LAGOS JOURNAL OF BUSINESS

LJB VOL. 2 NO 2 JULY - DEC. 2002 ISSN: 1596-8952

LAGOS STATE UNIVERSITY, OJO

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LEADERSHIP IN ORGANIZATIONS: A THEORETICAL DISCOURSE

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ABSTRACT

Organizational failure is no doubt a major problem in our everyday life. This paper attempts a theoretical discourse of Leadership in organizations and highlights the various qualities, functions and theories of leadership among others. It argues that the problem of most organizations be they private or public is that most of the leaders are incompetent and concludes that for organizations to be efficient and effective, round pegs should be put in round holes and square pegs in square holes and not vice versa. Above all, the paper recommends that organizational leaders should embrace participatory or Democratic principles so as to give their employees or subordinates as the case may be, a sense of belonging and commitment.

2.0   The Concept Of Leadership

The term leadership has attracted some scholastic and mental attention. Organizations which fail to realized their goals are simply said to lack Leadership.(Nigro & Nigro, 1973) The implication of this is that though there are leaders of organizations, managers, supervisors etc they lack the inspirational acumen to carry their subordinates along for successful goal attainment.

Leadership impose inducement, inspiration and influence. To be a Leader, one must possess the abilities to move the followers or subordinates to act in desired direction.

According to Harold Koontz et al,(1981) "Leadership is simply the act or process of influencing people so that they will strive willing towards the achievement of group goals." The emphases here are influence and willingness.

Similarly, Cole, (1990) see Leadership as human process at work in organizations and described it as a dynamic process in a group whereby one individual influences the other to contribute voluntarily to the achievement of group tasks in a given situation. Here again the emphases are, influence and voluntary contribution (A more precise and comprehensive definition of Leadership perhaps, is that formulated by Tannenbaum, Weschler, and Massarik, who see Leadership as that which consists of interpersonal influence, exercised in a situation and directed, by means of the communication process, toward the attainment of a specified goals. (Irving et. al 1961) To buttress their definition, they pointed out that leadership involves a persons ability to affect or influence the behaviour of a follower or followers in a particular situation. Here again influence is emphasized.

Leadership therefore cannot be anything more than the ability to influence others (that is the ability to get another person to act in a desired direction). A Leader gets his followers to act. He may them to act through persuasion, inducement, appeal, influence among others. He may also threat of force. What is important is that the Leader has a goal in mind and he creates the environment to achieve the goal.

Followership is intimately related to Leadership. A man's attempted Leadership is only effective insofar as he is able to cause others to respond favourably to his initiated action. (Beach,.1975).

To refer to a person as a Leader therefore implies that he has the where withal to get members of his group to act voluntarily and help achieve stated or desired goals.

The conception of Leadership has though taken various forms, it is however necessary to point out that the ability to influence remains the bottom line.

Emergence of a Leader And Legitimacy

As I stated earlier, Leaders emerge through several methods. The argument has always been that: Are Leaders born or made?

For centuries, writer, historians and the public in general held to the notion that Leadership was primarily exercised by great men, who were bore and not made (that is, by education, training etc) and that real progress and change in civilization awaited the coming of such individuals.

However, this notion has been discredited as a result of various researches by modern researchers.

The following are various ways leaders do have legitimacy:

1.   Charismatically (possession of personal qualities): A person can stand out in a group and be capable of influencing others, in the group based on his personal qualities and abilities. These abilities could be through training, education, honesty, maturity, experience etc. such person distinguishes himself from others and for this reason they look up to him in the group for their actions. Acceptance of this kind of Leader arises from the confidence other, have in him based on his abilities.

2.   Appointment or Rational legal manner: This is the situation with most organizations. The Leader is simply appointed from among the group or for the group. Acceptance of this Leader thus arises out of his office position and the rules and regulations of the group or organization or the desires of those who appointed him.

3.   Traditional methods: This kind of Leadership arises from traditions and customs. In some cases it is hereditary. A person simply emerges as a Leader because tradition or customs bestows it on him.

4. Situational method: These Leaders simply emerge from situation. In other words situation make them to become Leaders. Others in the group see them as a saviour or a useful ally at that material point in time. This type of Leaders is very temporary, once the situation normalizes the Leader returns to his former status. Example of such Leaders are those that arise from emergency crisis or netious situations.

5. Functional method: A person emerges as a Leader from his responsibilities, that is, what he does rather than what he is. For example, in an organization, if a person is appointed or promoted to a senior position he automatically becomes a leader on matter-what the person was before. The point made here is that the person may not be most qualified or even experienced hut once appointed to a senior position above other members of the group, he takes the Leadership position.

6. Electoral Method: A person can emerge a Leader through elections. This is more prevalent in political situation. Once elected by majority vote, the person stands in a Leadership, no matter his age. Having highlighted the above methods, it is pertinent to mention that the success rate of any Leader no matter how he emerges will depend on the amount of influence he can wield on others or the group as the case maybe.

Distinction between Leading and Managing

It is worth nothing that although Leadership is highly related to and important to management, Leadership and Management are not the same concepts. (Stoner, et. al. 1996)

As stated earlier Leadership is the ability to wield enormous influence on the followers so as to enable them contribute willingly to goals attainment. Managing on the other

hand is getting tasks accomplished through the efforts of others without necessarily influencing them out of proportion.

