

Leadership and Organisational Success in Nigeria: A Study of The Delta State University, Abraka

Onofere Princewill OKEREKA, Emuobonuvie Nathaniel DENEDO*

Department of Public Administration, Faculty of Management Science, Delta State University Abraka, Nigeria

*Corresponding author: princemuobo@gmail.com; onofereonline@gmail.com; princemuobo@gmail.com

Abstract

The study examined leadership and organisational success in Nigeria using Delta State University, Abraka as a case study. The study adopted across-sectional research design and data was collected via a survey of 400 respondents in Delta State University using purposive sampling. Data collected were analysed using Pearson's product moment correlation analysis with the aid of statistical package for Social Science (SPSS) version 23 and the hypotheses were tested at the 0.05 levels of significance. The result of the study showed that transformational leadership positively enhance organisational commitment of employee's in other achieve goals in an organisations, time prioritization positively and significantly influenced employee productivity in selected local government councils and leadership positively and significantly enhance organisational behaviour and commitment in an organisation in Delta State university Abraka, Nigeria. This study concluded that leadership influence organisational success in Nigeria and suggested among others that in order for leaders to address the needs, demands, concerns, and issues of an organisation, they should uphold high moral standards and an ethical code of conduct.

Keywords: leadership; organisational success; delegation; staff indiscipline

Introduction

Employers today are realising more and more that in order for any business to succeed, they must continuously raise employee satisfaction in order to boost productivity and employee motivation. This indicates that organisations should increase employee commitment. According to Awan and Mahmood (2009), every organisation wants to achieve long-term success in light of the current economic trend. They want to effectively implement business strategies, accomplish their objectives, obtain a competitive edge, and maximise the use of their human resources. One of the key factors influencing an organisation's competitiveness is its workforce. An organisation gains a competitive advantage when it can effectively use its resources. Employees are actually the main force behind the exploitation of all other resources and are regarded as an essential resource for the company. In today's organisations, obtaining, keeping, and retaining the best workforce is crucial to success. Furthermore, Bernal (2009) makes the case that an organisation's overall success is dependent on the dedication and performance of its workforce, which in turn is dependent on a number of variables that may be connected to either or both of these aspects of life.

However, the working environment in Nigeria, particularly in the institutions, demonstrates that organisational behaviour and employee commitment in Delta State University, Abraka are examples of leadership-employee exchange that have become commonplace and have numerous consequences for the organisation, including low productivity, a slow growth trajectory, and organisational success. The dedication of workers is crucial to attaining organisational effectiveness in Nigeria's fast-paced workplace. Bushra, Usman, and Naveed (2011) also point out that an employee who finds it difficult to manage work tasks in a balanced manner may also find it difficult to balance his or her personal life. The specific organisational problem is that some institutions or organisation's leaders lack successful strategies to overcome or mitigate the challenges of facing management (employer) and to encourage employee engagement. This study set out to investigate employee-leadership exchange and organisational success in Nigeria, with a particular focus on Delta State University, Abraka. The particular goals are to:

- a) Examine the relationship between leadership and organisational success in Delta State University, Abraka.
- b) Identify the challenges facing leadership and organisational success in Delta State University, Abraka.
- c) Examine the relationship between leadership and organisational behaviour and employee commitment in Delta State University, Abraka

Leadership and Organisational Performance

An institution's performance is crucial because it shows how far it has come in the marketplace. Dosumu and Olumide (2011) claim that because organisational performance is dynamic and it cannot be sustained in a competitive environment. Although the significance of organisational performance has been recognised, the means of improving it remain inadequately disclosed. In addition to being linked to the company's objectives, organisational performance also has some social ramifications because its members build social capital, which influences their behaviour in ways that

improve the organisation's success (Okolie & Udom, 2023). Employees and the organisation both gain from an organisation's training and development initiatives. An organisation that invests in training and development strengthens its human resource capabilities and gains a competitive edge, even though no single training programme can offer all the advantages (Okereka, Mukoro & Orimuo, 2023).

Employee performance is made up of both in-role and out-of-role performance, which is influenced by citizenship behaviour and leader-member exchange. Furthermore, Emmanuel, Sunny, Dadang, Biatna, and Sutarmin (2021) discussed these advantageous effects of organisational performance and clarified that employees with mastery orientation behaviour demonstrate superior leader-rated job performance. Hamidifar (2010) further supported this reasoning by establishing a connection between leader-member exchange and job performance and job satisfaction using the social exchange theory. The theory holds that a supervisor's interactions with the organisation and followers are interconnected and can be sparked by a sense of support from the organisation for improved output. However, this exchange is always dynamic and cannot take place in a single category (Okereka, 2015).

