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LEADERSHIP PATTERN AND ITS IMPACTS IN AN ORGANISATIONAL SETTING

Amakiri Famous NGOZI

Department of Educational Management
Faculty of Education
Ignatius Ajuru University of Education, Nigeria
fameamakiri@gmail.com

Tina Renna AMANGALA

Department of Educational Management
Faculty of Education
Ignatius Ajuru University of Education, Nigeria
tinaamangala168@gmail.com

ABSTRACT

Leadership is among the major drivers to improve the effective performance of an organization. It is believed that an organization's style of leadership influences its overall results. This paper focused on four styles of leadership which are autocratic leadership, democratic leadership, charismatic leadership and laissez faire style of leadership. The roles of leadership styles towards the organizational performance were also discussed. It is seen that leadership styles definitely have a strong relationship towards an organisation success. As the way the leader manages his employees will ultimately decide the performance of the organization itself. When a leader involve employees' ideas, actions and contributions into account when making decisions, productions will indirectly or directly increase, especially when the employees feel they are part of the decision making process, and that leads to motivation. It all comes down to human behaviour and psychological views when it comes to having the right leadership style a leader wants to adopt in an organization. A few recommendations were made to further improve organizational performance in the long run. According to this paper, democratic and charismatic leadership is the most effective style of leadership towards attaining and enhancing organizational performance.

Keywords: Leadership Styles, Performance, Organization, Organisational Success, Employees Performance, Strategic Objective, Organisational Setting, Organisational Goals.

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INTRODUCTION

Leadership as a type of guidance where a person could give to a particular group, he/she manages relations in a way as to impact another individual's or group's behaviour. Leadership is a mutual social power system in which leaders and superiors affect one another to accomplish corporate objectives. Leadership is a vital function that requires the potential to inspire a set of people towards a common objective. Leadership centres onto the growth, expectations and capacity building of followers (Ololube, 2019). Focusing on the growth of staff's system of values, their degree of motivation and moral with the growth of their talents is essential for managers in leadership positions (Sonia, 2010). As they work in the corporate environment, this strategy can ultimately aid followers. Followers will be motivated to be creative and responsive to completely new technologies and environmental changes (Khan et al. 2014).

Leadership has a direct cause-effect relationship on organizations and their performance. Leaders determine values, culture, tolerance for change, and motivation for employees. They shape organizational approaches, including their efficacy and implementation. It must be emphasized that leaders could be seen at any organizational level and aren't exclusive to management (Igbaekemen, 2015). Therefore, leaders' impact everyone to help achieve team and corporate objectives. It is observed, that at a given point in time the use of suitable style of leadership is a medium for organizational performance. Leadership is the heart and soul of any organization, and its significance should not be overlooked. A style of leadership is the method that leaders or managers use to practice their leadership role (Ogunyomi & Nealia, 2015). It is seen as a specific behaviour employed by a leader in an organisation to empower staff to achieve the organization's set of goals. Leadership style plays a vital role in today's businesses. Leadership style is the manner, which a director or boss wants to behave with his or her staffs or colleagues and the manner in which they exercise the leadership role (Stauss et al., 2001).

Leaders must be capable of knowing whether their leadership skills affect their followers as it supports or does not help the followers (Saleem, 2015). This may have an effect on the actions of employees to follow their leaders; followers or employees who do not have respect towards the leaders may be susceptible to disappointment, which may give rise to an employee's intention of leaving. Some researchers have concluded that styles of leadership can influence the level of job satisfaction of an employee and job satisfaction is a function of leadership style (Iqbal, 2015). It indicates that style or conduct of leadership has an effect on job satisfaction and the willingness and purpose of an employee to quit an organization or not. It is worth noting that the right leadership style practiced in a given point in time, regardless of low pay, could still inspire an employee to offer their best in the organisation (Amanchukwu et al. 2015).