Thus a person can serve as an effective manager, that is, a good planner and organizer but lack the motivation skills of a Leader. For this reason, Leadership scholar, Warren Bennis, did not hesitate to point out that most organizations are overmanaged and underled. For today's organization to excel, they need level handed persons or managers who possess Leadership characters, or qualities.

Theories of Leadership

Leadership theories are very controversial and as mentioned earlier, they have attracted some scholarly and mental attention.

The theories which have been put forward are generally classified under:

1.   Trait theories

2.   Style theories

3.   Contingency or situation theories. (We shall look at each in turn)

Trait Theories

This theory holds that there are certain inherent qualities in a person that makes him or her an effective leader, which may not be present in other members of the group or organization. Put differently, it implies that a leader must have certain personal skills, qualities or characteristics to make him or her an effective leader.

As a matter of fact this has been the concern of many researchers over the years. It started with the failure of the "great men" theory that leaders are bone and not made. Thereafter

inquiries were made to identify those traits that distinguish a leader from other member of the group. This however did not provide a thorough proof of what makes an effective leader as it was found that even some non- leaders possess similar traits.

In general, the study of leader traits has not been a very fruitful approach to explaining leadership. Nonetheless, some studies have indicated a significant correlation between certain traits and leadership effectiveness.

As Bennis and Townsend put it, "one idea remains significant that leadership is-unique to each person. Neither science nor formula will produce a leader; leadership is a matter of character".

Below are qualities a leader should possess as enumerated by some researchers and scholars. (Hicks & Gullatt, 1981)

Qualities of a good leader

According to Alfred Cooper, a leader must possess the following traits:

  i) Ability to inspire

  ii) Loyalty — a leader must be loyal to the management

  iii) Fairness — a leader must be impartial in dealing with his subordinates

  iv) Forcefulness — a leader must be smart and capable

  v) Kindness — a leader must always show leniency while at the same time knowing when to be severe.

  vi) Judgment — a leader should differentiate between what is good and what is not good enough or bad in the interest of his or her subordinates and organization.

vii) Knowledge of work — a leader should not be completely ignorant of the work processes but should at least have a basic idea.

viii) Good Health — the leader must be in good health and sound for the good of their subordinate and the organization.

To Donald Rudkin, a good Leader must be one who can adopt and adapt the whole or a combination or a substantial number of the following personal factors:

i) He must know his people (workers) and treat them as individuals and not as inanimate objects.

ii) He must establish a good working climate or atmosphere in the organization and his organization is known as a good place to work.

iii) He must decisive. That is, he must be firm and not unnecessarily flexible.

iv) He must be capable of resolving conflict and solving problems. In other words, he must have sense of good judgment and be good in crisis management.

v) He should look out for his people and the organization

vi) He should have initiative and be innovative

vii) He should have imagination and be creative.

viii) He should be one who encourages ideas and participation

ix) He expects much and give credit for job well done

x) He is always comported. He never loses his composure. When his expectations are not met, he finds out why and then takes appropriate action.

xi) He is honest to a fault, his people respect his and he levels up with them

xii) He supervises generally and sees what is going on in the organization in personal terms.

xiii) He encourages self-development and follows his own advice.

Likewise, Keith Davis identified four characteristics that Leaders tend to have;

i) Intelligence—Leaders tends to have somewhat higher intelligence than their followers.

ii) Social maturity and breadth —Leaders have a tendency to he emotionally mature and to have a broad range of interests.

iii) Inner motivation and achievement dives — Leaders want to accomplish things, when they are not primarily dependent on outside forces for their motivation.

iv) Human relations attitudes —Leaders are able to work effectively with persons. They respect individuals and realize that to accomplish tasks, they must be considerate of others.

Harold Koontz et al (1981) op. cit. on their part, identified three major ingredients of Leadership. These are:

i. The ability to comprehend that human beings have differing motivating forces at varying times and in different situations

ii. The ability to inspire

iii. The ability to act in a way that will develop a climate to responding or arousing motivations.

iv. Self-assurance

v. Ability to get along with people and ability to inspire confidence in their subordinates

To Warren Bennis and Robert Townsend, there are a number of characteristics that a good Leader must possess. These are:

i) Having the notice of personal ambition under control. He must not be type that cannot live without power when he emerges as a Leader.

ii) A good Leader must be honest and exhibit simplicity. He must not get his hands dirtied in any situation.

iii) A good Leader must be adequately articulate. He must also possess some communicating ability, speak clearly, simple and articulately.

iv) A good Leader must be open-minded and candid in his dealings or interactions with subordinates.

v) A good Leader must be innovative or a good transformer to turn his organization around for good, and must not be relenting.

vi) A good Leader must be a servant to his people. He must not be power-craving, insensitive or overly ambitious. He makes sure his subordinates do not have any reason to fail, that their wants are fulfilled and that they have every resource needed to achieve their targets.