In order to increase employee satisfaction, dynamic exchange is a crucial component of leader-member exchange. Additionally, improved relationships and the work produced by employees both boost performance (Okereka et al., 2023). Okereka, Mukoro, Sanubi, and Itiveh (2010) expanded on it by finding that employees who report to their supervisors frequently receive better performance ratings than those who report infrequently. To boost productivity, delegation of work or empowerment is just as important as communication. Regarding leader-member exchange and job outcomes, Okolie Omole and Yakubu (2021) and Skansi (2000) talked about the positive influencing role of empowerment. Thus, the following theory will be put forth: H1: Exchanges among leaders and organisational performance are significantly correlated.

Theoretical Framework

This study used the Path-Goal theory. The theory represents a common theoretical development from the contingency approach to leadership research. In order to accomplish goals, the Path-Goal model is a theory that focuses on identifying a leader's style or behaviour that best suits the worker and the workplace (House, 1977). Path-Goal theory falls under the contingency approach category, which focuses on research on the relationship between situational variables and behavioural patterns of leaders. Martin Evans (1977) introduced and House (1977) expanded upon the path-goal theory. The main goal of the theory is to clarify how a leader's actions impact the motivation, performance, and level of satisfaction of their subordinates. The theory suggested that a leader can exhibit different leadership behaviours at different times and in different situations. The path-goal theory is best understood as a procedure whereby leaders choose particular behaviours that are most appropriate for the needs of their team members and the workplace in order to best support them as they navigate their path towards achieving their daily objectives and work activities. According to this theory, a leader's primary responsibility is to give subordinates the direction, encouragement, and assistance they need to successfully accomplish their own goals in addition to the organisation's objectives. The theory takes into account two situational contingencies: the work environment and the personal traits of group members (Okereka, 2016).

This theory proposes four different kinds of leadership styles: directive, supportive, achievement-oriented, and participative. An effective leader should be aware of the best times and styles to use. The directive leader gives direction, guarantees that policies and procedures are followed, and clarifies expectations to subordinates. The needs and welfare of the subordinates are given careful consideration by the supportive leader. While achievement-oriented leaders work to improve performance, set standards, and make sure their subordinates meet them, participative leaders encourage their subordinates to participate in the decision-making process. According to the theory, the type of leadership a leader should adopt will depend on the demands of their subordinates and the nature of the task at hand. The amount of direction and instruction required is inversely correlated with the task definition degree. The argument put forth by the path-goal theory is that a leader must be task- or relationship-oriented based on the demands of the specific circumstance (Sokoh & Orhero, 2021).

There are two alternative theories that support the path-goal theory. First, a leader's actions are only seen as acceptable by their subordinates if they believe that they are a present source of happiness or that they will help them attain work fulfilment in the future. This is the case when subordinates view a leader's behaviour as a source of satisfaction from their current job, which can be suitable in achieving employee job satisfaction. The second hypothesis posits that employees have motivation based on the actions of their leaders. Employee motivation will therefore increase if leaders behave in a convenient manner. One way to motivate subordinates is to establish a connection between meeting their needs and producing results quickly. This could also be accomplished by enhancing the work environment of the subordinates by providing them with significant guidance, coaching, and incentives for their effective work (Okereka & Okolie, 2022).

Based on these presumptions, the study focused on job satisfaction as well as absenteeism in accordance with empirical research on path-goal theory. It also theoretically analysed leadership style and its impact on employees' attitudes and behaviours. This study's conceptual analysis of the relationship between leadership, employee exchange, and organisational success was made possible by the path goal theory. Based on the above-discussed the idea of inspired behaviour (path and goal), path-goal leadership theory posits that a successful leader influences followers' behaviour by altering followers' understanding of the connection between actions and results. In order to be effective, leaders must exhibit behaviours that enhance the environments and skills of their subordinates in a way that makes up for shortcomings and improves work unit performance and subordinate satisfaction. The study's empirical focus was on examining the connections between leadership behaviours and satisfaction while examining the effects of various moderator variables, like absenteeism, thanks to the path-goal theory. As an archetype, House (1977) found preliminary

evidence to support the idea that situational factors can affect not only the supportive leader's behaviour but also the directive leader's behaviour and effectiveness indicators like subordinates' job satisfaction.

As a result, House (1977) discovered backing for the fundamental theory in his meta-analysis of multiple studies, particularly in relation to the behavioural function of the instructions leader on employee satisfaction, which is influenced by task characteristics. Similarly, Emmanuel et al. (2021) found that, regardless of the situational characteristics, the behaviour of a supportive leader appears to be strongly related to the employees' satisfaction levels. Path goal theory provided this study with the perspective that, when directed leadership is perceived as having a high ability, it is negatively correlated with the acceptance of the leader by their subordinates and negatively affects their job satisfaction alongside supervision in general. To illustrate this, In a test of the path-goal theory, Hamidifar (2010) discovered that role clarity decreased with task ambiguity and that the directive leader's behaviour was unrelated to subordinate satisfaction when the supportive leader's behaviour stayed consistent. Overall, the findings are consistent with the theory, especially when it comes to the dynamic between superiors and subordinates.

