AN APPRAISAL OF LEADERSHIP AND ORGANIZATIONAL EFFICIENCY EXPERIENCE

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Abstract- Out of parochial view, some people treat **"**managership" and "leadership" as inseparable and interwoven. This indeed is wrong as the two needs to be separated and distinguished. Logically, there exist leaders of unorganized groups, but managers, however, can only exist where organized structures create roles. Isolating leadership from managership has profound analytical benefits. Indeed, it enables leadership to be given in-depth study without the infiltrations of qualifications that has to do with the issue of managership. Generally, leadership is an important aspect of managing. This paper examines the entire organizational status, to know whether the ability to lead effectively is one of the keys to being an effective manager that is, routinely handling all essential components of managing. Also, this article peeked at leadership styles to know whether they influence organizational efficiency or otherwise. On the whole, the discovery of this paper is that leadership is an essential component of managership. It is the willingness to follow that makes an individual a leader, and that no organizational success can be recorded without the drive, initiative and direction of good leadership inbuilt with good styles of leadership. Yes! Effective leadership propels subordinates to achieve corporate goals. This is the intriguing reality of this discourse.

key words- Appraisal, Leadership, Organizational, Efficiency, Experience.

I. INTRODUCTION

Leadership is subject definitional controversies in the behavioural sciences. Leadership has been accepted in Public Administration and behavioural sciences as being concerned with providing direction in the achievement of organizational goals. According to Szilagyi (1981) quoted by Okpata (2004), leadership is a process involving two or more people in which one attempts to influence the others' behavior towards enthusiastically accomplishment goals. To him leadership is an influence process. It encompasses directing, organizing, planning and coordinating the activities of individual members of an organization towards achieving targeted goals.

Conversely, Weiherich and Knootz (2001) looked at leadership as an influence, art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals. It is ideal that people be encouraged to develop not only willingness to work but also the preparedness to work with zeal and confidence. Good leadership inspires a group to achieve objectives through maximum application of its capabilities. They do not stand behind a group of subordinates to push and prod; the place themselves before the group as they facilitate progress and inspire the group to achieve the goals of an organization.

It is because of the essentiality of leadership as the fulcrum of organizational efficiency that induced Nwachukwu (1988) to assert that a leader is a person with power over others who exercises the powers for the purpose of influencing their behavior. To him, it is safe to say that:

(1) All leaders have influence
(2) They provide direction, and
(3) They help in the achievement of group goals.

In all, leadership and organizational efficiency are sacrosanct and untainted. In this vein, this article will appraise leadership following these perspectives:

- Leadership and Managership: A comparative treatise
- Ingredients of leadership and how they are associated with organizational efficiency.
- What are leadership styles and why are they critical to organizational efficiency?
- Concluding Remarks

Leadership and Managership: A comparative Treatise

From the outset of this discourse we delineated that "leadership" and "Managership" as organizational concepts exists in different compartments. The manager is responsible for designing an internal environment for performance and efficiency within an organization and sometimes as well operates in the external environments to source variables that will facilitate the overall growth and productivity of his organization.

The manager to Aina (1982) is anyone who directs the work of others, spends more than half of his time, on managerial functions and activities, and has a certain amount of authority over his subordinates such as the right to grant leave, appraise performance, give orders, take some disciplinary measures or recommend them and assign work in order to accomplish the organizational objectives. The chief role of a manager is to get results. Contributing, BBC Dictionary 1992) observed the manager as a person is responsible for running an organization. If you manage to do something, you succeed to do it.

In another perceptive, Weihrick and Knootz (2001) summarized managership as:

1. People who carry out managerial functions of planning, organizing, staffing leading and controlling.
2. People that applies to any kind of organization
3. People that create surplus

Notably from the views of the authorities above, leadership is an aspect of managership. Managership is overwhelmed with the responsibility of taking actions that will make it possible for individuals to make their best contributions for group objectives. Nwachukwu (1988) stressed that managership or manager is like a football coach. He does not play the game but directs the players on how to play. It is expected that the manager possess skills quite different from non-managers.

Conversely, leadership as we have stated earlier is an aspect of managing. The ability to lead effectively is one of the keys to being an effective manager. Leadership is influence oriented. It is in this light that most management writers are unanimous that leadership is a "process of influencing the activities of an individual or group in effort toward accomplishing goals in a given situation". It is important to note that this definition makes no mention of any particular type of organization because in any situation where someone is trying to influence the behavior of another individual or group, leadership in occurring. Successful leaders are those who can adapt their behaviour to meet the demands of their own unique environment.

