

## The Impact Of Effective Leadership On Employee's Performance In Local Government Of Kaduna State, 2013-2019

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### ABSTRACT

*This study attempted to examine the impact of effective leadership on employee's performance in Zaria local government of Kaduna State. The study also examines the influence of leadership effectiveness on organizational productivity. Survey and documentary research was employed as the research design of the study. Data were sourced from both primary and secondary source. Structured questionnaire constituted the basic instrument for data collection of the study. Descriptive statistical tools such as table, percentage and mean score were used in the presentation and analysis of data. Chi-square as a non-parametric tool was utilized in the testing of the research hypotheses. Conclusion is drawn that effective leadership will have no glamour except employees of the organization are supervise and giving the opportunities to participate in the decision making of the organization, so as to enable them contribute to the realization of the organizational goals and objectives. Recommendations such as participatory leadership, flexibility management and supervision, exemplary leadership and a lot of others were proffered.*

**Keywords:** *Effective Leadership, Employees Performance, Productivity and Supervision*

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### I. INTRODUCTION

One of the major features of the human world is that it is highly organized. This is to ensure smooth running and progress of the society. In this way, individual have different roles to play or functions to perform to promote the goals of the society (Amueheazi, 2005). One of these roles or functions may be to lead, direct or organize others to carry out their various duties. It follows therefore that leadership is very important in any social organization and it is further necessary, that we have some knowledge concerning leadership in our community or organization (Taiwo, 2007).

This study therefore, attempts to examine the impact of effective leadership on employee's performance in Zaria local government area of Kaduna State. The leadership of the organization right from the emergence of democracy, and constitutional leadership. This system and practice is common with most modern society. The chairperson, supervisory councilors and councilors formed the leadership team of the local government and they play crucial roles in ensuing that the need and the value of the society are accomplished.

### II. STATEMENT OF THE PROBLEM

Poor leadership poses a big problem to organization development. It is now obvious to everyone that of all the factors that are necessary for organization success, none is to be stressed more often than management. Poor supervision is practiced in the organization and this is because the leaders are not managing well. Despite the fact that the influences and also determine the productivity, of their subordinate, they uses a nonchalant approach attitude to their work and these consequently affects employees performance, organization productivity and a good culture of an industrial organization (Nwachuku, 2010).

There is indiscipline, authoritarian leadership style and the situation get worse as one gets to the lower levels of the organizational hierarchy. All resources are very poorly utilized and organizational policies act as deterrents rather than facilitators of decision making, there is over concentration of decision making in one person and delegation is non-existence. It is against this background that the following research questions were posited to guide the study (Timpson, 2011).

- (a) How do poor supervisions affect the performance of employees and productivity in the organization?
- (b) How does leadership style affect employees' performance in the organization?

### **III. OBJECTIVE OF THE STUDY**

The main objective of the study is to examine the impact of effective leadership on employee's performance in Zaria local government of Kaduna State.

The specific objectives are:

- (a) To examine how poor supervision by the leadership of the organization affects its employees performance
- (b) To examine the effect of leadership style on employees performance in the organization.

#### **Assumption Of The Study**

- (1) There is a significant relationship between poor supervision and employees performance
- (2) There is a significant relationship between leadership style and poor employee's performance.

#### **Scope Of The Study**

The area scope of the study is Zaria Local Government Area of Kaduna State, the time frame is from 2013-2019 and the contextual scope cover issues within the ambit of leadership, performance and organizational productivity.

### **IV. METHODOLOGY**

Descriptive survey was employed to elicit data from the target population. A Dillman formula was utilized to determine the sample size of the study which is 350 at 96% confidence level. Proportional sampling techniques was adopted and used to distribute the respondents along the six (6) departments in the local government.

The data of the study were sourced from both primary and secondary data. The secondary data used constitute array of published and unpublished materials relevant to the study such as books, journals, Newspaper, magazines, seminar and conference papers. Primary data was generated using questionnaire and it was the major instrument for data collection.

The questionnaire of the study was developed through review of available literature and the research questions. It was made up of structured items. Each structured item had a four point scale of strongly agree (SA), (A) Disagree (D), and strongly disagree (SD), representing 4,3,2,1 respectively. Validation of instrument was reviewed based on expert's suggestion and found reliable at alpha co-efficient of 0.79 using test-re-test method.