Leadership Principles

A first step in incorporating empowerment and ethics into your small business setting is to formalize and document definitions. Creating a viewable, shared ethics code standardizes expectations. Defining the company mission creates direct links between daily worker contributions and overall success. Articulating ways that employees may take action provides concrete action steps toward empowerment, including taking college courses, reading industry magazines, completing training or participating in internal internship or mentorship arrangements. Employers should view ethics as a personal and professional responsibility, setting impeccable standards of behavior for supervised workers to emulate. Asking employees

for feedback and suggestions throughout these processes helps make your organization's efforts more authentic, creating buy-in from the beginning.

Leadership Patterns/Styles

Leadership style represents what people are "doing" and "behaving." Leadership has many aspects and there are many ways to describe leadership styles such as dictatorial, bureaucratic, charismatic, and participative. According to Amanchukwu et al. (2015), there are five leadership styles as illustrated:

Types of Leadership Style

Leadership styles affect everyone from senior management to the newest college intern. The leadership style a leader choose to implement can have a profound impact on the success or failure of one business. Leadership isn't just about making decisions. It's also about the kind of culture you create in the workplace, the structure of your organization and how you handle problems and issues that can destabilize an organisation.

Autocratic Leadership: An autocratic leader is often seen as someone that is well aware of his status and has little faith or trust in the subordinates. Autocratic rulers in nature are classic and bossy. Those leaders need their subordinates to function as they dictate (Al Khajeh, 2018). In general, autocratic leaders reserve the right to take decisions (Longe, 2014). The autocratic ruler believes that an employee's advanced salary for work performed is a fair exchange and an employee can only be motivated by the bonus. This leadership style is characterized by personal control over all team members ' decisions and little feedback. These leaders emphasize loyalty and devotion and are characterized as those who decide by themselves and require strict compliance to regulations.

The decision-making process is centralized; autocratic readers accept full responsibility for decision-making and controlling the performance of their followers. Followers ' praise and critique do not play any important role in autocratic governance. Usually, autocratic leaders' base decisions on their own opinions and perceptions and never consider followers ' advice. Autocratic leadership requires a group's complete, authoritarian control. Longe (2014) indicated that autocratic leadership might be helpful in cases of emergency, where there is a homogeneous workforce included, in which the leader is smart, rational, and has a significant understanding of the followers. Special initiative might be required in these situations to avoid a potential incident. Among many of the weaknesses of autocratic leadership is the unwillingness of the subordinates to cultivate the satisfaction of achievement, rejection of individual development and self-actualization gratification, as well as antagonizing people and wiping the organization of lifelong allegiance and cooperation.

Nevertheless, in some cases, an autocratic approach is acceptable. It is important when the organization faces a crisis or if there is an urgent issue that requires an instant response (Amanchukwu et al., 2015). In addition to bullying, there is no common goal and hardly any encouragement. Autocratic leadership usually reduces engagement, innovation and creativity (Al Khajeh, 2018). Nonetheless, most followers of autocratic leaders can be represented as bidding their time, waiting for the inevitable collapse which this leadership is creating, and removing the next leader. An example of an autocratic leader is Steve Jobs, the founder of Apple. He is the

main decision-maker and acts on the basis of their opinions instead of hard evidence. While his employees find this leadership style aggressive, it may have opened doors to Steve Jobs' success. Jobs have produced one of the world's leading tech companies through his innovative ideas. Although some may have found his attitude and leadership style cocky, his devotion to technological development and design has certainly benefited not just to his business, Apple, but customers around the globe. Jobs didn't seem to understand the advantage of working with your staff as a team. On his team members he was seen as controlling as and more of a tyrant than a real leader.

Democratic Leadership: Democratic leadership, also known as participatory leadership, is a kind of leadership style in which members of the group play a more participatory part in the decision-making process. Success and people are the subjects of this leadership style (Amanchukwu et al. 2015). Style of democratic leadership encourages staff to engage in the company's decision-making process (Nwokocha & Iheriohanma, 2015). The democratic leader the team to share decision-making. Arguments and compliments are offered critically and within the community a sense of responsibility is created. Until issuing general or specific orders through which subordinates feel free to act, the leader communicates with subordinates (Amanchukwu et al., 2015).