vii) A good Leader defines reality and always says "thank you" for a job well done

viii) A good Leader must be objective. He must be someone who is constantly referring back to his mission when problems come up. Someone who makes all his decisions based not on what he had for breakfast or how he feels or whether he likes the person he's dealing with, but on whether it gets him closer to this vision or backs him off. He must be purposeful.

ix) A good Leader must have positive self-raged, and often not too big an ego. He should be absent of arrogance.

x) While not having too big an ego, he should have among ego, strong enough to take the abuse, strong enough to hand le the kind of anger he will

sometime incur, and yet also strong enough to appreciate contrary feedback from other people.

xi)   A good Leader is someone who never takes credit. He passes the credit on to the people (subordinates) who really have done the work.

xii) A good Leader learns to help his people grow and allow them to reap the rewards of work that is done well. He is very caring.

xiii) A good Leader exhibits humour and joke telling. He reframes an issues and take it from a win/lose situation to something that clarifies and illuminates. He prefers to laugh at things even when they are painful.

xiv) A good Leader has integrity and wisdom. He keeps his promises and don't make one if it will not be kept.

xv)   A good Leader welcomes criticisms.

xvi) A good Leader provides protection for the subordinates. He stands up against any external pressure on his subordinates and knows when to say yes or no in their favour. He garners support, and loyalty from his subordinates.

xvii) A good Leader precedes and takes risks and would not sit back and allow the subordinates do it alone.

xviii) Above all, a good Leader must be fair to all.

The conclusion drawn from these scholars after a review of all the traits is that there is no evidence that universal Leadership traits exist. Furthermore, different situations and different groups require different Leadership abilities. (Iyoha& Ailoje, 1996 op cit.)

3.0   Style Theory of Leadership

As a result of the loss of absolute confidence in the trait theory, Leadership scholars delved into looking at the various behaviours of 'Leaders to determine whether there will be a correlation between the behaviour adopted and the Leaders effectiveness.

The theory holds that it is the behaviour of the Leader in relating with the subordinates in the organization that makes him or her effective. Put differently, the theory asks the following questions. Does the Leader see the subordinates as those who simply have no idea and must be ordered about to achieve result or does he see them as people who have ideas and should e carried along to achieve organizational goals or objectives or does he see them as those that should be left alone to work at their pace and in their individual wisdom?

The inability of researchers to agree on a common behaviour capable of yielding fruitful ends leaves the theory to unending researches. Below are some Leadership types and their styles vis-a-vis relationship with subordinates in decision-making. Schoenbery cited by Osa Osemwota identified four Leadership types styles in public organizations. These are:

  i.   The innovator

  ii.   The developer

  iii. The maintainer

  iv.   The figurehead

The Innovator

The innovator is a Leader who values personal achievements and the opportunity to institute changes more highly than any other attribute of his role. He changes positions frequently, usually to take a role which gives him a change to start a new agency, to

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create a new program, or to establish the climate for some experimental situation. He spends little time on such tasks as allocating authority, defining responsibilities, and developing systematic organization structures. He tends to delegate decision making to his staff whenever possible. His association with his staff is informal. His door is open but he is always. Because of this, he expects his staff to be self-starting, and ultimately give his approval.

The Developer

The Developer values agency achievement and the institutionalization of new programmes more than his need for personal achievement. He sees his own needs paralleled by the agency's successes. He is interested in developing the technical capacities of the agency, as well as its programs, and spends considerable time on the problems of role definition and authority allocation.

The Developer is more formal in his relationship than the innovator, although he too, has personal relationship with his staff. He expects his staff to be self-starting and to make decisions within the framework he has established for them: Although he is interested in goals of the present, his orientation is toward the future and the development of long term goals. His basic aim is to keep the agency in good running condition. He sees order and hierarchy as part of the necessary structure for getting things done. His high-level for personal achievement is satisfied by agency successes and he considers himself a builder.

The Maintainer

The maintainer is an executive (Leader) who keep his agency in a steady state. He has many of the attributes of the classical bureaucrat of his emphasis on hierarchy and order, and his high need for affiliation with his organization. He has a moderate need for personal and organization achievement within the formal guidelines of his role.

Decision are made in his agency on the basic of a plan which assigns appropriate authority to each position. His staff meeting are regularly scheduled, as are his monthly reports. His relationship with his superiors and with his constituents are guided by the formal rules of his agency. Because he fears that too much association with constituent group could affect his impartial status as a public official, he avoids personal contact and reduces constituent involvement when possible. He prefers to assign his role to one of his subordinates. He avoids personal relationship with his staff because he feels it is unprofessional and a possible source of unfair treatment. He attempts value-free judgments on issues and persons. Because he plans to stay with his agency, perhaps until his retirement, his goals are lone term and involves the maintenance of existing programs and the avoidance of conflict.

The Figurehead

The Figurehead has probably attained his Leadership role because of friendship with his superiors, or perhaps, because of somewhat flamboyant image. He has little technical knowledge in the field of his appointment and few ideas of how to follow through with duties. He is very insecure in his responsibilities.

His decisions making pattern is erratic. He tends to delegate and frequently defers to a subordinate with technical skills, he hopes his staff will be self-starting and gives them little direction.