#### **Concept Of Leadership**

Leadership has been subjected to a variety of definitions in behavioral science. Leadership is a social influencing process for the attainment of goals. A leader is the most influential person in an organization who provides direction, guides group activities and ensures that group objectives are attained. The function of leadership pervades all organization. A good leader therefore is one who is capable of persuading other to move enthusiastically towards the achievement of group goals; Alan and Robert (2010) define leadership as a process where one person exerts social influence over the members of a group. A leader then, is a person with power over others who exercise the power for the purpose of influencing their behavior.

From this definition, it can be deduced that:(1) All leaders have influence(2) They provide direction (3) They help in the achievement of group goals. Leaders characteristically induce or inspire others to achieve. Leadership occurs within a specific situation (Eghe, 2011). In the social setting there is a person, a position and a situation. Despite all that has been written about leadership, there has been no consensus concerning the primary role, or function of leadership. Many studies have been conducted in the field of leadership and too much literature has successfully been build-up, creating more confusion. McCall (2010) stated that the growing mountain of research data has produced an impressive mass of contradiction. Benins (2013) observation on the subject is perhaps more succinctly stated.

Of all the hazy and confounding areas in social psychology, leadership theory undoubtedly contends for top nomination. And ironically, probably more has been written and less known about leadership than about any other topic in the sciences.

These observations are universal. The more we research into leadership the less people tend to know about it. A reviewed of literatures on leadership from the work of Nwachuku (2010), Eghe (2010), Stevenson (2012) indicates that leadership entails (a) A focus of group process (b) A set of personality characteristics (b) the act of inducing compliance (c) the exercise of influence (d) an act or behavior (e) a form of persuasion (f) an instrument of goal achievement (g) an effect of interaction (h) a differential role, and (i) the initiation of structure.

It is really very difficult to attempt a definition of leadership, or in other words it is difficult to define what makes certain persons to be leaders. Barnard as cited in Eghe (2010) has rightly stated that, "indeed, I have never observed any leader or any statement of followers that acceptably expressed why they followed".

Leadership is usually regarded as the important modifier of organization behavior. Getting the right man in the leadership job would definitely solve all the problems of the organization. Millet as cited in Eghe (2010) said that Leadership is often thought as being primarily personal in character as being founded upon individual pre-eminence or accomplishment in particular field of Endeavour. Superior determination – any or all of those may be means to the attainment of leadership. No one can deny that these personal qualities do pay dividend but leadership is not all personal pre-eminence .It is something more and that something more is the essence of leadership. It is the ability to determine new goals, to hold forth new and loftier expectations for the group to embody moral and sprit aspirations and to show the group is nobler potentialities that make a man leader (Eghe, 2010).

However leadership can be defined as the activities of persuading people to cooperate in the achievement of a common objective in other words, leadership in large-scale organization may be defined as influencing and energizing people to work together in a common effort to achieve the purpose of the enterprise.

### **The Concept Of Employee Performance (Pe)**

Employee performance has now become an everyday watch word. It is crucial to the welfare of the industrial firm as well as for the economic progress of the country. Today, the term performance has acquired a wider meaning. The Oxford Advanced Learner Dictionary of Current English stressed that the word performance is a coinage of the old French word parfournir and it denotes, functioning, implementation, feat, and accomplishment.

Timpson (2011) defined employee performance as the accomplishment of a given task measure against preset known standard of acquiring competences, cost, and speed. In the same vein, O'clan (2012) defined employee performance as the fulfillment of an obligation in a manner that releases the performer from all liabilities under the contract. The aforesaid definitions lay emphasis on the importance of standard and the fulfillment of a designed task as cardinal issues in performance. However, the yardstick and how it could be measure was ignored.

In the word of Abbott (2012), it is an assessment of how well the process of carrying a task and how successfully its aims are accomplished. It produce assembled and delivered on time and without wastage i.e. the best standard set for an employee to enable the actualization of organization goals and objective. This definition also tally with the view of Kelly (2013) who also see employee performance as an accomplishment expected of employee to stimulate the achievement of organization goals and objectives.