This study drew upon three primary strengths of the Path-goal theory. In the first, a theoretical framework is introduced to help comprehend how the productivity and satisfaction of subordinates are affected by directive, supportive, participative, and achievement-oriented leadership styles. The second strength is that it became the first theory to incorporate expectancy theory's idea of subordinate motivation into its conception of leadership. The third strength is that it presents a six-practical model that demonstrates and validates the crucial ways in which a leader can assist their subordinates. In light of the aforementioned, it is critical for all organisations, but particularly Delta State University in Abraka, to guarantee that its staff members have an appropriate equilibrium between work and leisure time. This will help the staff members maintain a high standard of work and reduce errors, which could be expensive for the organisation. This theory also explains how employee-leader interaction and organisational success are related. Additionally, the study demonstrates that, despite their awareness of the importance of leadership-employee exchange for employees' mental health, high self-esteem, fulfilment at work and at home, and general sense of harmony in life – all of which have an impact on organisational commitment the previous administration's employers did not care about their workforce (Okolie & Ojomo, 2020).

Methods

This study used a survey to collect data, adhering to a cross-sectional research design. In order to comprehend and address the issues at hand, it was important to make sure that the primary and most pertinent data collected from the field for this study was analysed. There are 2, 448 participants in this study, both male and female. By applying Yamane's formula for sample size determination, a sample size of 398 was determined:

$$n = N / (1 + Ne^2)$$

Where N = Population size,
 n = Sample sized,
 e = Sampling error

Given the population size and with a sampling error of 5 percent, the required sample size is computed as:

$$\begin{aligned} n &= \frac{N}{1 + Ne^2} \\ n &= \frac{803,300}{1 + 803,300 (0.05)^2} \\ &= 399.80 = 400 \text{ Approximately} \end{aligned}$$

Consequently, a sample size of four hundred (400) was used.

Table 1. Sample Selection

S/N	Faculties	Sample (No of Questionnaire to be Distributed)
1	Agriculture	32
2	Art	32
3	Basic Medical Sciences	32
4	Clinical Sciences	32
5	Education	32
6	Engineering	32
7	Law	32
8	Management Science	40
9	Sciences	32
10	Pharmacy	32
11	Social Sciences	32
12	Registry Department	40
Total		400

Four hundred employees of Delta State University in Abraka made up the sample size for this study, and purposive sampling was used to select participants. To conduct data analysis, the information gathered from the questionnaire was

compiled, coded, and input into the Statistical Package for Social Sciences (SPSS version 23.0, 2020). Data collected were analysed using Pearson's product moment correlation analysis with the aid of statistical package for Social Science (SPSS) version 23 and the hypotheses were tested at the 0.05 levels of significance. These were found suitable for the nature of the study of this work.

Results

This study looked at Delta State University in Abraka, Nigeria, and the relationship between leadership and organisational success. Four hundred (400) questionnaires were distributed throughout all of the faculties at Delta State University, Abraka, in order to accomplish this. The subject matter and the respondent's personal information make up the administered questionnaire.

Table 2. Distribution of Questionnaire and Response Rate

S/N	Faculties	Questionnaires Distributed	Questionnaire Retrieved
1	Agriculture	32	25
2	Art	32	23
3	Basic Medical Sciences	32	24
4	Clinical Sciences	32	27
5	Education	32	29
6	Engineering	32	19
7	Law	32	22
8	Management Science	40	35
9	Sciences	32	27
10	Pharmacy	32	24
11	Social Sciences	32	26
12	Registry Department	40	36
		40	317

Source: Researcher' Fieldwork (2023)

As a result, only 317 of the 400 questionnaires that were distributed were found to be valid.

Bivariate Analysis (Test of Relationship)

The test for the bivariate relationship between the dependent and independent variables is a component of the bivariate analysis. The following is the decision rule that is applicable to all bivariate test outcomes: if $P < 0.05$, reject the hypothesis based on evidence that there is no insignificant relationship; if $P > 0.05$, accept the hypothesis based on evidence that there is a significant relationship between the variables.

H1: There is no significant relationship between leadership and organisational success in Delta State University, Abraka.

