



## ESPRIT DE-CORPS PRINCIPLE AND LEADERSHIP EFFECTIVENESS IN HIGHER EDUCATION INSTITUTIONS

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### ABSTRACT

Leadership has always been crucial when it comes to management of an organization and applying the basic principles of leadership and team spirit can go a long way in achieving effective leadership which will help to achieve the goals of the organization. The study examined the impact of esprit de corps/team spirit on effective leadership in higher education organizations. The research employed a correlation design and considered as its population the management staff of three (3) higher education institutions in Rivers State. These are Ignatius Ajuru University of Education Rumuolumeni, University of Port Harcourt and Rivers State University. A sample size of 100 staff was used for the study. An instrument titled Esprit de-corps and effective leadership in higher education (EDAELHE) was used. The research model and hypothesis were mainly composed of four factors: personality, esprit de corps, delegation of authority and professionalism as independent variables, and leadership effectiveness as a dependent variable. The empirical result revealed that esprit de corps, professionalism, delegation of authority and personality have a meaningful influence on leadership effectiveness which in turn enhances the productivity of the organization. Hence, it was concluded that esprit de corps has a great impact on employee performance and leadership effectiveness. Based on this, the study suggested that policies and programmes that will encourage and improve team spirit among the employees should be the priority of the management.

**Keywords:** Leadership, Esprit de Corps, Organization, Effectiveness, Delegation, Authority, Professionalism, Personality.

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### INTRODUCTION

Leadership is conceived as a process where one or more persons influence a group of person to move in a certain direction. The word leadership has been used in various aspects of human endeavours such as politics, business, academics and social works. Messick and Krammer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and

environment in which he finds himself. Echoing throughout management and marketing literature calls for more groups and team work and efforts. Teams have increasingly been reported as a method of improving leadership which is aimed at achieving the success of the organisation (Kirkman & Shapiro, 1997; Nicholls, Lane & Brechu 1999; Mohraman & Mohraman, 1995). Literatures on leadership suggest team for organizing the work of the organisation. In the management area, an increase in self-managed work teams and cross functional integration have led to an increased emphasis on the successful functioning of team and work groups and the exploration of twenty variables (Crisbly 1984; Dumaine 1994; Kidwell, Mossholder & Benneth, 1997). Stewart and Barrick (2000) noted that team are a building block for many successful leaders and organisations in our contemporary organisation.

Teamwork is the process of working collaboratively with a group of people in order to achieve a goal. The external factors of teamwork are the political, economic, social and technological factors that affect teamwork while the internal factors of teamwork constitute leadership style, diversity (culture, talent and personalities) communication, cohesiveness etc. which affects teamwork.

Teamwork is as old as mankind, and many organizations use the term teamwork in either one sense or the other, such as in the production, marketing processes, etc. Management team, production team or an entire organization can be referred as a team. Cook (1998) claimed that there is a growing consensus among scholars in the world that organizations may be getting works done through individuals, but his super achievement lies in the attainment of set goals through teams (teamwork). It is a well-known fact that teamwork is not only the foundation of all successful managements, but the means of improving overall results in organizational productivity. Wage (1997) described Teamwork as an idea of working together in a group to achieve the same goals and objectives for the good of the service users and organizations in order to deliver a good quality of service (productivity). Ruth (2007) claimed that employees' teamwork is seen as constituting a larger group of people than what job position describes. The essence of teamwork is that workload is reduced and broken into pieces of work for everyone to take part. Alan (2003) defined teamwork as a grouping of professionals whose members work intensely on a specific, common goal using their positive synergy, individual mutual accountability and complementary skills. Employees take many steps toward accomplishing key action items and nothing important is finished. Team work is the ability to work together towards a common vision. It is a fuel that allows common people to attain uncommon result.

As the traditional forms of organisation evolves and migrate to team structure, important questions emerge, such as: What individual behaviours leads to more successful team behaviours? What aspect of individual behaviours is more critical to the successful team performance? How can team work result to effective leadership in an organisation? We argue that spirit de corps plays an essential role in the development of team spirit and effective management. We contended that spirit de corps helps form an essential bridge between individual employee and leadership. We review the root of spirit de corps and discuss an assumption that underlines the concept and its definition.

The paper begins by exploring the more traditional leadership concept of organisation and how that relates to the notion of *Espirit de Corps* in an organisation. The paper looks at the cases of some higher education in Rivers State and how spirit de corps has contributed a lot to effective leadership in these organisations.

The study is divided into five sections; section one is the introduction, section two is a review of the literature of related literature, section three is the methodology employed in carrying out the study. Section four is data presentation and analysis while section five concludes the study and proffer recommendation to the researched study.

### **Statement of the Problem**

The finding reveals what seems to be a blind spot among company planners about their leadership and team work. You might look at this and say that leadership is just about being nice to people at work place; however, it is far more complex, coercive leaders can have a slightly positive impact on standards and pacesetters on responsibility and working as a team will result to a more productive result.