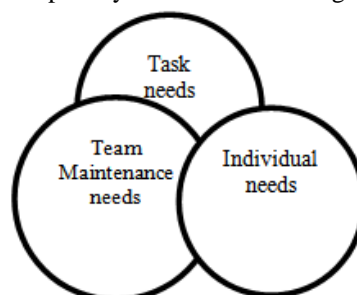
Bello (2013) viewed employee performance as the best effort, ability, and capability on a job, the accomplishment of organization task and the relationship between standard and the resources employed. Employee performance is therefore the excellent effort use by employee on a job through efficient maximization of resources and also the accomplishment of organizational goals and objective. A lot of employees often misunderstood performances to means higher work load, higher effort and more profit. Rather the concept means more than that. It integrates the objective of the owner and the worker. It strives to minimize human hazard and human effort with a view to utilize them to area where they can contribute maximally to the organization output.

### **Theoretical Underpinning**

Action centered leadership theory was employed as the theoretical framework of the study. One theory that provides a good starting point for studying leadership is the functional or Action-centered leadership theory. It was developed by John Adair. He observed successful leaders in the military context and looked at the functions performed by the leaders. That is why it is also referred to as the functional leadership theory. Adair identified three sets of needs that an effective leader has to balance.

- Task needs
- Team need
- Individual needs

The interrelationship between the needs to portray as three interlinking circles:



The responsibility of the leader is to achieve the task, develop individuals and build the team. He describes the leader's responsibilities for each of the different areas. These responsibilities include.

Task	Teams	Individuals
Achieve objectives of the work group.	Maintain morale and team Spirit	Meet the needs of the individual members of the tem
Define group task	Cohesiveness of the group	Attend to personal problems
Planning the work	Setting standards and maintaining them	Give praise
Allocation of resources	Communicating with the group	Reconcile conflicts between the group and individuals.
Organization of duties and responsibilities	Training the group	Train the individuals.
Monitoring performance	Appointment of sub-leaders	
Reviewing progress		

The action by the leader in any area of need will affect one or both of the other areas of need. The ideal position is where complete integration of the three areas is achieved. In any work group, the most effective leader is the person who sees that the task needs, the needs of the group and those of the individual are all adequately met.

This theory focuses attention not on the personality of the leader, nor on the man or woman in the job, but on the functions of leadership. The functional theory views leadership in terms of how the leaders behavior affects, and is affected by, the group of followers. This theory concentrates on the nature of the group, the followers or subordinates.

The functional theory believes that the skills of leadership can be learnt, developed and perfected. It is not begged down on the issue of the appointed leader versus the emerged leader. It is necessary to analyse the role of the leader and the functions and responsibility of leadership to understand the process of leadership. These functions require different emphasis in different situations according to the nature of the group. There is a general list of 10 functions performed by leaders in all organization.

- Setting agreeing and communicating objectives
- Providing suitable equipment, resources and environment to enable people to meet their objectives.
- Monitoring, evaluating and reviewing performance, appraisal of groups and individual.
- Giving feedback.
- Setting standards or attitude, behavior and performance.
- Solving problems, both operational and human administering rewards and punishments wherever necessary, dealing with grievances and discipline.
- Organizing and harmonizing resources
- Ensuring inwards flows of materials
- Ensuring that deadlines for outputs are met.
- Taking effective decisions
- Developing the capabilities and performance of the group and its members.
- Developing the efficiency and effectiveness of the group and its output.
- Figurehead and representative roles inside and outside the department.
- Parenting role.

The industrial society in America developed a system of leadership-training, based on the work of Adair, for helping managers to develop and improve their ability as leaders. The three-circle approach used by Adair also explains the close relationship between leadership and management. Building the team and satisfying individual needs would include leadership. Achieving the common task clearly involves the process of management.

This theory is applicable to the study in the sense that the Local Government Area of study practiced the democratic system of governance, a system where the locals elect a member among themselves to represent them in government. Presidential system is operated and the chairperson of the local government who is the chief executive head appoints his supervisory councilors to head.

The six department in the Local Government Council as stipulated in the Nigerian constitution. Elected council members act as the law makers of the council. These created room for separation of power and check and balance. Since the inception of democracy in Nigeria and the creation of Zaria Local Government Area of Kaduna State, elected leaders perform exceptional better than caretaker and sole administration. Records of their projects and support received from the society supported the assertion. Democratic system of governance ushered room for good governance in the local government area.