To Allen (1964) leadership is the work a manager performs to cause people to effective action. He identifies five main activities that are associated with leadership. Going further, he observed that effective leadership is essential to the achievement of results. The leadership strengths or weaknesses affect the performance of the entire organization.

(a) He can clarify or confuse objectives job assignments and expected results and criteria for measuring performance.
(b) He can stimulate or inhibit optimum performance.
(c) He can encourage or retard the use of his subordinates' best abilities, skills and interests.
(d) He can provide or withhold incentives for growth and development.
(e) He can enhance or undermine job satisfaction and morale.

From researches available, high productivity, high moral optimum growth and development of subordinates result primarily from the leadership given by their immediate superior. Our final thesis on his concept is in conformity with Cole (2002) that leadership is a dynamic process at work in a group whereby one individual over a particular period of time, and in a particular organizational context, influences the other group members to commit themselves freely to the achievement of group tasks or goals. Leadership is essential ingredients of managership.

What are ingredients of leadership and how are they associated with organizational efficiency?
Rationally leaders visualize the future; inspire members of the organization to high productivity and chart the course of the organization. Additionally, leaders must instill values as it relates to quality, honesty, risk taking or concern for employees and customers.

According to Weihrich and Knootz (2001) every group of people that performs near its total capacity has some person as its head who is skilled in the art of leadership. These management gurus put forward four major ingredients of leadership as follows:

(i) **Power:** The nature of power and differences between power and authority is essential ingredient of effective leadership.
(ii) **Fundamental understanding of people:** As related to other practices, it is one thing to know motivation theory, kinds of motivation forces, and the nature of a system of motivation but another thing is to be able to apply this knowledge to people and situations. A good manager leader who knows the present state of motivation theory is more aware of the nature and strength of human needs and is better disposed to define and design ways of satisfying them and to administer, so as get desired responses.
(iii) **The rare ability to inspire followers to apply their full potential:** It is true that motivation center on subordinates and their needs, inspiration also comes from group heads. They may have qualities of charm and appeal that give rise to loyalty, devotion and a strong desire on the part of followers to promote what leaders want. This is not a matter of need satisfaction; it is, rather, a matter of people giving unselfish support to a chosen champion. An example is a frightening situation where an unprepared nation is woken to war and the leaders inspire the citizens to fight and they concur.
(iv) **Style of leadership and the climate he or she develops:** The strength of motivation greatly depends on expectances, perceived rewards, the amount of effort believed to be required, the task are part of an environment, as well as an organizational climate. The primary duties of manager leaders are the designing and maintenance of an environment for performance.

Finally, these literatures on management postulated that the fundamental principle of leadership is this:

Since people tend to follow those who, in their view, offer them a means of satisfying their own personal goals; the more managers understand what motivates their subordinates and how these motivations operate; the more they reflect their understanding in carrying out their managerial actions, the more effective they are likely to be as leaders and in the attainment of organizational efficiency.

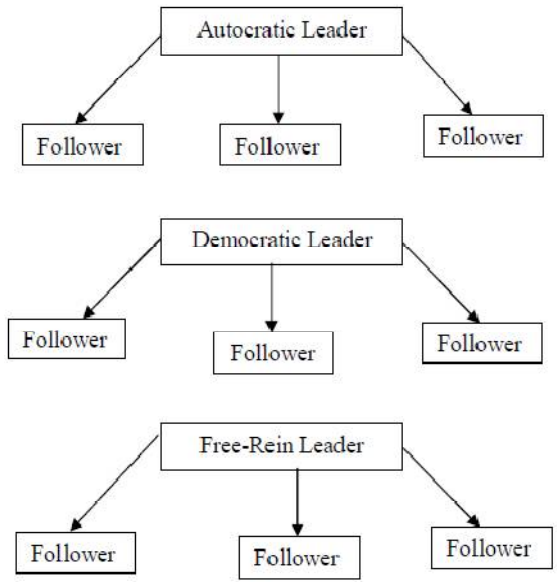
Leadership styles and why they are critical to organizational success?

It will sound unreasonable to state that there are innumerable leadership styles and behaviours. This is because there are different styles as there are leaders.

From earlier views and explanations on leadership, styles of leadership can be broadly classified into three groups (Weihrh and Knooz, 2001). The autocratic leader commands and elicits compliance, he is dogmatic and positive and leads by the ability to withhold or give rewards and punishment. The democratic leader consults with subordinates on proposed actions and decisions and encourages participation from them. This type of leader has to do with persons in leadership positions who do not take actions without subordinates contributions and those who makes decisions but must have to consult subordinates before implementation.