Table 3. Correlation of leadership and organisational success in Delta State University, Abraka

Variables		Leadership	Organisational Success
Spearman's rho	Leadership	1	.834**
		Correlation Coefficient	.000
		Sig. (2-tailed)	317
	N	317	317
Organisational Success	Organisational Success	.834**	1
		Correlation Coefficient	.000
		Sig. (2-tailed)	317
	N	317	317

** Correlation is significant at the 0.05 level (2-tailed)

Table 3 employed Spearman's Rank-order correlation coefficients to illustrate the relationship between organisational success and leadership. The analysis's findings demonstrated a highly substantial and positive relationship between leadership and organisational success, with $\rho = 0.834$ and $P = 0.000 < 0.05\%$. As a result, the null hypothesis was disproved, and it was reiterated that there is a substantial, positive correlation between organisational success in Nigeria and leadership. The finding is in agreement with Okereka, (2016) and Okolie et al. (2021) view that leadership has a positive and strong relationship with organisational success.

H2: There is no significant relationship between transformational leadership and organisational commitment of employee's in the Delta State University, Abraka.

Table 4. Correlation of Leadership and Organisational success in an organisation

Variables		Transformational leadership	Organisational commitment of employees
Spearman's rho	Correlation	1	.866**
	Transformational leadership		
	Coefficient		
	Sig. (2-tailed)		.000
	N	317	317
	Correlation	.866**	1
Organisational commitment	Coefficient		
	Sig. (2-tailed)	.000	
	N	317	317

** Correlation is significant at the 0.05 level (2-tailed)

Table 4 used Spearman's Rank-order correlation coefficients to illustrate the relationship between transformational leadership and organisational commitment. The analysis's findings demonstrated a highly significant and positive relationship between transformational leadership and organisational commitment, with rho = 0.866 and P-v = 0.000 < 0.05%). As a result, the null hypothesis was disproved, and it was reiterated that transformational leadership and organisational commitment in Nigeria have a substantial, positive relationship. The finding is in agreement with Bushra et al. (2012); Okereka, (2016) and Emmanuel et al. (2021) view that transformational leadership has a positive and strong relationship with organisational commitment.

H3: There is no significant relationship between leadership and organisational behaviour and commitment of Delta State University, Abraka

Table 5. Correlation of Leadership and Organisational Behaviour and commitment

Variables		Leadership	Organisational success
Spearman's rho	Correlation Coefficient	1	.851**
	Leadership		
	Sig. (2-tailed)	317	.000
	N		317
	Organigational behaviour and commitment		
	Correlation Coefficient	.851**	1
Organigational behaviour and commitment	Sig. (2-tailed)	.000	
	N	317	317

** Correlation is significant at the 0.05 level (2-tailed)

Table 5 employed Spearman's Rank-order correlation coefficients to illustrate the relationship between organisational behaviour, commitment, and leadership. The analysis's findings demonstrated that organisational behaviour and commitment have a very strong, positive, and significant relationship with leadership at (rho = 0.851, and P-v = 0.000 < 0.05%). As a result, the null hypothesis was rejected, and it was reiterated that organisational behaviour and commitment in Nigeria have a strong, positive relationship with leadership. The finding is in agreement with Awan and Mahmood (2009) and Okolie et al. (2021) view that leadership has a positive and strong relationship with organisational behaviour and commitment.

Conclusion

This study examined organisational performance and leadership in Nigeria. This review found that while leadership styles are very important, there hasn't been a consistent correlation or impact between them and organisational success practically everywhere in the world. In particular, teams require the backing and inspiration of a real leader they can trust, one who consistently meets and exceeds the lofty standards of his team members. As a result, a leader's effectiveness and potential greatly influence a team's motivation levels. Furthermore, a blend of situational, heroic, dynamic, authentic, and preparedness leadership styles is required in the current organisational environment. Significant leadership philosophies like transformational, transactional, democratic, and dynamic leadership have an impact on employee motivation and output, but they should be used in conjunction with authentic leadership, which aims to foster sincerity, candour, and authenticity in interactions with coworkers and subordinates as well as in other leadership roles. Although self-awareness is crucial for developing an authentic leadership style, recent corporate, financial, and governmental controversies and fraud in Nigeria have caused a leadership rot that necessitates unconventional thinking in order to stay in step with modern expectations. The combination of the authentic leadership style as well as the situational, contingent, dynamic, and heroic styles is being identified in this dissertation. The Nigerian nation will emerge from the leadership quagmire thanks to a leader's ability to blend various leadership philosophies with the modern authentic leadership style, which promotes the display as well as exhibition of the highest sincerity and personal integrity in one's dealings as well as leading positions. To address this challenge, the following long-term recommendations are made. Develop in concert, which is generally defined as moving in the direction of a stable, responsible society. Reorganise the political system to guarantee justice, equity, and fairness. Accordingly, the study suggested that:

- 1) A creative leader is necessary. In fact, creativity matters when it comes to making good decisions. For example, coming up with novel solutions to problems and creating new opportunities is crucial to the decision-making process.

2) In order to solve problems more successfully and without their direct involvement, leaders should assist in bringing out the originality and inventiveness of their staff members.

Moral rectitude and ethical accountability are essential for leaders to handle the responsibilities, demands, and issues that arise within an organisation.

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