The superior encourages the subordinates to take advantage of their initiative and continue to contribute. The leaders even offer guidance in performing the role to the subordinates. Democratic leadership characteristics typically involve: the idea which team members are able to exchange thoughts and opinions, while the leader has the final authority on decisions, group members feel more involved in the process, and creativity is promoted and rewarded. A lot of benefits come from democratic leadership. Subordinates are encouraged to post their experiences, which can result in better ideas and more innovative problem solving (Sadia & Aman, 2018). Staff will also be more engaged and dedicated to projects, making them more likely to be concerned regarding the current final outcome.

Laissez Faire Leadership: Laissez Faire is a French term that means “let it be” and is also referred to as “hands off style” (Nwokocha & Iheriohanma, 2015: p. 194). It means putting fellow employees throughout the manner they like without compliance to any strict rules or protocols to complete projects and jobs. The laissez-faire leader avoids managing his staffs, according to Puni et al. (2014), and therefore depends only on the few available staffs that are committed to the job. Laissez faire leaders were argued not to invest in the advancement of staffs, as they assume that staff should take good care of themselves (Puni et al., 2014).

This style of leadership has not been shown to be functional in the financial sector or Non-Governmental Organizations which allow both the leader and subordinates to contribute to the decisions making process and complete tasks to ensure the organization's performance. This is described as a leadership style in which leaders refuse to take decisions, are not present when necessary but do not want to take on responsibility towards their lack of leadership capacity. Leaders of laissez faire do not use their power and refrain from taking initiative. It is regarded a passive form of leadership that is inefficient. This style encourages setting up a comfortable work environment; it puts morality down and reduces the group's performance. With such style of leadership, leaders are trying to move on the decision-making process burden to the team. The team is poorly organized as its leadership capacity is not respected by the leader.

Laissez faire style is associated with unhappiness, unproductivity, and inefficiency. But that is debatable. Under this leadership style, decision-making is carried out by anyone who is ready to accept it. An example of a laissez faire leader would be Andrew Mellon, an American banker and politician. A great innovator, Mellon is the prime example of a laissez faire American leader of the 20th century who was as confident in philanthropy and politics as he was in banking and commerce. He is credited with helping to build American manufacturing sector, including the giant refineries of oil, steel and aluminium. Mellon represents the leader of the laissez faire as he believed not only in selecting skilled and knowledgeable individuals to run business, but also resisted government regulation in the context of tariffs and other regulations.

Charismatic leadership: The truly charismatic leader effectively creates a sense of shared purpose, nurtures the passions of organizational members, and unites personnel behind a single vision. Depends significantly on the compelling personality of the leader. This type of leader will inspire others through commitment, conviction, and positive example. Charismatic leaders will usually possess strong communication skills, the capacity for exceptional personal empathy, and the strength of personality to positively define company culture. This style of leadership is often particularly valuable in times of crisis.

Bureaucratic Leadership: Refers to organizational leadership through a highly formalized set of processes, procedures, and structures. Here, rules, policies, and hierarchies form a clear set of expectations as well as an explicit chain of command. At each level of a bureaucracy, organizational members are beholden both to their immediate superiors and to a larger ecosystem of rules and procedures. Bureaucratic leaders lead by channellings established rules, enforcing existing structures, and presiding over specific segments of the hierarchy.

Leadership, as it has been defined by many scholars and authors, there is no better than definition about leadership. They create the corporate culture that influences the organization and its performance. So, therefore, leadership pattern is the way a leader performs, relate, discharge his duties or activities in an organisation or institution working with his/her subordinate or workers. In leadership, every leader has his or her own pattern or style of administering their functions. For an organisation to be effective and efficient the leadership style used has a major role to play. Incorporating empowerment and ethics into organizational setting can help employees see the value of their contributions (Ahiauzu & Ololube, 2016). For example, clearly articulating your company's overarching mission to workers helps them see their work within the context of larger goals.