Having weak, ineffective managers in the workplace have many damaging effect on employee and the firm as a whole. Companies with poor managers who have a weak relationship with his employees almost always perform below expectation; they lack the vision, an adequate understanding of business and good communication skills. Many planners undervalue team work and good leadership and this has resulted to the fall of some business organisation today. An effective leadership makes decision with the information available, provide clear guidance, flexible enough to change direction, delegate and build team spirit. A leader that involves employees in the company's builds moral and improves productivity, when staffs alienated, morale and productivity suffers. If you search for projects on leadership style, almost every expert agrees that no management style is able to fit perfectly without team work.

An effective manger realises the need for team work and change in style and adopts the correct style. Managers who fail to accept complaints from team members should re-evaluate their goals and project management certification to help improve their career. What makes an effective leader is what he or she does when problems arise, because a leadership directly affects how team responds to problem.

### **Aims and Objectives of the Study**

The overall objective of this study is to look generally at the impact of the team spirit on effective leadership and how it results to more productivity with a particular reference to some higher education in the study. The objectives among others include the following:

- To examine the effect of team work and delegation of authority.
- To examine the effect of team work on the productivity.
- To examine the impact of team work on professionalism.
- To examine the effect of team work on effective leadership.

### **Hypothesis**

- Ho1: There is no significant relationship between team work and delegation of authority.
- Ho2: There is no significant relationship between team work and productivity.
- Ho3: There is no significant relationship between team work and professionalism.
- Ho4: There is no significant relationship between team work and effective leadership.

## LITERATURE REVIEW

### Concept of Esprit De Corps

Esprit de corps is described as a selfless, enthusiastic and jealous devotion of the members of a group to the group or to its purposes. Two major organizations where esprit de corps can be found are military science and organizational studies. In *Military Science, Esprit de Corps* generally evokes military associations. Military scholars and historians have long studied the transition of a group of individuals into a cohesive unit able to withstand great pressure while moving forward to achieve a goal. Blaufarb (1989) explained esprit de corps as an individual level concept, describing it as that enthusiasm, vigor, dedication, spirit, or devotion felt by an individual toward a cause or a goal. A team with high esprit de corps will always be seen as a group of individuals joined together because of their common goals and motivations. In contrast, esprit de corps is the bonding together of members of a unit or organization in such a way as to sustain their will and commitment to each other, their unit, and the mission.

Consequently, studies on organizational Esprit de Corps considered it to be part of the individual's perceptions of the organization. (Koys & DeCotiis, 1991) These perceptions are based on experience and are shared by members of the organization (Koys & DeCotiis, 1991). However, studies show that esprit de corps also involves individual pride in one's work and a sense of accomplishment in doing a good job. There is also general agreement that binds team members together at the group level (cohesion).

Generally, esprit de corps is a commonly used term with various implied meanings. Different researchers have also considered esprit de corps to be at either the individual level or the group level, with no agreement as to which is the most appropriate. However, some of these issues can be clarified by viewing esprit de corps as a bridge between a set of individual behaviors and team behaviors, and these views have led to a series of proven propositions for further research.

### Esprit De Corps and Organizational Culture

Although, the concept of 'esprit de corps may sometimes be used interchangeably with other terms such as corporate culture or 'organizational culture', here it is argued that the concept is distinctive and offers added value over other related concepts when it comes to educational structure. While organizational culture implies that organizations are stable and homogeneous with regards to their culture (Alvesson & Sandkull, 1988), esprit de corps takes care of the sort of heterogeneity present in an organization, which brings together individuals previously embedded in different organizations and organizational cultures.

According to Boyt et al. (2005), esprit de corps is understood here as the emergence of shared beliefs and values among the individuals within a group and a desire among those individuals to achieve a common goal. This is thus, different from a transfer of loyalties/identities from one level to another. Boyt et al. (2005) distinguish between three different types of esprit de corps: organizational esprit de corps, professional esprit de corps and workgroup esprit de corps. This work is primarily concerned with the first one 'organizational esprit de corps which is described as the degree to which an individual believes his organization performs an important function and offers unique opportunities for growth and reward'.

Boyt et al. (2005) broadened this concept to ‘the extent to which an individual enthusiastically shares the values and goals of an organization’. Taking this notion of organizational esprit de corps as a starting point, this article seeks to determine to what extent the principle of esprit de corps be applied for effective leadership in higher education.

## **Determinants of Esprit De Corps**

This section examines factors that might contribute to the establishment of an esprit de corps within higher educational system. In doing so, we follow the model used by Boyt et al. (2005) who based on extensive review of the literature, identified the following factors of esprit de corps: leadership, communication, mutual trust public image and training. Each of these factors was separately examined to explain the main assumptions as to how these factors influence the importance of esprit de corps in higher education.

### **Leadership**

Within an organization, it is a common assumption that good leaders play important roles in facilitating esprit de corps among the people, especially in times of crisis. Ideally, they should make their responsibilities clear to the employees and keep them informed about how the organization progresses towards achieving its ends (Boyt et al., 2005). Therefore, effective leadership skills also encompass excellent communication skills. While the actual performance of a leader is important, when it comes to esprit de corps what matters most are the perceptions of a leader’s performance. Hence, it is expected that the more positive the perceptions of a leader’s performance, the higher the esprit de corps (Boyt et al., 2005). Leadership in the higher education should come from the head. An important component of effective leadership is giving the organization goals and norms guiding their work. The first step in creating a common culture is implementing provisional organizational structure, when that is done, all staff will work together under one chain of command, which will create a common sense of purpose.