This manifested in the form of maintenance of law and order, accountability and transparency, responsiveness on the part of government, due process, the rule of law, competence, separation and devolution of power, the existence of a credible opposition, free press and virile civil society arena, respect for minority right among human rights, e.t.c. Good leadership in the local government has help to diffuse tension and remove problems as the evolve.

**V. DATA PRESENTATION AND ANALYSIS**

Chi-square as a non – parametric and inferential statistical tool was employed to test the hypothesis of the study in order to know how significant the variable are and the t-test was used at 0.05 alpha level

**Assumption One (1)**

There is significant relationship between poor supervision and poor employee’s performance

**Table: Relationship between Poor Supervision and Employees Performance**

Scale	Responses	Points	Pr
SA	170	4	680
A	80	3	240
D	25	2	50
SD	25	1	25
Total	300		995

Source: Researcher’s survey, 2019.

**T. cal 3.142 and T. crit. 1.90**

Since the calculate value (t-cal) which is 3.142 is greater than the critical value (T-tab) which is 1.90 as can be seen in the table above, the hypothesis is accepted that there is a significant relationship between poor supervision and poor performance of employees in Zaria Local Government of Kaduna State.

**Assumption Two (2)**

This is a significant relationship between indiscipline/authoritarian leadership and poor employee’s performance

**Table 2: Relationship between Indiscipline and performance**

Scale	Responses	Point	Pr
S.A	200	4	800
A	70	3	210
D	15	2	30
SD	15	1	15
Total	300		1055

Source: Researcher’s survey, 2019.

**T. Cal=4.316 and T. Tab =0.132**

Since the calculated value which is 4.312 as can be seen the table above, the hypothesis is accepted that there is a significant relationship between leadership indiscipline and poor performance of employees in the organization.

**VI. DISCUSIONS AND FINDINGS**

- (a) In the course of the study, it was found out that majority of the respondents acknowledged that poor supervision constitute a serious constrain to employee’s performance in the organization. The calculate value was found at 3.142 and also greater that the critical value. The finding tandem with the view of Nwachuku (2003) who also argued that bad leaders do not supervise properly and also lack the ability to harness the talent and ability possessed by their employees and thus poor performance and decline in productivity. A good leader must know the concept and principle of supervision and also know how to apply them in unique situations. Successful leaders often blend experience with science of good supervision in order to achieve a desirable result.
- (b) It was also discovered that indiscipline and authoritarian leadership style on the part of the organization leaders are serious constraint and setback to employee’s performance. The tested hypothesis confirmed this fact (4.316 > 0.132). This flow with the view of Eghe (2007) who also acknowledged that employees performance and organisational productivity will decline if authoritarian style of leadership is embedded in organizational practices. This is because decision making, space for learning, team work and room for participation are ignored.

## **VII. RECOMMENDATIONS**

The following sets of recommendations were proffered:

- (a) Employee's participation in the organizational activities should be all encompassing and inclusive; to create room for an enabling environment to facilitates the realization of organizational goals and objectives.
- (b) The organization should ensure that leaders inculcate the virtue of self-discipline, exemplary characters in deeds and values which will spur employees or subordinate toward higher performances and the general organizational productivity.
- (c) The organization should be devoid of authoritarian elements and ingredients in dealing with its employees. This will help in creating a line separation between what constitute an authoritarian style of leadership and good or proper supervision in achieving organizational effectiveness.
- (d) The leaders of the organization be flexible and also learn to apply modern organizational trends of supervision such as promulgation of service standard, budget limitation or work budget, reporting and inspection in dealing with its employees in the organization.
- (e) The leaders of the organization should strive towards achieving unity and cohesiveness in the organization. This will create room for job satisfaction and conducive environment for organizational stability and harmony, growth and organizational development.

## **VIII. CONCLUSIONS**

A good leader is one who is able to motivate his followers/subordinates to put forth their best by learning what motivates them and using this same knowledge to direct their activities. To be able to do this effectively, leaders must supervise in line with modern organization convention and culture, be self-discipline and imbibe good leadership style devoid of authoritative approaches.

It neither underestimation nor overstatement to declare that performance and productivity of both employees and the organization is a function of good leadership. Effective leadership is imperative for organizational success and development.

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