A sense of value empowers the employee to take ownership of his work. Linking individual contributions directly to overall success helps the employee see how unethical choices might cause a negative rippling effect throughout the organisation. Individual departments might take ownership of productivity or customer service quality goals, empowering decision making to work more cohesively with other departments toward greater success. Organizational settings can encompass various institutions, including corporations, small businesses and non-profit groups. Small businesses may be organized along hierarchical lines; for example, extending from business owner to managers and supervised employees. Organization may be more fluid with acknowledged links between employees and clients, or the entire business structure and the outside world. Empowerment and ethics are concepts that

individuals may grapple with in their personal lives, but these entities also carry relevance within organizational settings (Bamson & Ololube, 2018).

Although the relationship between management and argumentation has been a long-standing one, very little research has been undertaken into the organizational setting, institutionalization and use of argumentation. Argumentation is still considered to be undertaken between isolated individuals or within political communities. This paper aims to provide attempt to organizational theory of argumentation. It suggests that organizations institutionalize very specialized repertoires of arguments, which constrain what their members can say, and which are discourse resources which are subject to appropriation and manipulation by organization members to increase their power and influence (Agbor et al., 2023).

Ololube et al. (2016) and Ololube (2017) suggested that the perpetual implementation of ideas that results in the introduction of new goods or services, higher concentration to lower concentration and sharing of information are the best practice and strategic objectives of organization. Leaders' need to apply the principles of behaviours modification in strengthen or supporting these objectives in order to increase human performance

The table 1 below shows the leadership styles that was discussed in this work and their uniqueness

S/N	Category /Leadership Styles	Qualities / Uniqueness
1	Autocratic Leadership	Self- confident, decisive, disciplined
2	Democratic Leadership	Activity, engaged, supportive, accountable
3	Laissez Faire Leadership	Communicative, trusting, open-minded, Less concern
4	Charismatic leadership	Personally, invested, inspired, influential
5	Bureaucratic Leadership	Organised, consistent, focused

Conceptual Strategies about Organisational Pattern and Setting

Although the association between management and argumentation has been a long-standing one, very little research has been undertaken into the organizational setting, institutionalization and use of argumentation. Argumentation is still considered to be undertaken between isolated individuals or within political communities. This paper aims to provide a first attempt at an organizational theory of argumentation. It suggests that organizations institutionalize very specialized repertoires of arguments, which constrain what their members can say, and which are discourse resources which are subject to appropriation and manipulation by organization members to increase their power and influence. One example of the importance of managerial control of argumentation is during organizational change, where specific argumentation sub repertoires are postulated to facilitate the transition between successive stages of change

Organizational settings can encompass different organisations, including corporations, small businesses and non-profit groups. Small businesses may be organized along hierarchical lines; for example, extending from business owner to managers and supervised employees. Organization may be more fluid with acknowledged links between employees and clients, or the entire business structure and the outside world. Psychological wages and ethics are concepts that individuals may grapple within their personal lives, but these entities also carry relevance within organizational settings, including the workplace.

Psychological wages / Empowerment can be considered enabling, supported by information and opportunity. For example, small business employers may empower supervised workers to increase skill sets and the chance of promotion by providing information about industry trends and training opportunities to become more successful within their jobs. Ethics is defined as a code of moral principles and beliefs that ideally guide behavior. For example, in an organizational setting a stated ethics code might discourage employees from deliberately misleading clients about pricing schedules or product quality. Incorporating psychological wages, empowerment and ethics into our organizational setting can help employees see the value of their contributions. For example, clearly articulating our company's overarching mission to workers helps them see their work within the context of larger goals. A sense of value empowers the employee to take ownership of his work. Linking individual contributions directly to overall success helps the employee see how unethical choices might cause a negative rippling effect throughout the company. Individual departments might take ownership of productivity or customer service quality goals, empowering decision making to work more cohesively with other departments toward greater success.

The organizations today do not have the indulgence of stability since it faces an ever increasing change in the markets, customers and technology. It needs to accept, adopt and implement change in the business model according to changing trends, technologies, customer preference and future concerns. Further, the core business of the organization is constantly under threat today from the newcomers to the market place who are having a different business paradigm. Hence the organization cannot afford to depend upon the leadership of individual or a small group of senior executives to meet this challenge. The organization needs to harness the ideas, skills, energy and enthusiasm of the entire team success. Organizational leadership motivates the subordinates or employees to a higher level of performance through their strong human relationship. Leaders or leadership plays an important role of any organization management which help to maximum efficiency and to achieve organizational goals. In fact essential nature of leadership cannot be over emphasizes because of its crucial nature.

