. The laissez faire style of leadership creates an environments of freedom individual as well as team spirit.
- ii. It is highly creative with a free and informal work environment. This approach is very useful where people are highly motivated and achievement oriented.
- iii. There if flow of information and communication between the superior and the subordinate and they delegate most of their task to subordinate which enable them to perform efficiently and effectively.

The Negative Impact of Laissez Faire Style

Likert (2001) gave the following:

- i. The laissez faire style of leadership is not free from disadvantages, in that team spirit usually suffers due to possible presence of some uncooperative members and such member may put their own interest above the organization or team spirit.
- ii. Over defendant on subordinate for any reasonable decision, this make performance to be low because there is no one that would direct and supervise the task carried out by the subordinate.
- iii. Mutual cover up prevails, the leader tends to cover up whereby the organization is collapsing, he hides under the umbrella of the subordinate and this does not help performance in a positive way.

Organizational Leadership and Performance

Penny. (2009), Leadership and performance became a central focal point of scientific interest during the era of Taylorism. The concern was based on standard for performance that is efficient Elton Mayo and his group found out that the scientific manager as approach to work was geared toward mechanistic efficiency.

They view the workers not simply as a company on the mechanistic hands of task masters rather the moral of both individual and group in an organization could yield positive results on their performance. They advised that leadership device more people oriented approach to leading their subordinate for effective results. This behavior approach to leadership/subordinate relationship has simple become a focal area for performance in an organization of any form.

Examining the leadership effects on the performance of the subordinate, Pelz (1952) from the large electric utility company research stated that subordinate were more supervisors who are influential with their superior helping them achieve their goals. No wonder Nahabetin (1969) found that an influential leader facilitates group's tasks while those without influence hinder task accomplishment. One can deduce from these two scholars that once leadership behavior exhibits motivational tendencies, subordinates develop a sense of performance and high degree of productivity result more over subordinates that have high degree of regards for leaders who are task oriented and well versed in their various field and skills

Several studies have been undertaken to examine the performance of followers with participative leaders. Wickert (1951) and Ross Vs Zander (1957) stated that people who had little influence on decision making has a higher probability of resigning from the organization than those whom had greater influences. Furthermore, Morse and Rainer (1956) assert that where people had influence in decision making, they have favorable work attitude compared with those with increased hierarchical control. But for Porgy and Maloney (1955) they observed that keeping employee informed, policies did not result in favorable attitudes toward the organization. Though the pursuit of participative patterns may make possible the Nigerian



situation, this may not hold any meaningful effect in that involvement and non-involvement of an employee in decision making may have little or no effect on his attitude toward his work. This is because the higher economic depression and the high explosive rate of unemployment are unbearably completing that no employee would like to resign his appointment based on such an intern able reason of non-involvement in as much as his asking is regular.

However, Elton and his Hawthorne experiment shows that there was positive effect of participation and recognition of the employees on their productivity and performance.

Other studies tried to evaluate how subordinate fall and reform under varying styles of their leaders. Fleishman et al (1955) found that there was a negative relationship between leadership behavior and absenteeism, which Fleishman and Harris (1962) stated that where leaders exercise high control, the number of grievances equally high and the higher the control the higher turnover and absenteeism. We would discover here that democratic pattern of leadership brought friendliness that is more cooperative, suggestions more materially accepted exchange of objectives criticism and higher productivity of higher quality.

The study observed that when leaders take cognizance of employee's performance for job and show accommodation behavior through democratic pattern of leadership that would bring more cooperative and friendly behavior.

The inability of leadership to deliver to the subordinate the necessary goals to poor performance and low productivity. Therefore, leadership resides in the subordinates. In addition, we see that the qualities of a manager possess or lacks are not nearly so important of his understanding his operational environment, the demand of his position and what kind of behavior and characteristics are like to attract the work group to help him develop method to combat the changing situation.

In the light of the above-cited studies on leadership and performance we cannot but say in conclusion that in all forms organizations power resides with leaders who can employ authoritarian leadership styles while power and responsibilities are shares with the work group in some way or where a leader employs democratic leadership style. That is to say, a leader is most effective when the relationship between him and his subordinates are excellent, where tasks he aims at accomplishing well are defined.

Review of Studies

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Summary of Literature Review

Leadership effectiveness involves a group process with the leader as the main directive element. As Bernard (2006) put it several decades' age, effectiveness is the "the accomplishment of the recognized objectives of cooperative action". It depends initially on influence, but beyond that, there are questions of value, such as how things are done to achieve what ends. Effective leadership means a productive use of human and material resources and/or a process of creating a vision, developing a strategy, enlisting cooperation and motivating action that result in the most desirable outcome.

Hershey and Blanchard (2002) suggest that effective leadership is the function of emphasis given to task and relationship behaviour as this relates to different types of situations. Task behaviour is defined as essentially the extent to which a leader engages in one-way communication by explaining what each subordinate is to do as well as when, where, and how task to be accomplished.

DATA PRESENTATION AND ANALYSIS

The objective of this chapter is to present and analyze the data collected in this study. It takes critical look on the effect of leadership on organizational performance in Federal College of Horticultural Technology, Gombe.



Personal Data

Table 1.1 Distribution of respondents based on sex

Sex	No. of respondent	Percentage %
Male	195	79.5%
Female	65	26.22%
Total	260	100%

Source: Questionnaire 2022

Table 1.1 shows that 195 respondents are male representing 73.78% while 65 are female which represents 26.22%. This depicts that, there are more male than female staff in the college.