### **Principal Characteristics of Espirit De Corps**

A corps is a defined social group with its own interest, its own way of life and which seek to defend itself against all exterior or interior causes of destruction or diminution. If we were to ask ourselves what are the goods for which corps fights, we would see that they are moral advantages: the good name of the corps, influence, consideration, credit. These moral advantages are doubtless nothing but the means for ensuring the material prosperity of the corps and its members. But the corps treat them as end in themselves and in order to conquer and defend them, deploys an energy, a fierceness, a combativeness that individual passion can only give a faint idea of.

A corps pursue these advantages by striving to suggest to those who are not part of this corps a high idea of its social utility and superiority. If need be, it doesn’t fear to exaggerate this value and importance, and since it is not unaware of the power of the imagination over man’s credulity, it willingly envelops itself in the decorum most likely to increase its respectability in

the spirit of the crowd. Max Nordau, in his book 'The Conventional Lies of our Civilization' studied the lies that the various organized social group knowingly and deliberately maintain and that they consider among their conditions for existence (religious lies, aristocratic, political, economic lies, etc.). Mr Nordau could have added to this corporate lies which is often nothing but a combination and synthesis of others. It is this great general law of social insincerity that one must enter the special tactic by which a corps hides its defects, its weakness or its faults and strive to remain in the eye of the vulgar, in an attitude of contested superiority.

In order to better ensure its policy of domination, esprit de corps tends as much as possible to expand its sphere of influence. Essentially, it is an invader. It doesn't limit itself to controlling the professional existence of its members, but it often interferes in the domain of their private life. A contemporary novelist, M. Verniolle, has wittingly described these characteristics of the esprit de corps in a very suggestive short story called 'Par La Voie Hierarchique'. From the story, the disposition brings to the entire corps a narrow and petty curiosity applied to all that individuals do. From the fact that corps is essentially a collective will to life we can judge the qualities a corps demand of its members. It is those that are useful to the corps and these alone. A corps does not ask its members for eminent individual qualities. It could care less about those rare and precious qualities that are subtlety of intelligence, strength and suppleness of the imagination.

### **Concept of Leadership**

Effective leaders have a style or a combination of multiple styles that make them successful in guiding and inspiring employees. Successful leaders are capable of driving creativity and productivity, while also improving the bottom line of a business. Being an effective leader does not always correlate with being a well-liked person, however. Some leaders are loved by their employees, while others are not highly regarded on a personal level, but remain great at moving the business in a positive direction through distinctive leadership styles. Many leaders are ineffective, and use leadership styles that do not correlate well with their industry or with the people they are attempting to lead.

Leadership styles often correlate closely with personality type. Influence from previous mentors will also influence a person's ability and style to guide and direct a group of individuals. Leadership is not limited to extraverted individuals, who have out-sized personalities, even though that type of individual often rises to leadership roles, because individuals with out-sized personalities are often effective communicators. Some leaders have their own style that does not fit well into a specific personality type. Labeling leadership styles is a general practice, but each leader will have a more in-depth, detailed orientation in the leader's approach to managing, inspiring and driving results within his organization.

The global financial crisis has resulted in a wave of unprecedented challenges to the world's economic and political order. In a situation of turbulence, the one key factor that can make a difference through foresight and dexterity is Leadership. However, as this study was initiated and probe started, to gain conceptual clarity, the results are baffling. The search for the right definition has been age-old. According to Bass and Avolio (1994, 1997), a single specific definition of leadership is a very complex task as literature and studies on this topic are varied and there is no definition which is widely and universally accepted.

Leaders are made, not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience. This guide will help you through that process. To inspire your workers

into higher levels of teamwork (Manzor et al., 2001), there are certain things you must be, know, and, do. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are NOT resting on their laurels.

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Although your position as a manager, supervisor, lead, etc. gives you the authority to accomplish certain tasks and objectives in the organization, this power does not make you a leader, it simply makes you the boss. Leadership differs in that it makes the followers want to achieve high goals, rather than simply bossing people around.

Bass (1989, 1990) theory of leadership states that there are three basic ways to explain how people become leaders. The first two explain the leadership development (Ghani & Jais, 2018) for a small number of people. These theories are: Some personality traits may lead people naturally into leadership roles. This is the Trait Theory. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person. This is the Great Events Theory. People can choose to become leaders. People can learn leadership skills.

Transformational leadership theory is the most widely accepted theory today and the premise on which this guide is based. When a person is deciding if he or she respects you as a leader, he or she does not think about your attributes, rather, he or she observes what you do so that he or she can know who you really are. He or she uses this observation to tell if you are an honorable and trusted leader or a self-serving person who misuses authority to look good and get promoted. Self-serving leaders are not as effective because their employees only obey them, not follow them. They succeed in many areas because they present a good image to their seniors at the expense of their workers. The basis of good leadership is honorable character and selfless service to your organization. In your employees' eyes, your leadership is everything you do that effects the organization's objectives and their well-being. Respected leaders concentrate on what they are [be] (such as beliefs and character), what they know (such as job, tasks, and human nature), and what they do (such as implementing, motivating, and providing direction). What makes a person want to follow a leader? People want to be guided by those they respect and who have a clear sense of direction. To gain respect, they must be ethical. A sense of direction is achieved by conveying a strong vision of the future.