The figurehead often finds the greatest regards from his associations with constituents who satisfy his high level needs for exhibitionism and adulation. The policies which he support are those of the political power who have put him in office. The from engaging in any long-term policy planning or implementation. He is seen simply as apposition flier or a stooge.

Other earlier explanations of Leadership types and styles classified them on the basis of how leaders use their authority. (Beach, 1975 op cit.) Leaders were seen applying three major styles:

(1) The Autocratic Leader

The autocratic Leadership style refers to a situation where all authority and decision — making is centred on the Leader. This central control derives from the use of rewards, praise, sanctions or the threat of sanctions or punishment. He decides what he wants and how he wants it. It is usually a one-way pattern relationship. He requires conformity from his subordinates and considers his decisions to e superior to those which his "inexperienced" or 'unknowledgeable" workers could offer to solve any problem at hand.

(2) The Democratic or Participatory Leader

This style of leadership became pronounced and popular during the neo-classical ear of management. This approach seeks to obtain the cooperation of workers in achieving organization goals by allowing them to participate in the process of decision making. Here, the Leader believes that workers would support and accept a decision they were involved in reaching. Thus, it gives rise to a situation, which is very likely to increase the organization's productivity.

Although, this Leadership style does not relieve the Leader of his decision-making responsibilities, it does require that he recognize the subordinate as being capable of making suggestions to decisions which may be of help to the achievement of the organizational goals.

(3)   The Laissez Faire Style

The Laissez faire style, otherwise known as the "free —rein" or "do it yourself' style does riot depend on the Leader to provide external motivation as do the autocratic and democratic Leaders. The workers are Simple given goals to accomplish and they are left to themselves or on their own to achieve it using their experience and ingenuity. The Leader only assumes the role of a group member or a coordinator. The bottom line is that under this type of Leadership style, workers are virtually left to themselves to achieve the goals which have been set for them with minimal control. (Nwachukwu, 1988 op. cit.)

Those who subscribe to these three styles of Leadership are likely to recognize that the use of any of the style will depend on the situation. For instance, a Leader may be highly autocratic in an emergency. For example one can hardly imagine a fire chief meeting with his crew to consider the best way of fighting a fire when there is a fire outbreak. Leaders may also be autocratic when they alone have the answers to every question. Another accepted classification of Leadership style was advocated by Rensis Likert and his associates at the University of Michigan. He described these styles of Leadership as:

1. Exploitative Authoritative

These Managers (Leaders) are highly autocratic, have little trust in subordinates, motivate people through fear and punishment with occasional rewards, engage only in downward communications, limit decision making to the top, and display similar characteristics.

2. Benevolent Authoritative

These managers have a condescending confidence and trust in subordinates, motivate with rewards and some fear and punishment, permit some upward communication,

solicit some ideas and opinions from subordinates and allow some delegation of decision making but with close policy control.

3. Consultative

These managers have substantial but not complete confidence and trust in subordinates, usually try to make constructive use of subordinates ideas and opinions, use for motivation, rewards with occasional punishment and some participation, engage in communication flow both down and up, make broad policy and general decisions at the top with specific decisions at lower levels, and act consultatively in other ways.

4. Participative

These managers have complete trust and confidence in subordinates in all matters, always get ideas and opinions from subordinates and constrictively use them, give economic rewards on the basis of group participation and involvement in such areas as setting goals and appraising progress towards goals, engage in much communication down and up and with peers, encourage decision making throughout the organization, and otherwise operate with themselves and their subordinates as a group.

In a similar vein, Edwin Flippo identified 5 leader styles in organizations; These are:

1. Coercive autocracy — where the Leader tells and if necessary threatens.

2. Benevolent autocracy — where the Leader is tells and explains, utilizing positive reinforcement if the behaviour is forth —coming.

3. Manipulative autocracy — where the Leader "Cons" subordinates in thinking that they are significantly participating as he or she is putting the strings behind the scenes. He may in effect be referred to as "sophisticated autocrat".

4.   Consultative Leadership — where employee feel and believe that their inputs are truly desired and can impact upon the decisions made.

5.   A laissez-faire approach — where the Leader wishes to join the group as a fellow participant and do what the group wants to do, having little or no control over the groups.

Yet another classification of Leadership type and style is by William J. Reddin. He identified 8 Leadership styles in four basic types of situations, which he said could be placed into a grid format utilizing the dimensions of Task orientation and Relationships orientations. These styles are:

1.   The Developer, where the orientation is more towards helping people develop skills that will pay off in task accomplishment.

2.   The Missionary, whereas the name implies, the Leader has a mission or task to accomplish. Thus, he or she gives maximum attention to tasks at its extreme and in the final analysis becomes less effective.

3.   The Executive, here the Leader attempts to "balance up" by integrating tasks and human values or considerations, and thus seems more effective.

4.   The Compromiser, where the Leader is always willing to work out a political exchange through trade-off and "split-the difference" approaches.

5.   The Bureaucratic style where the Leader is more concerned with enforcement of procedures and rules in accomplishing tasks than human considerations.

6.   The Deserter, where the Leader believes in means more than ends. He is detached from task and relationship orientation and emphasizes data processing and finance.

7.   The Autocrat, where the Leader is at the extreme engendering resistance and insubordination.

8.   The Benevolent autocrat, where the Leader attempts to "purchase" cooperation through persuasion, paternalism, fringe benefits and executive justice.