Organizational leadership pattern requires the followings attributes:

- Communication;
- Vision; and
- Ethics.

High Communication Skills: Is the ability for one to be able talk to group of or group as well as individual calmly and clearly and to practice active listening is incredibly important.

Organizational leaders must be seeing the future picture: Every good leader must be able to see the future picture or have it clear in their hand in other to handle the organizational issues whenever the needs arises despite the employees relationship and ability as well be able to take or make decision without been biased, that is decision that will be healthy and helpful to the growth of the organization. Vision is nothing without a leader or leadership. In order to enact and implement changes in an individual life or organization the leadership must be effective and motivational.

Good Work Ethics: Been ethical is the ability of a leader or leadership to be involve or partake in situation that demand a leader or leadership with nurture to handle issues without being impartial.

The Leadership Drivers in an Organization

Organizational growth is something many businesses strive for, regardless of their size. It has the potential to provide companies with a variety of benefits, including greater ability to withstand market fluctuations, increased power and greater efficiencies from economies of scale. Understanding the key stages of organizational growth can be essential to ensuring the longevity of their organization. The components of organization consist of men, machine, materials, methods, money, functions, authority and responsibility

Why Employee Stay-Put in Their Job

Recognition and Appreciation: Recognition and Appreciation are present in a work environment where there are appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner. Recognizing and appreciating employees' leads to greater employee engagement, which increases employees stay back or stay-put and helps, create a more positive overall workplace. Incorporating a rewards and recognition program helps increase employee engagement, leadership to many benefits for the organization, like increased productivity and retention (Ololube, 2017).

Work Balance: There is a lot of talk these days about achieving a work-life balance. While that's important, what's often overlooked is creating an equitable work balance. In most organizations, high achievers tend to get rewarded with more work. If you want to retain your best team members, make sure you are not overloading them. Fairly distribute the work across your team. When employees feel overwhelmed or burned out, they tend to shut down and performance suffers (Amanchukwu et al., 2015).

Personalized Employee Experience: An organizations workforce is now more diverse than ever employees are from several different generations, with varying backgrounds and work experience. Therefore, a generic strategy to improve employee experience is no longer feasible. (Amanchukwu et al., 2015), believes that retention initiatives should be personalized to each employee, firmly stating that the benefits of an engaged workforce outweigh the costs.

Long-term Benefits: Employee retention efforts definitely do not come without a cost, but your company stands to gain immense long-term advantages (Ololube, 2019). Several studies have long established the positive and significant relationship that job satisfaction has with performance, with an increase in job satisfaction leading to increased and better performance. Therefore, investing in your employees improves workplace productivity.

Flexibility: Flexibility in work accommodations has become the norm in 2022, at least as far as employees are concerned. A lot of employees have had the opportunity to work from home or work remotely over the past year, and they decided they liked it. More than half of employees surveyed by YouGov and Microsoft said they would quit their jobs if their employers would not offer remote or hybrid job opportunities (Stauss et al., 2001). Offer employees an opportunity to help design their work schedule to accommodate a better work-life balance. Be open to work

arrangements beyond the traditional 9-to-5. Options to explore include remote/hybrid work, flex time, part-time arrangements, and job sharing.

Training and Development: Developing your employees is essential to improving their job skills and positioning them for promotions. It also plays an important role in employee retention. LinkedIn's Workforce Learning Report showed that 94% of employees would stay at a organization longer if it invested in helping them learn and grow. Gen Zers and Millennials, now the largest groups in the workforce; say learning is the number one thing that makes them happy at work (DeKay, 2009). More than 1 in 4 say lack of learning opportunities is the top reason they'd leave their jobs.

Organizational and Individual Alignment: When employees do not feel connected to their work, engagement suffers. The job can feel like it's just a pay check. High-performing organizations work hard to create organizational and individual alignment to give employees a sense of belonging and purpose. Employees need to understand the institutional goals and their part in achieving those goals. This requires a strong culture along with consistent communication about goals and roles. Employees want to understand how the job they do ties to organizational goals and what they get out of doing the work besides a paycheck (Ololube, 2019). When goals are aligned, engagement soars. Employees that understand and embrace the mission see greater purpose in their work and stay longer.