## **Theories of Leadership**

There are different views of leadership as there are characteristics that distinguish leaders from non-leaders. While most research today have shifted from traditional traits to personality-based theories to a situation theory, which dictates that the situation in which leadership is exercised is determined by the leadership skills and characteristics of the leader (Avolio, Walumbwa & Weber, 2009)

Leadership as combination of traits or personality characteristics, or leadership as certain behaviors or, as they are more commonly referred to as leadership skills. Charry (2012), nothing that scholarly interest in leadership increased significantly during the early part of the twentieth century, identified eight major leadership theories. While the earlier of these focused on the qualities that distinguished leaders from followers, later theories looked at other variables

including situational factors and skills level. Although, new theories are emerging, most can be classified as one of Charry nine theories of leadership:

### **Contingency Theory**

Contingency theories of leadership focus on particular variables related to the environment that might determine which style of leadership is best suited for a particular work situation. According to this theory, no single leadership style is appropriate in all situations. Success depends on the number of variables, including leadership style, qualities of the followers and situational features (Charry 2012). A contingency factor is thus considered when designing an organization or one of its elements (Naylor, 1999). Contingency theory states that effective leadership depends on the degree of fit between a leader's qualities and leadership style and that demanded by a specific situation (Lamb, 2013).

### **Situational Theory**

Situational theory proposes that leaders choose the best course of action based upon situational conditions or circumstances. Different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where a leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate. In other instance where group member are skilled experts and expect to be treated as such a democratic style may be more effective.

### **Behavioral Theory**

Behavioral theories of leadership are based on the belief that great leaders are made and not born. This leadership theory focuses on the actions of leaders and not on the intellectual qualities or internal states. According to the behavioral theory, people can learn to become leaders through training and observations. Naylor (1999) notes that interest in the behavior of leaders has been stimulated by a systematic comparison of autocratic and democratic leadership styles. It has been observed that groups under these types of leadership perform differently:

- Autocratically led groups will work well so long as the leader is present. Group members; however tend to be unhappy with the leadership style and express hostility.
- Democratically led groups do nearly as well as the autocratic group. Group members have more positive feelings and no hostility. Most importantly, the efforts of group members continue even when the leader is absent.

### **Participative Theory**

Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account. A participative leader encourages participation and contribution from group members and help group members to feel relevant and committed to the decision-making process. A manager, who uses participative leadership rather than making all the decisions himself, seeks to involve other people, thus, improving commitment and increasing collaboration, which leads to better quality decisions and more successful business (Lamb,



2013). This style of leadership is one of the four leadership style of Rensis Likert Management System. This leadership style is also referred to as democratic leadership. It is characterized by the leader actively involving team members in identifying objectives, developing strategies and decision making in general. Exactly how the manager participates in the team depends on which form of participative Leadership is applied.

### **Transactional Theory**

Transactional theory of leadership is also known as management theories focus on the role of supervision, organization and group performance and the exchange that takes place between leaders and followers. This theory is based on leadership on a system of rewards and punishments (Charry, 2012). In other words, on the notion that a leader's job is to create structures that makes it abundantly clear what is expected of followers and the consequences (rewards and punishments) associated with meeting or not meeting expectations (Lamb, 2003 ). When employees are successful, they are rewarded and when they fail, they are punished (Charry, 2012). Managerial or transactional theory is often likened to the concept and practice of management and continues to be extremely common structures (Lamb, 2013). This type of leadership is based on exchange or transaction which based on reward and punishment. This relationship between leader and subordinate is based on theories that assume individuals are not self-motivated to do their tasks and need structures, instruction and supervision to accomplish their jobs.

A transactional leader evaluates subordinates on whether or not they meet defined requirements and expected results. Thus, transactional leaders appeal to the self-interest of their subordinates in order to keep them on track.

### **Skill Theory**

The skill theory grew from obvious flaws in the traits approach; traits are relatively fixed. This means that traits theory was not particularly useful for developing new leaders who lacked those traits. Skills theorist sought to discover the skills and abilities that makes a leader to be effective. Similar to traits theory, skill theories are leaders-centric and focused on what characteristics about leaders make them effective.

This theory states that learned knowledge and acquired skills are significant factors in the practice of effective leadership. Skill theory by no means refuses to acknowledge the connection between inherent traits and the capacity to lead effectively, but argues that learned skills, a developed style and acquired knowledge are the real key to leadership performance. A strong belief in skill theory often demands that considerable effort and resources be devoted to leadership training and development (Wolinski, 2010).

### **Traits Theory**

Similar in ways to great man theories, the traits theory assumes that people inherent certain qualities or traits make them better suited to leadership. Traits theories of ten identify personality or behavioral characteristics that are shared by leaders. Many have begun to ask of this theory, however, if particular traits are key features of leaders and leadership, how do we explain people who possess those qualities but are not leaders? Inconsistencies in the relationship between

leadership traits and leadership effectiveness eventually led to scholars to shift paradigms in search of new explanation for effective leadership.