Table 1.2 To What extent to which leadership influence Organizational performance in the federal Collage of Horticultural Technology?

Responses	No. of Respondents	Percentages %
Bonus	25	14.99%
Leave grant	66	25.07%
Promotion	132	44.95%
Commendation	37	14.99%
Total	260	100%

Source: Questionnaire 2022

Table 1.2 indicates that 14.99% (25) of the employees performance would be influence through bonus,25.07% (66) of the employees leave grant,156 respondents representing 44.95% are influence through study fellowship and 14.99% (37) of the respondents are influence commendation.

This implies that seminar and study fellowship are the major tools used in influence the organization performance in the Federal college of Horticultural Technology.

Table 1.3 Inadequate facilities and communication gap hinder employees performance in the college ?

Responses	No. of Respondents	Percentages %
Agreed	228	85.02%
Disagreed	20	10.09%
Indifference	12	4.89%
Total	260	100%

Sources: Questionnaire 2022

This indicate from the table 1.3 above that 85.02% of the respondent opined that inadequate facilities and communication gap would hinder employee’s performance,44.96% also agreed,

10.09% of the respondents disagreed and 4.89% are indifference to such statement.

This indicates that the availability of facilities and channel of communication would enhance performance.

Table 1.4 Does your leader give you freedom to exercise your initiatives in carrying out most of the duties assigned to you?

Responses	No. of Respondents	Percentages %
Yes	209	70.03%
No	51	29.97%
Total	260	100%

Source: Questionnaire 2019

In table 1.4, High response of 70.03% from the respondents indicate that leadership of the college gives the employee freedom to exercise their initiatives in carrying out most of their duties while 29.97% are not in agreement to that effect.

This could be generalized that when employees exercise their initiatives, there would be room for improvements.



Table 1.5 What leadership style could be adopted to improve employees performance in the College ?

Responses	No. of Respondents	Percentages %
Autocratic	32	14.99%
Democratic	164	55.04%
Laissez – faire	32	14.99%
None of the above	32	14.99%
Total	260	100%

Source: Questionnaire 2022

Table 1.5 shows that,14.99% of the respondents agree that Authoritarian leadership style will be appropriate in improving employee’s performance, 55.04% are of the opinion that it’s Democratic leadership style, 14.99% suggest it’s laissez-faire leadership style while 14.99% have no opinion on what leadership style would be appropriate.

This depicts that democratic leadership style would be appropriate in improving employee’s performance in Federal College of Horticultural Technology, Gombe. This would give employee freedom to express their view(s).

SUMMARY OF FINDINGS

The following are the research findings:

- i. The study found that employees’ performance are encouraged through seminar and study fellowship which induces effective and efficient performance.
- ii. The study established that there are certain qualities a leader must possess in any productive organization such as intelligence, perseverance, persuasive, pragmatic, versatility and dynamic e.t.c., these qualities tend to encourage employee towards improving their performance.
- iii. The study revealed that, the leadership style adopted has a significant effect on employee’s performance. It is believed that democratic style (participative) of leadership is suitable on the organization to improve performance. This is true because for any organization to improve, employee should be given a role to play when it comes to decision making or matters affecting them.
- iv. The study found out that poor communication gap and inadequate facilities are some of the impediments discouraging employees’ improvement on performance. Finally, it was ascertained that for any organization, institution or public sector to encourage performance, it must thrive on taking measures to improving on the employee’s performance.

CONCLUSION

The effect of leadership on organizational performance cannot be over emphasized, because leadership plays an important role in enhancing the performance of an organization. It is noted that a good leader should be less autocratic although not always, especially when the situation at hand demands for an autocratic style of leadership. Leaders whether in small group or as an organization should exhibit those qualities of leadership and

it can be deduced that a participative form of leadership is more appropriate for employees performance.

An average employee desires to be encouraged by any means therefore it is imperative that subordinate adopt measures to motivate their performance.

Conclusively, an effective leader in any organization is the one who leads by example; he finds solution to problems and takes decision collectively. Above all, an effective leader possesses all leadership behaviour and adopts the appropriate leadership style to solve the situation at hand.

RECOMMENDATIONS

As a result of the theoretical reviews and the practical analysis carried out in the preceding chapters, it was discovered that there exist a cordial relationship among the top management and employees; this has enabled the smooth running of the institution and good team work.

However, to further improve the above mentioned, the following recommendation should be implemented to enhance leadership and employee’s performance in Federal College of Education and possibly for other purpose.

1. Since the study revealed that most staff of the college are highly qualified, experienced and satisfied with their work. Management by Objectives (MBO) should be incorporated so as to ease the task of leaders towards achieving organizational performance.
2. Since the study found that employees’ performance is encouraged through leave grant and promotion which induces effective and efficient performance. Adequate facilities and conducive working environment be provided as it helps to boost employees’ morale which will result to higher performance.
3. Provision should be made for the identification and recommendation of staff with exceptional performance and a reward system should be designed so as to build confidence in the subordinates, recognizing their efforts and appreciating them.
4. Employees should be given freedom in making decisions relating to their work and subordinate be involved in the analysis and changes of work environment.
5. Adequate wages, prompt payment of salaries, bonuses, fringe benefits should be taken into full cognizance so as to commensurate with the job well done by the employees. The college management should encourage employees by means of better job design through job enrichment and



promotion should be based on recommendation from the office of the Heads/Deans or superior officer etc.

For the best outcome in any organization, the relationship between the subordinates and employee is important. This will go a long way in improving its overall performances and efficiency, it should be noted that the performance is as good as achievements.

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