Competitive Pay Plans: Pay and benefits have always been an important part of hiring and retaining employees. With so many workers considering switching jobs right now, examining pay plans is essential.

Pension / Retirement Plans: Is a plan put in place for an employee that requires an employer to make contributions to a pool of funds set aside for a worker's future benefits.

Organisational Justice: The ability of an organisation to involve an employee in the decision making process. Giving the employee perception of fairness in the workplace.

Why Employees Leave Jobs

To look at the key drivers behind retaining employees, it is helpful to look at what compels employees to quit. However, some direct consequences of poor employee commitment are increased costs and lower productivity and team morale. When somebody in the company leaves within only a few months of being hired, the time and money spent during the hiring and on boarding process are lost. Having to start the hiring process all over again thus results in increased expenses (Frank et al., 2004). Every organisation must have knowledge of employee inclusion and development in their strategies, the reason why some employees leave an organisation and why they stay. Some of the top reasons employees quit are which has different implications on the organisation:

Employee Dissatisfaction: Attack this issue with no professional comitment strategies such as motivation monitoring workplace attitudes, addressing the drivers of turnover.

Better Alternatives: Retain employees by ensuring that the organization is competitive in terms of rewards, developmental opportunities and the quality of the work environment. Be prepared to deal with external offers for valued employees.

A Planned Change: Some employees may have a predetermined plan to quit (e.g., if their spouse becomes pregnant, if they get a job advancement opportunity, if they are accepted into a degree program). However, increasing rewards tied to tenure or in response to employee needs may alter the plans of some employees. For example, if a company is seeing exits based on family-related plans, more generous parental leave and family-friendly policies may help reduce the impact.

A Negative Experience: Employees sometimes leave on impulse, without any plan for the future. Generally, this is the result of a negative response to a specific action (e.g., being passed over for a promotion or experiencing difficulties with a supervisor). Analyze the types and frequencies of work-related issues that are driving employees to leave. (e.g., harassment, bullying, or unfair and inconsistent treatment) and provide support mechanisms to deal with those problems (e.g., conflict resolution procedures, alternative work schedules or employee assistance programs).

Government Policies: Government or Public policy these are policies that is determined by a range of political institutions, which give policy legitimacy to policy measures. In general, the government applies policy to all citizens and monopolizes the use of force in applying or implementing policy (through government control of law enforcement, court systems, imprisonment, and armed forces). The legislature, executive and judicial branches of government are examples of institutions that give policy legitimacy. Policy is a law, regulation, procedure, administrative action, incentive, or voluntary practice of governments and other institutions. Policy decisions are frequently reflected in resource allocations.

Environmental Factors: Since every organisation or corporation has to grapple both with the external environment as well as internal environment, corporate planning has to take into account the whole environment both internal as well as external. Thus, corporate planning takes into account both micro and macro-environment. This is essential because the efficiency and effectiveness of a corporation depends wholly on its ability to adjust to the environment in which it has to function

Health Challenges: Employers expect new hires to ask about the details of their health care package from the beginning, but employees may not know how to ask the right questions. About half of workers don't understand their benefits and 56 % desire assistance in signing up employer-sponsored plans. Making this a part of a pre-on boarding program will help new hires and employees cultivate a better work-life balance and know how their health care work for them when retirement hits.