## **Leadership Styles**

People are exposed to a broad and ever growing variety of theories that explains the concepts and the practice of leadership. Albeit, today's leadership experts still cannot dare ignore theorist like Maslow, smith, Barnard, Deming, Mayo, Fayol, Weber, Hamel, etc.... who have crafted the most fundamental definition of leadership and its countless characteristics. Some of the types of leadership were selected to help leadership students and readers understand this concept with a little more clarity. The main purpose here is to provide a brief overview of the more dominant types of leadership styles. Leadership is defined by the results achieved under the specific person in charge. The leader is tasked with the challenge of gathering and molding individuals into cohesive groups that are capable of achieving a common goal. They bring out the best in individuals and of the group collectively, while also driving a higher level of performance than usually would be achieved. Effective leaders drive innovation, and they encourage their people to think strategically and creatively, while also reaching for new limits. In the world of business, an effective leader drives higher profits, and ultimately, increases the value and bottom line of the business as a whole. The methods used to meet these goals vary significantly.

### **Autocratic Leadership**

This aggressive leadership style is based on control. The autocrat is rarely well-liked, and an autocratic leader uses a militant-like style. The autocrat gives orders and expects prompt execution, with little-to-no feedback or input from the worker. This leadership style can work in a production-type environment that demands maximal output in simple, repetitive job roles. It rarely allows for an environment in which creativity will flourish. The autocrat pushes employees hard; often, he does not get loyalty and long-term commitments in return. High turnover and low satisfaction is expected, in response to this leadership style. There are times when autocratic leadership is effective; however the military is a prime example. Each individual is encouraged to perform under a strict, autocratic leader, because their job roles have life or death consequences. Performing well in the military under this leadership style also warrants promotions to higher ranking positions. Creative employees and team players resent this type of leadership, since they are unable to enhance processes or decision making, resulting in job satisfaction (Lewin, Lippitt & White, 1939)

### **Laissez-Faire Leadership**

The complete opposite of autocratic leadership is Laissez-Faire, which is understood to mean and for *do as you will or choose* in French. What it means in economic terms is that it is "a doctrine opposing governmental interference in economic affairs beyond the minimum necessary for the maintenance of peace and property rights," according to Merriam Webster. The style has some major benefits in creative environments, but it also lacks discipline and structure that is often required in a business environment. Another downside of the Laissez-Faire style is the unstructured approach to learning. It relies heavily on talent, existing experience and creativity to drive results. If hard deadlines, production and bottom-line profits are not necessarily a major factor, Laissez-Faire is a laid back, easy approach to running a shop. It also can work when the

employee already has a motive to put in the effort. For example, a commission-based sales role is structured to reward performance. Using a Laissez-Faire leadership style, makes it possible for the employee to find creative means of accomplishing a higher sales rate. A more controlling leadership style that uses proven processes is typical in a sale role, but increasing the freedom to explore creative strategies drives innovation and may yield major results.

### **Transformative Leadership**

When comparing types of leadership that do really well in the business world, Transformative Leadership really shines, as an all-around effective approach. It encourages employees to think critically and the leader is often inspiring. These leaders have a big vision, and they are charismatic and motivating. The big picture approach, however, does not cover the day-to-day details. A Transformative leader will require dedicated managers that have a more detailed approach, to ensure that administrative tasks and daily processes are in place. The Transformative leader is common in big business, where the CEO is a visionary with a large audience that's receptive to innovative thinking. The technology industry is attractive for these personalities, but they exist across the business spectrum.

### **Participant Leadership Style**

The participant leadership style is collaborative, and takes employee opinion and input into account during the decision-making process. This brings all of the best ideas to the table and puts the leader in a co-worker type of role that's often respected by the employees. While the participant style is a very effective leadership approach, it does not happen quickly. Sometimes, a nimble, decision-making process is required to move forward. The participant process gets bogged down, while everyone delivers input, and the process of compromise and deliberation takes place. Ultimately, the decision is likely thorough and well-considered, but not necessarily timely. If split-second decisions are not critical, this leadership style works well in the business world. It may not work for a stockbroker buying and selling on the stock exchange floor, but it serves many business models well.

### **Transactional Leadership**

This is a straightforward leadership style with a focus on work, reward and processes that drive consistent results. While Transactional leaders tends to lack the hype and charisma found in Transformative leadership, they are very much results-oriented, which is great for business. The style is not harsh, as an autocratic leadership type is, but it does punish poor performance. On the flip side, a transactional leader provides incentive for positive performance. In many cases, better performance means more money through bonus and commission structures. Financial incentive is enough to motivate many employees into productive work habits. In addition to utilizing a rewards system, the Transactional leader is focused on proven processes that produce consistent results. For example, a transactional leader in a sales call center will use strict call scripts and will reward employees who learn and follow the scripts to drive sales. This leadership style suffers the same motivational issues as autocratic leadership, tends to achieve expected results (Fielder, 1967). Another name for this deal maker is linked to a first phase in managing change, enhance, according to the organized with chaos approach (Rowley & Roeven, 1999).