Most of the Reddin frameworks are in the area of associating personnel styles with positions held.

On their part, James Stoner et al, (op. cit.) identified five (5) Leadership styles. These are:

1.   Task-oriented styles where Leaders closely supervise employee to be sure the task is performed satisfactorily. Getting the job done is given more emphasis than employees' growth or personal satisfaction.

2.   An employee-oriented style where Leaders put more emphasis on motivating rather than controlling subordinates. They seek friendly, trusting, and respectful relationships with employees, who are often allowed to participate in decisions that affect them.

3.   Transactional Leadership style where the Leaders determine what employees need to do to achieve their own and organizational objectives, classify those requirements, and help employees become confident so that they can reach their objectives by expending the necessary efforts.

4.   Transformational Leadership style where the Leaders motivate subordinates to do more than they originally expected to do. The Leaders achieve this by raising subordinates sense of the importance and value of their tasks through getting them to transcend their own self-interests for the sake of the team, organization, or larger policy and by raising their need level to the higher-order needs, such as self-actualization.

5. Charismatic Leadership style where the Leaders have very high levels of referent power that comes from their need to influence others. The charismatic Leader has extremely high levels of self-confidence, dominance, and a strong conviction in the moral righteousness of his or her beliefs or at least the ability to convince followers that he or she possess such confidence and conviction.

Charismatic Leaders communicate a vision or higher level (transcendent) goal that captures the commitment and energy of followers. They are careful to create an image of success and competence and to exemplify in their own behaviour the values they espouse. They also communicate high expectations for followers and confidence that followers will perform up to those expectations.

One of the more recent style frameworks is that by Victor Vroom and Phillip Yetton. Here the emphasis is upon the degree to which the Leader should share decision making power with subordinates. The following five styles are identified.

1. The Leader makes the decision using information personally possessed.

2. The Leader obtain necessary information from subordinates and then decides. Subordinates may or may not be told of the nature of the problem.

3. The Leader shares the problem with relevant subordinates individually, solicits suggestions and then makes the decision.

4. The Leader shares the problem with the subordinates as a group, obtains collective ideas, and then makes the decision.

5. The Leader shares the problem with the group, and acts more as a chairperson in generating and evaluating alternatives in search of group consensus.

Yet, one of the most widely known approaches to dramatizing Leadership styles is the Managerial Grid, developed by Robert Blake and Jane Mouton. This style scheme is one

of the most widely known among managers and was built on previous research as that of William Reddin mentioned earlier.

The style show the importance of a manager (Leader) having concern both for production and for people. Five basic styles were identified:

1.   The Impoverished Leadership Style:

The Leadership-style where Leaders concern themselves very little with either people or production and have minimum involvement in their job. Reddin calls this the "deserter" and aggress that it is typically ineffective or "impoverished"

2.   Team Leadership Style:

The Leadership style where the Leaders display in their actions the highest possible dedication both to people and to production. They are the real Leaders who are able to mesh the production needs of the organization with the needs of the subordinates.

3.   Country Club Leadership Style

The Leadership style where the Leaders have little or no concern for production but are concerned only for people. They promote an environment where everyone is relaxed, friendly, and happy and no one is concerned about putting forth coordinated effort to accomplish organizational goals.

4.   Task Leadership Style

The Leadership style where Leaders are concerned only with developing efficient operation, and have little or no concern for people.

5.   Middle of-the-Road Leadership Style

The Leadership style where Leaders have medium concern for production and for people. They obtain adequate, but not outstanding, morale and production. They do not set goals too high. And they are likely to have a rather benevolent autocratic attitude towards people. Below is an illustration of the Managerial Grid:

Fig. 1.1 Managerial / Leadership Grid
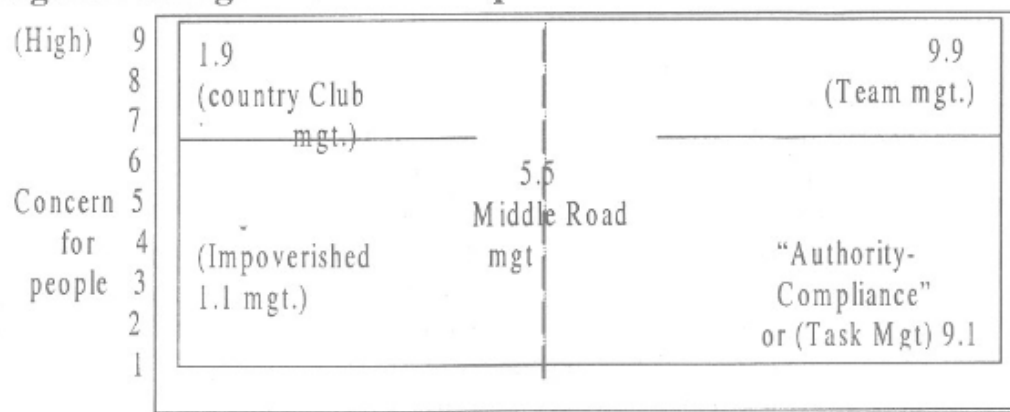
(a)   1.1 "Impoverished Leadership effective production is unobtainable because people are lazy, apathetic and indifferent. Sound and mature relationships are difficult to achieve. Conflict is inevitable.