Challenges Faced in Organizations

Lack of Respect of Each Other: It can be helpful to advocate for your employees to treat each day as a sprint rather than a marathon. Help them create an ideal work setting that facilitates efficiency and boosts creativity. Encourage them to take the time to structure their day and plan out their tasks beforehand. Then, encourage them to work in bursts rather than spreading out the

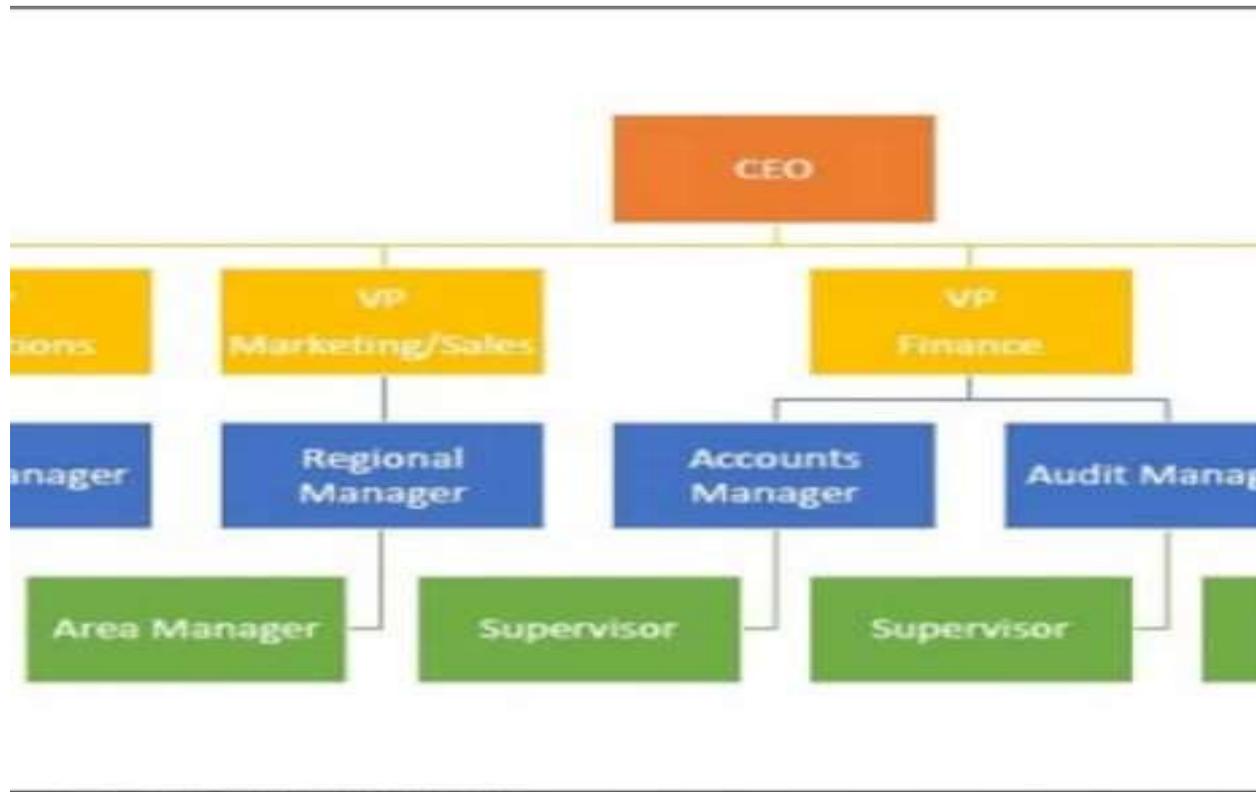
work simply in order to fill out a “prescribed work day.” Then, if they get their work done quickly and with quality results, let them call it a day rather than be forced to do more work or sit around the office killing time with menial tasks.

Uncoordinated Approach to Issues: Organisational or Corporate Planning is not an isolated activity; it is the part of the organisational system. The organisation is a system whole and different departments and groups are the sub-systems. Hence the activities of the plan formulation and plan execution have to co-exist to achieve the desired goals.

Three factors may be responsible for this type of situation (i) Corporate plan has been formulated in an autocratic manner with the result that the managers in-charge of execution may not be expected to extend support or commitment for execution; (ii) the plan is not realistic because it may not be based on the environmental realities existing within and without the organisation; and (iii) adequate preparation may not have been made to execute the plan with conviction. In short, if the organisation does not follow the systems approach both in letter and spirit, the organisation will be confronted with the problem in the execution of the plan.