## **Environmental Leader**

The environmental leader is the one who nurtures group or organizational environment to affect the emotional and physiological perception of an individual's place in that group or organization. An understanding and application of group psychology and dynamics is essential for the style to be effective. The leader uses organizational culture to inspire individual and develop leaders at all levels. The leadership style relies on creating an educational atmosphere where group interactively learn the fundamental psychology of group dynamics and culture from each other. The leader uses psychology, and what is required for the benefit of all (Carmazzi, 2005).

## **People Oriented Leadership**

The people-oriented leadership is the one that in order to comply with effective and efficiency, support, train and develop his personnel, increasing job satisfaction and genuine interest to do a good job (Fielder, 1967).

## **Task-oriented Leadership**

Task-oriented leader focuses on the job, and concentrate on the specific task assigned to each employee to reach goal accomplishment. The leadership style suffers the same as autocratic leadership showing no involvement in team needs. It requires close supervision and control to achieve expected results (Fielder, 1967).

## **Servant Leadership**

The servant leader facilitates goal accomplishment by giving each member what they need in order to be productive. This leadership is an instrument employees use to reach the goal rather than commanding voice that moves to change. This leadership style is in manners similar to democratic leadership, tends to achieve the result in a slower time frame than other style, although employee engagement is higher (Greenleaf, 1977).

## **Objectives of Leadership**

The leadership objectives align leadership decision and actions to what the organization believes, stand for, where it wants to go and how it intends to sustain its long term survival ( that is it's values, vision and prosperity) (Walters, 2014). There are several leadership objectives and these include the following:

- To build and sustain trust with the organization's employees and their stakeholders by practicing real care for their wellbeing, concern, suggestions and growth (Walter, 2014).
- To clarify purpose of the organization or responsibilities by communicating the vision, establishing mutual agreement, motivating employee, thinking strategically and providing adequate resources (Frank Covey, 2015).
- To identify and nurture talents through promoting skills development, career growth, managing performance and engaging employees (Frank Covey, 2015).

- To lead in strategic, organized and uncompromised way through situation involving conflicts (Harvard Business School, 2015).

### **Basic Qualities of a Leader**

On the basis of this study, we summarize few specific qualities that are usually observed in a successful organizational leader, these are:

- Successful organizational leaders are defining and exhibiting moral and ethical courage and setting an example for everyone in the organization. A leader who lacks character will not endure the rest of the time.
- Successful leader must love his company and the people he works with. They seek to soothe, unite and promote harmony and collaboration instead of causing alienation, contention, division and conflict.
- Effective leaders take time to mentor their colleagues and make the investment to sponsor those who have proven their capability and eager to advance. They have a deep thirst for knowledge and constantly are on the look-out to learn new things because of their commitment to making themselves better through the wisdom of others.
- Effective leaders practise what they advocate and are mindful of their actions. They know everyone is watching them and therefore are incredibly instinctive. They are active in acknowledging hard work and efforts, no matter the result and they never consent performers for granted and are mindful of rewarding them.
- Successful and effective leaders know their talent pool and how to use it. Successful leaders ask questions and seek counsel all the time. They never stop teaching because they are self-motivated to learn themselves. They use teaching to keep their colleagues well-informed and knowledgeable through statistics, trends and exciting items.
- Successful leaders emphasize the value of the company's customers, how they are treated and the importance of their returning.
- A good leader keeps the office mood a fine balance between productivity and liveliness. If team is feeling cheerful, chances are that they might stay extra hour to finish their work or developing their best work for the brand or company.
- An effective leader is proactive to the needs of their colleagues and they understand the transitional process in an organisation. They are concerned on good results rather than rules and regulations.

### **BENEFITS OF ESPIRIT DE CORPS (TEAMWORK) IN WORKPLACE**

The benefit of teamwork applies across all industries – some jobs simply cannot be done alone, whilst others will be enhanced by the efforts of more people. Individuals all have their own strengths, their own skills and their own ideas to bring to the table and, when they work together as a team, will create something far more powerful than anything that is turned out by one single person. They are:

**Productivity Boost:** When the workload is shared equally by members of a team and the tasks are allocated according to the strengths and skills of each team member, tasks are completed faster and more efficiently which result in a noticeable increase in productivity.

**Promote Innovation:** Working in a team means working more creatively, bouncing ideas off each other and creating innovative and practical solutions to problems. When working in a team on a brainstorming exercise, people are usually more confident and come up with unique and creative ideas.

**Improves Moral:** when the workload is shared by a team, the collaboration enables all members to feel a greater sense of achievement when the task is completed. Each member accomplishes more than they could alone, feeling the recognition and the sense of belonging that improves their self-esteem. This leads to job satisfaction with the feelings of joy that comes from the sense of belonging.

**Support Network:** During the challenging times that face any business, team members will help and rely on each other for support and guidance. These enable them to focus on the goal, reduce the stress during difficult times and enable to complete projects in an efficient.

**Develop Leadership Qualities:** Whether the team has one specific member as a team leader or whether the team leader changes depending on the task, all members of the team will be encourage enhancing and deploying their own leadership qualities.