(b)   9.1 "Task or "Authority —Appliance Leadership" employees are seen as commodities just as machine and tools. A Leader/ Manager's responsibility is to plan, direct and control the tasks of subordinates and no concern for them.

(c)   1.9 "Country Club Leadership" Production is incidental to lack of conflict and good fellowship.

(d)   5.5 "Dampened Pendulism" or "middle —of-the —road Leadership". Push for production but don't go all out. Give some consideration to people but not all. Be fair and firm. Give equal concern for production and the employees.

(e)   9.9 "Team Leadership Style" The most effective Leaders are people and production oriented at the same time with equal vigour.

In their concept of Leadership continuum, Tannenbaum and Schmidt identified seven
(7)   Leadership styles. These are:

(1)   Manager (Leader) makes decisions for others which they must accept i.e. an unquestionable decision.

(2)   Manager makes the decisions but must "sell" it before gaining acceptance. In this case, the decision is unilaterally made by the Leader but instead of forcing it down on the subordinates, he persuades them to accept it.

(3)   Manager presents decision and invites questions from subordinates. Here the Leader who has arrived at a decision, seeking acceptance of his decisions, provides an opportunity for his sub ordinates to get a fuller explanation of the decisions by responding to their questions. This style enables the Leader and the subordinates to explore more fully the implications of the decision.

(4)   The Manger presents a tentative decision which is subject to change based on the inputs made by the subordinates though the Leader "calls the final shot".

(5)   The manager presents the problem, gets suggestions, and then makes his final decision. Here, the manager does not take decisions at first, rather he allows subordinates to make suggestions to tackle existing or envisaged problems and select from the suggestions made, which he regards as most promising.

(6)   The manager defines the limits and requires the group to make a decision. In this Leadership style, the Leader passes to the group (possibly including himself as a member), the right to make decisions. Before doing so however,

he defines the problem to be solved and the boundaries within which the decisions must be made.

(7)   The manager and subordinates jointly make decision within limits defined by organizational constraints. The Leader commits himself in advance to assist in implementing whatever decision the group makes.

This is illustrated in a continuum thus:

Fig. 1.2 Continuum of Leadership Behaviour (adapted from Hick and Gullett p.486)
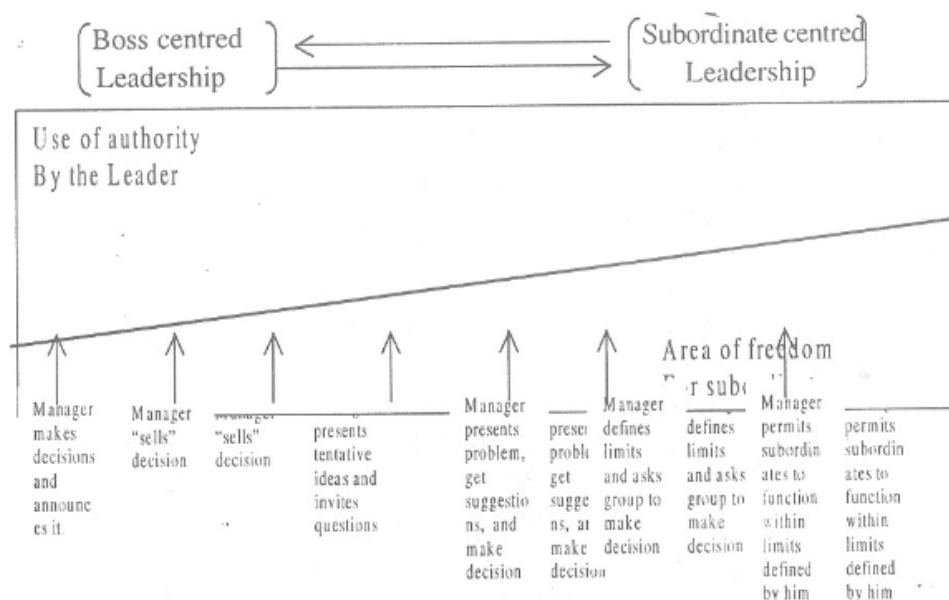
Here, the Leader can choose which Leadership style to use based on the forces in the Leader as a person, in subordinates, and in the situation.

This Leadership Continuum is one of the best-known discussions of contingency or situational Leadership ever developed.

The authors identified a continuum of possible Leadership styles that on one end is totally autocratic or the "boss-centred" approach while on the other end of the scale emphasis is on employees are many possible combinations of Leader and follower influence-sharing.

Having highlighted these styles, the agreement has remained that, of all styles, which is the best or most effective? Various scholars who have expressed their standpoint on the issue had good reasons to do so. It became difficult to really have a common style that can be said to be the most effective. For this reason, researchers pushed their eagle eyes on yet another aspect and this takes us o the next theory — the contingency or situational theory.

Situational / contingency theory of leadership

The premise of this theory is that Leaders are the product of a given situation.