Technological Challenges: More often the organisation is swayed by unexpected or emergencies introduction of technological opportunities and threats which relegate strategies to the background, which lands the organisation far away from strategic or original planning. Further, technological or tactical planning or introduction is based on the existing capabilities that permit slackness and flexibility. The pressure of technical or tactical planning more often blocks the paradigm of corporate planning.

The Leadership Organogram



It goes with the saying that in the absence of the right incentives, employees will be on the constant lookout for a new job. Some estimates show that most employees would leave for a 10 percent hike offered by another organization. As a result, if organization does not want to have an increased cost of employee turnover then they need to break from the trend of miserly salaries and hikes. However, employees are not just looking for great salaries; they are also interested in the benefits on offer.

Like everyone else, employees feel the need to be thanked and appreciated for what they bring to the table. To have the best chance of talent retention, they need to prioritize in lifting the employee morale, appreciating them and focusing on employee experience, which will lead to an engaged and motivated workforce. So failure of organization appreciating a well performing employee, it makes the employee not putting his best which will affect the organizational growth.

When leadership of an organization lack the ability to provide direction, coaching and motivation for staff, organizational culture and morale often suffer. Poor leadership is the root cause of high employee turnover and loss of productivity. Bad leadership in business leads to toxic working attitudes, staff segregation, loss of high-performing employees, and an unattractive workplace culture that is unlikely to inspire results from your staff while creating a cycle of poor staff retention

CONCLUSION

This report mainly focused on the common five styles of leadership which are autocratic, democratic, laissez faire, charismatics, as well as Bureaucratic Leadership style. The democratic and charismatic leadership deems best compared to the other styles as it will aid in enhancing the performance of the employees and the organization as a whole. The autocratic is the least effective as it might demotivate employees and reduce the productivity and performance of the organization.

This report showed the styles of leadership as well as the impacts on the organization. It is crucial that managers that adopt the leadership style should contribute to the well-being of the employees as well as provide opportunities and allow them to be involved in decision-making. In this context, leadership styles play a significant role in the organizational performance and it is merely up to the managers to adopt the right one. To have impact on the organization through leadership development, the development programs require to be upheld in organizations by ongoing, reflective practices with objective setting and review that are connected to the leadership role and the organizational strategy though literature reflects on lack of universal robust evaluation of leadership development programs, especially those that fail to identify the effectiveness of long-term outcomes on the investment made. In today's global scenario, the important aspect of a leadership style and leadership development is to stimulate, motivate, empower and direct the follower's/group members by being sympathetic to achieve the organizational objectives by being a visionary, having big-picture thinking, flexible and who initiates change.

Suggestions

There are various patterns, styles or ways to be adopted in having a good leadership in a work environment. The best leadership styles that could be seen from the five common styles that were discussed is the Democratic, Charismatic and bureaucratic leadership. In the current working environment, most organizations adopt the democratic leadership style as it aids the organization in meeting its goals and objectives. As the organization's strength relies heavily on democratic leadership style, it is suggested that the company's leadership strive to get more out of this leadership style in its operations. In this different working environment, it is also suggested that the company adopt certain leadership styles where appropriate throughout order for the organization to grow in strength in its industry. Because there is no "one size fits all" leadership style, it is also advised that management try to use different techniques and approaches as the circumstance can require people to work harder to achieve organizational objectives and further improve performance. Apart from that, the organization's top management must make efforts to identify the critical factors impacting organizational members' success and the possible actions, such as, training, motivation and performance assessment to be implemented to resolve them. The combination leadership styles should be implemented by corporate managers, but with due regard for the circumstance and complexity of the role entrusted to their employees.

Limitations

One major potential limitation of this study is the psychological wages and empowerment is that ethics in the workplace lies in authenticity. Employees may feel valued and respected when managers begin to initiate discussions of worker empowerment and organizational ownership, but if it appears there is no real action or sentiment in the words, trust can erode over time. For example, it doesn't make sense to empower employees by allowing them to complete additional training exercises in the hopes of earning recognition or promotion if the employer has no intention of offering greater opportunities to the workers. Likewise, if employees observe supervisors lecturing about ethics within the organization while failing personally to adhere to those expectations, the situation can create dissonance and mistrust.

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