**Increases Skills and Knowledge:** Team member share information as they work which leads to all team members having an increased knowledge and skillset

**Enables Flexibility:** Team members who collaborate in the work place are often cross-trained to cover for each other's strength and skills. This means that there is more flexibility for employees to plan their personal obligations (such as medical and childcare) without disrupting the project.

## **METHODOLOGY**

### **Research Design**

The research is a descriptive research. A descriptive research approach was use to analyze the subjects using in-depth data and to describe it from different angle.

### **Population**

The target population for the study are the following higher institutions namely: Rivers state University, University of Port Harcourt and Ignatius Ajuru University of Education.

### **Sample and Sampling Techniques**

A sample size of 100 respondents was drawn from the population of University of Port Harcourt, Rivers State University and Ignatius Ajuru University. The questionnaire was distributed to some selected staffs of these institutions. Purposive sampling was applied to selected respondents based on their level in the various institutions. Convenience sampling was also applied to choose

respondent among the employees based on their ability and willingness to answer the questionnaire.

## **Data Collection**

The type of data, sources of data and instrument for data collection and procedure for data collection are mentioned below:

### ***Type of Data***

An ordinal data was used in this study because the responses to the questionnaire were based on a rating scale and could be ranked.

### ***Source of Data***

Primary data was collected and obtained from the distributed questionnaires. This was sourced from the University of Port Harcourt, Rivers State University and Ignatius Ajuru University. This study depended on the primary data because it helps to investigate about what is happening on the ground and also to suggest helpful findings and recommendations.

### ***Instrument for Data Collection***

Questionnaire was the major instrument used to collect the required data for the research and it was used to maintain the truthfulness and honesty of the database regarding the study.

### ***Instrument of Validity***

The research was designed to be able to ensure validity and reliability in all the aspect of the study. It was ensured that proper understanding of the question in the questionnaire was made to the participants.

### ***Instrument Structure to Meet Research Objectives***

The questions in the questionnaire were simple and direct based on the objectives of the research. The survey was clear and easy to understand to ensure that participants are able to provide helpful data to meet the objectives of this study.

### ***Procedure for Data Collection***

The required data was collected from a number of employees at University of Port Harcourt, Rivers State University and Ignatius Ajuru University. Questionnaires were distributed to the faculties in the colleges of Social Science, Education and Law and the researcher delivered and collected the results of questionnaires personally. Convenience Sampling technique was used because questionnaires were delivered to all respondents who were easily accessible to the researcher.

### *Method of Data Analysis*

Quantitative data analysis was applied in the study. Correlation and ANOVA were used to find the relationship between the independent and dependent variables and the impact of the independent variables on the dependent variable i.e., leadership effective

### **RESULTS**

The demographic variables were analyzed and their descriptive statistics were calculated. After descriptive statistics, correlation and multiple regression test are applied to find the relationship between dependent and independent variables.

Table 1: Demographic Profile of Respondents

| <b>Demographic Distribution of the respondents Variables</b> | <b>Number</b> | <b>Percent</b> |
|--|---------------|----------------|
| <b>Age (in years)</b>  |               |                |
| 29-35  | 27            | 27.00          |
| 36-45  | 42            | 42.00          |
| 46-55  | 21            | 21.00          |
| 56 and above   | 10            | 10.00          |
| <b>Gender</b>  |               |                |
| Male   | 73            | 73.00          |
| Female   | 27            | 27.00          |
| <b>Education</b>   |               |                |
| Master   | 17            | 17.00          |
| Ph.D   | 83            | 83.00          |
| <b>Experience</b>  |               |                |
| 0-5 years  | 19            | 19.00          |
| 5-10 years   | 32            | 32.00          |
| 10-15 years  | 35            | 35.00          |
| More than 15 year  | 14            | 14.00          |

It will be observed that from the above demographic distribution 27% of the respondents are between the age of 29-35, 42% are between the age of 36-45, 21% are between the age of 46-55 and 10% are between the age 56 and above. Also 73% are male and 27% female. From the Table, it is seen that 17% are Master degree holders, while 83% are Ph.D. holders giving us 100%. It also shows that 19% had an experience level of 0-5, while 32% had 5-10 years of experience, 35% have 10-15 experience and 14% have more than 15 years of experience in the job.

|                         | Teamwork | D o A   | Prod  | Professionalism | E.L |
|-------------------------|----------|---------|-------|-----------------|-----|
| Teamwork                | 1        |         |       |                 |     |
| Delegation of authority | 0.807    | 1       |       |                 |     |
| Productivity            | 0.71     | 0.647   | 1     |                 |     |
| Professionalism         | 0.439    | 0.471   | 0.377 | 1               | 1   |
| Effective leadership    | 0.819**  | 0.475** | 0.647 | 0.170**         | 1   |

Notes: \*\* Correlation is significant at the 0.01 level (2-tailed)

a. Predictors: (Constant) Teamwork, Delegation of authority, Productivity, Professionalism.

b. Dependent Variable: Effective Leadership.