The theory holds that neither the traits or qualities of a Leader or the style adopted by the leader can justifiably be said to determine an effective Leader, but the situation a Leader finds himself at any material point in time and his abilities to handle the situation.

The implication of this is that a Leader may possess all the necessary traits of a good Leader but it may not work in certain situation he finds himself. He could also be carried away by his traits and thus becomes ineffective. Again, the traits he may possess may not be exclusive to his the organization. His followers (subordinates) may also possess such qualities.

Similarly, the style a Leader adopts will also depend on the situation he finds himself. There is no doubt that there are some situations where autocracy has to be applied. There are certain decision that a Leader may have to take alone in the interest of all. He becomes effective by being wise to take such decisions. Likewise, there are some situations where the Leader may require inputs from other members of the organization to achieve fruitful ends. As the saying goes, "two heads are better than one."

The summation of it all is that it is the situation that a Leader finds himself and his response to the situation that makes him an effective Leader.

The factors to be considered according to situational theories include: the job itself, the organizational environment the Leader operates, the characteristics of the people (subordinates), time required to make the decisions among others.

In keeping with the thinking that effective Leadership style are situational is the contingency model of Leadership developed by Fielder and his associates. They combined to some extent the trait and situational approach, and suggested a contingency theory of Leadership. Fielder in his work identified three situational characteristics that influence effective leadership: (1) leader-member relations (2) task structure and (3) leader-position power. The theory implies that Leadership is any process in which the ability of a Leader to exercise influence depends upon the group task situation and the degree to which the Leader's style, personality, and approach fit the group. In order words, people become Leaders not only because of the attributes of their personality but also because of various situational factors and the interaction between the Leaders and the situations. Another contingency view of the Leadership process is the life cycle theory. like Fielder's model, this theory recognizes that different Leadership styles are appropriate in different situations. But unlike Fielder, the life cycle theory puts considerable emphasis on the Leader's style flexibility, that is, the ability to accurately diagnose a situation and select a proper Leadership style to utilize. It then suggested two factors that can make a Leader's style and these are:

i.   Task orientation

ii.   Relationship orientation

The Leaders style according to the theory will depend on how high or low the combinations are:

One of the best known discussions of the situational or contingency Leadership was developed by Tannenbaum and Schmidt and they maintained that to understand the Leader's style, three variable should be analysed. These variables are;

1.   Forces within the Leader

2.   Forces in the followers or subordinates

3.   Forces in the situation or Environment

These variables according to them, emphasizes flexibility and sensitivity to the situation in which the Leader and group find themselves. Forces in the Leader implies that a Leaders behaviour is influenced by certain internal motivations in the Leader. Some of these include:

i.   His value system.

ii.   Confidence in subordinates

iii.   Leadership inclinations

iv.   Feeling of security in an uncertain situation

The value system of the Leader entails the way he appreciates his role and the contributions of the subordinates in sharing decisions making with him. Similarly, this affects his confidence in the subordinates, to deal with the problem at hand. For instance a Leader who tends to take a rather pessimistic (theory X) view of men will have little or no confidence in their ability to perform. In the same vien, the Leader who leans in the direction of the optimistic (theory Y) view of men will have confidence in their ability to perform.

The Leadership inclination also matters. This involves the style with which the Leader is most comfortable. (Some Leaders are more comfortable by being autocratic or apply the directing approach, ordering people about. However, some see it the other way round and prefer a more democratic approach. Feeling of security or insecurity also aid

the style a Leader adopts in relating with the subordinates. A Leader who feels insecured for example will find it difficult to carry the subordinates along.

Forces in the subordinates. The essence of Leadership is followership. In other words, it is the willingness of people to follow that makes a person a Leader. Generally speaking, people do have needs and these needs, as have been proved by some researchers influence the way they behave at given points in time. This stand point is fully buttressed by the expectancy model of motivation by such researchers as Victor Brown and Porter and Lawler. This is also the basis of the path-goal theory.

Indeed, the follower theory applies to the force in the subordinates also, and it holds that people tend to follow those in whom they perceive (accurately or inaccurately) a means of accomplishing their own personal desires. The Leader then, is the person who recognizes these desires and does things, or undertakes those programme designed to meet them.

The needs that human beings bring to the organization are made evident in terms of specific wants such as money, security of job, congenial associates, credit and praise, a meaningful job, opportunity to advance, good working conditions, reasonable orders, a relevant organization, and competent and fair Leadership.

Forces in the Situation or Environmental Pressures: This is also a crucial factor to note. They include the type of organization, the effectiveness of the work group, the type of problem, and the pressure of time for the decision to be made. For example, the structural differences of organizations, the persons in the organization, the size of the work units, their geographical separation, and the interdependence of the work groups can affect the choice of the Leadership style in decision making. For instance, it may be much more difficult to allow participation in decisions when work groups are large and widely separated than when they are small and in the same place. Like wise, the persons

in the organization matters. As mentioned earlier, Leadership is effective only when the followers see it that way and are willing to follow suit.

The effectiveness of the work group and type of problem can also inform the style the Leader will adopt. If the group is seen to be ineffective or lack of the knowledge to make meaningful contributions to decision making it will be improper to seek their suggestions. It will tantamount to asking a blind man to show one where a particular road is.