Also, there is the free-rein leader who uses his/her power very little; if at all giving subordinates a high degree of independence in their operations. Such leader depends largely on the subordinates to set goals and methods of its achievement. They see their position as one of aiding the operations of followers by furnishing them with information and acting primarily as a contact with the group's external environment.

The figure below portrays the three leadership styles



Source: Weihrih and Knootz 2001

There are different assertions on this simple classification of leadership styles. Notably, some autocratic leaders are "benevolent-autocrats". Though they listen to a large extent to their followers before arriving at decisions, the decisions are simply theirs. Significantly, they listen and consider subordinates ideas and concerns, but when arriving at decisions they are more autocratic than benevolent.

Leaders in the democratic class look upon their task as not only consulting with followers and carefully considering their opinions but also doing all they can to support subordinates in accomplishing their assigned roles.

Analytically, the use of any style depended largely on the situation. Generally, a leader gains considerable knowledge and a better commitment on the part of persons involved by consulting with subordinates.

Albeit, leadership theories are in-depth and extensive on various styles of leadership, we are paranoid by time and space to go into such pedigree. However, Likert's Four System Management will be surgically evaluated to evolve a leadership style that enhances organizational effectiveness and efficiency in this 21st Century.

Likert, a professor and Colossus of Management along with his associates at the University of Michigan critically studied patterns of leadership by managers for three decades. According to Likert and Likert (1976) in his work titled "New ways of Managing Conflict" developed certain ideas and approaches important to understanding leadership behavior. According to him, effective leader manager is strongly oriented to subordinates, relying on communication to keep all parties working as a unit. To Likert, all members of the group, including the manager leader should adopt a supportive attitude in which they share in one another's common needs, values, aspirations, goals and expectations. It is because of human motivational appeal of this approach that made it the most effective mechanism to lead.

In his analytical clarification of this concept, Likert and Likert, put forward what they referred to as "Four System Management"

The first system is described as "exploitative-authoritative", whose leaders are greatly autocratic, possesses little trust in subordinates; motivate people through fear and punishment and occasional rewards. Subordinates engage in downward Communication and decision making is reserved for the top.

The second system is referred to as "benevolent-authoritative". Here, the manager leader have patronizing confidence and trust in subordinates, motivates with rewards and some fear and punishment, allow for some upward communications, appeals for some ideals and opinions from

subordinates and allows delegation of authorities and decision making with policy monitoring.

The third system is known as "Consultative". The leader/manager in this system have substantial but not complete confidence and trust in subordinates, usually they try to make use of subordinates ideals and opinions, use rewards to motivate subordinates with occasional punishment, engages in upward and downward communication, make major policy decisions at the top while allowing specific decisions to be made at the lower levels of the organization, with consultative actions.

The last and fourth system, the most participative of all and referred to as "participative-group". Here, the manager leaders have complete trust and confidence in subordinates in all affairs of the organization. Ideas and opinions are sourced from subordinates and they are constructively utilized by the leaders. They also give economic rewards on the basis of group participation and involvement in such areas as setting goals and appraising progress towards goals. They engage in much communication down and up with peers, encourage decision making throughout the organization, and operate among themselves and with their subordinates as a group.

In summary, the Likerts, found that those managers who applied the fourth system approach to their operations had the greatest success as leaders. Moreover, they noted that departments and companies managed by the fourth system as highlighted above were most effective in setting goals and achieving them and were generally most productive.
Though this system is highly applauded, it is not without critics. This theory is hinged on small groups but frequently extrapolated and applied to the total organization. It is notable that this system works more excellently when the organization is making huge profit; therefore, there is need for matrix departmentation.

CONCLUDING REMARKS

Leadership is the art or process of influencing people so that they contribute willingly and enthusiastically toward group goals. Leadership requires followership. In comparing analytically managership and leadership, they are related but differentiated. Leadership is the part of managership. The purpose of leader manager is to run the organization by unifying members of the organization and inputs to achieve targeted goals. The ingredients of effective leadership must be based on the leader power, the fundamental understanding of the members and circumstances prevalent in the organization to be disposed to manage the organization effectively.
It is also requisite that the leader manager should inspire followers to arouse them to apply their full potentials through motivational abilities.

The style of leadership which the leader manager applies is essential determinant of organization's successes to be recorded by the organization. It is in this light that Likert and Likert, propounded four management system of which the fourth is the most supportive of organizational efficiency.

Generally, the efficiency and effectiveness of any leadership style depended largely on the leader manager situation. In all honesty, the path goal approach to leadership suggests that the most effective leaders help subordinates achieve enterprise and personal goals. Effective leadership is a pillar of organizational efficiency and effectiveness. That is the message of this paper.

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