The correlation between Team work (esprit de corps) and Effective leadership shows that the correlation coefficient (r) is 0.819. This demonstrates that there is a highly positive and very significant relationship between Team work and Effective Leadership. The correlation coefficient (r) between delegation of authority and Effective leadership is 0.807. This reviews that there is a very significant correlation between these two variables. The correlation analysis to find out the relationship between productivity and Effective leadership reveals that the correlation efficient between these two variables is 0.710, which in turn indicates a positive and significant relationship. The correlation analysis employed to find out the relationship between Professionalism and Effective leadership shows that the correlation coefficient (r) is 0.439. this shows a moderate and positive relationship between these two variables.

On the basis of these results, hypothesis Ho “there is no significant relationship between team work, delegation of authority, productivity, professionalism and effective leadership” is rejected at 0.01 levels.

Table 3: ANOVA Table

| R                  | R Square              | Adjusted R Square | Std. error of the estimate |          |            |
|--------------------|-----------------------|-------------------|----------------------------|----------|------------|
| 0.823 <sup>a</sup> | 0.722                 | 0.708             | 0.764                      |          |            |
| ANOVA <sup>a</sup> | <b>Sum of squares</b> | <b>Df</b>         | <b>Mean Square</b>         | <b>F</b> | <b>Sig</b> |
| Regression         | 247.850               | 4                 | 63.563                     | 121.45   | 0.000      |
| Residual           | 103.680               | 195               | 0.514                      |          |            |
| Total              | 351.530               | 199               |                            |          |            |

- a. Predictors: (constant) Team work, delegation of authority, productivity, professionalism.
- b. Dependent Variable: Effective Leadership.

From Table 3, it is seen that Regression coefficient ‘R’ = 0.823 or 82.3% of relationship exist between the independent variables and the dependent variable. The coefficient of determination ‘R<sup>2</sup>’ = 0.722 which shows that 72.2% of variation in Effective leadership is explained by team work, delegation of authority, productivity and professionalism. The F value 121.45 and is significant level = 0.000 which is  $P \leq 0.05$ . this implies that the overall regression model is statistically significant, valid and fit. The regression model implies that independent variables are explained that is a positive and significant relationship with dependent variable.

Table 4: Coefficient of Regression Table of Independent Variable with DV

|                         | Unstandardized coefficients |            | Standardized Beta coefficient | t    | Sig.  |
|-------------------------|-----------------------------|------------|-------------------------------|------|-------|
|                         | B                           | Std. Error |                               |      |       |
| Constant                | 10.816                      | 1.14       |                               | 8.93 |       |
| Team Work               | 0.23                        | 0.046      | 0.295                         | 4.23 | 0.000 |
| Delegation of Authority | 0.34                        | 0.068      | 0.361                         | 4.58 | 0.000 |
| Productivity            | 0.27                        | 0.051      | 0.308                         | 4.40 | 0.000 |
| Professionalism         | 0.31                        | 0.038      | 0.352                         | 4.45 | 0.000 |

The above table presents coefficient of regression between teamwork, delegation of authority, productivity, professionalism and the dependent variables is that effective leadership at a confidence interval of 95%. The t- value for team work is 4.23 (p value of 0.000) is greater than the critical value. Similarity, t- value for delegation of authority, productivity and professionalism are 4.58, 4.40 and 4.45 respectively (p value of 0.000) which are greater than

critical value. Since the calculated value is greater than critical value, hence alternate hypothesis “there is a significant relationship team work, delegation of authority, productivity and professionalism” is accepted.

## **CONCLUSION**

The study reveals that teamwork, delegation of authority, productivity and professionalism have a significant and positive impact on effective leadership in University of Port Harcourt, Rivers State University and Ignatius Ajuru University. The regression analysis and ANOVA also show that there is a significant strong relationship between the set of four independent variables and the dependent variable effective leadership. Team work was found to be the most significant independent variables having the most significant impact followed by team work, delegation of authority, productivity and professionalism. The regression coefficient R has the value of 0.823 which shows 82.3% of proportion of variability between independent variables and dependent variable. Coefficient of determination  $R^2$  is 0.722 which shows that 72.2% variation in dependent variable effective leadership is explained by independent variables. The calculated t- values for the variable are also greater than the critical value. Overall the result revealed that teamwork, delegation of authority, productivity, professionalism and the dependent variable effective leadership are positively correlated. The work highlighted the negative consequences of the absence of team work concept in some of the organisation that have neglected its significant role as an essential skill that helps in developing and enhancing organisational and individual performance in all work environment. There is an obvious connection between team work, the level of productivity and occupational performance in work place as indicated in several previous studies (Alvesson, 2000; Lamb, 2013; Naylor, 1999). Strong leadership and delegation of authority among team members come across as significant factors which can help increase effective leadership. There are several other factors which may impact the performance of academicians, and these need to be investigated further. The factors identified by this study can be used as a template by Higher Education and other institutions in their quest to achieve academic excellence in their respective institutions.

## **Recommendations**

Based on the study carried out, the data analyzed, the result discussed and the conclusion drawn, we were able to make the following recommendations, that team’s esprit de corps which is a situation in which a group of people jointly depend on one another to carry out a task is highly effective and that organizations in this 21st century and beyond should initiate policies that will encourage this spirit so as to build a strong leadership structure and improve the organizational productivity. I recommend that for leaders to be very effective, they have to delegate responsibilities to their subordinate, for this will help to strengthen trust, build team work, create professionalism and above all improve productivity of the organization.

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