The pressure of time also matters. For example, there are some decisions that may have to be made instantly to safe some destructions. Here, making wide consultations may become detrimental. For instance, in a situation of fire outbreak. When there is an immediate need for a rapid decision to be taken, group participation might be ruled out, as group decision making is usually slower than that made by individuals.

Tannenbaum and Schmid's variables are no doubt a food for thought in Leadership theories.

4.0   Leadership Theories: An Evaluation

Having treated most fundamental Leadership theories, there is no gainsaying the fact that no one theory can be said to be conclusively correct and relevant in all cases. The trait theory has been found to be faulty. Part of the reason being that the so-called Leadership traits are not mutually exclusive to Leaders.

Non- Leaders also possess some of those traits but do not have the opportunity to be in Leadership positions so as to be evaluated. Similarly, many indisputable Leaders the world over who had excelled did not have these traits in toto. However, this is not to say that Leadership traits should be ignored.

No doubt, such traits as intelligence, scholarship, supervisory ability, initiative, self-confidence and assurance, maturity among others, matters in Leadership but cannot be taken as the sole thing that makes a Leader effective as other contending variable must be put into consideration. However, the trait or characteristics of a Leader remains one approach in Leadership studies.

The various studies or researchers on Leadership style are also not a waste. While some insist that the Autocratic Leadership style is more effective, others do not see it that way. This has resulted in the situational or contingence theory which implies that the application of a particular style will depend on the situation the Leader finds himself or herself. The defence is that there are some situations that will demand instant decision while there are others with enough room for consultation or group participation. There is no doubt that this is correct. However, the snag in the situational approach is that it is no longer fashionable. All over the world today, the craze is for Democracy which simply implies peoples in v olvement in the decision that affects them. Even if a Leader takes a decision in some inevitable circumstances, it behaves such a Leader, to report such decision and the circumstance to the subordinate or followers in no distant time so as to carry them along. This is the path to honour. Indeed, their input will further ensure no lapses. The argument that some of the subordinates may not be knowledgeable enough does not hold water. At least some will have knowledge and be able to display some element of intelligence.

Great benefits to the organization and its members can be derived from the Democratic Leadership style. Subordinates get more committed to such situations. As Beach puts it

> The process of participation brings into play the higher drives and motives of man: the drives for self-expression, accomplishment, autonomy, and self-assertion. It lets the employees know that their contributions are sought and appreciated. When managers establish means, on either an informal or a formal basis, for obtaining help from

subordinates in the making of plans and decision, they will be tapping their knowledge and creativity.

Workers whose knowledge and creativity are sought no doubt will have a sense of belonging and would like to work hard for the peace and progress of the organization.

Effective Leadership

The essence of organizations is goal attainment. Leadership involves accomplishing goals with and through people. A man (Leader) might himself know too little, perform poorly, lack judgment and ability, and yet not do damage as a Leader. But if he lacks in character and integrity, no matter how knowledgeable, how brilliant, how successful; he destroys. He destroys people who are the most valuable resource of reorganization. He destroy spirit and he destroys performance.

A Leader is said to be effective if he is able to draw the necessary response from workers to achieve desired objective. The essence of Leadership is followership. An effective Leader carries his subordinates along and create the conducive atmosphere or environment for the organization to attain its goals. The effective Leader creates the spirit for organizations to grow. (According to Pater Drucker, "if an organization is great in spirit, it is because the spirit of its people is great. If it decays, it does so because the top rots. As the proverb has it: "Trees die from the top".An effective Leader is that Leader who can get the organization to achieve its set goals. He is the Leader that the followers (subordinates) will readily want to follow. He is the Leader who can transform the organization from a dwindling or dying state to a state of great heights.

Leadership is of utmost importance. Indeed, there is no substitute for it. An effective Leader applies the qualities in his to change his organization for good.

The summary of all these is that any where is an effective Leader, there are bound to be positive changes, or put differently, results.

5.0 Concluding Remarks

This paper looked at Leadership as a crucial factor in organizations be they private or public. The point was made clear that Leadership is essential to any organization and as Keith Davis put it, "without Leadership, an organization will be like a muddle of men and machine because it is the human factor that will motivate or impel the people in the organization towards its stated goals."

The paper viewed the various ways scholars conceived Leadership and conclude that Leadership is simply the ability to influence, induce or inspire subordinates to thrive willingly towards group or organizational goals.

Three major Leadership theories (trait, style and situation) were considered and it was discovered that the situation approach which used to be considered as more promising has since become unfashionable. Rather, there is a global craze for democracy or participatory management which enables individuals not to feel alienated but have a sense of belonging.

What became more important however, is who the effective Leader or manager is and how can one be found? Conclusively, the effective Leader or manager is the one that the subordinates have absolute confidence in and so help to achieve set goals or objectives.

Organizations which strive for success should therefore endeavour to always search for Leaders or at least manager who have Leadership skills or better still fully integrate training in Leadership into their programmes.

For public organizations, appointment to Leadership positions should be basically on competence so as to avoid the figure head kind of Leadership we mentioned earlier or worst still, a situation of putting round pegs in square holes or vice-versa rather than round pegs in round holes and square pegs in square holes.

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