
Leaders and Followers as Predictors of Organizational Performance

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ABSTRACT

The study examined leaders and followers involvement as predictors of organizational performance. The specific objectives were to; examine the effect of democratic leadership on organizational performance, to assess the effect of transformational leadership on organizational performance, to ascertain the effect of transactional leadership on organizational performance and to determine the effect of followers involvement on organizational performance, using productivity as a proxy. The study adopted survey research design and the sample size was 154. Primary data was obtained by a 5-likert scale questionnaire administered to the respondents. Simple regression analysis was used in the study to establish the effect of explanatory variables on dependent variable. The findings revealed that democratic leadership has a positive and significant effect on organizational performance, transformational leadership has a positive and significant effect on organizational performance, transactional leadership has a positive and significant effect on organizational performance, and follower involvement has a negative and significant effect on organizational performance. The study recommended that management of the school should adopt the best leadership style that will enhance productivity. Also followers should be encouraged of their performance by given them the necessary incentives. Finally, management of the organization should study the organization to know the best leadership style to adopt.

KEYWORDS Leadership, leadership style, Democratic, Transactional, Transformational, followers, Organizational performance

INTRODUCTION

Leadership style plays an important role in shaping the behavior and attitude of the members of an organization. In recent years, the study of leadership has drawn more attention due to its role in the failure or success of an organization. A leader is the most influential person in an organization who provides direction, guides group activities and ensures that group objectives are attained. Leaders act to help a group achieve objectives with the maximum application of its capabilities. They do not stand behind group to push and to produce; they place themselves before the group as they facilitate progress and inspire the group to accomplish organizational goals. It is

the human factors which bind a group together and motivate it towards goals. Therefore, the efficacy of any organization thus lies on the leader. The role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently. Top quality leadership is essential to achieve the mission and vision along with coping with the changes occurring in the internal and external environment. Organizations often aim to be successful by prioritizing strategy development and implementation as a critical task, given the turbulent business environments they operate in.(Yukl, 2008). Organizations could be private, nonprofit-making organizations that aim to serve societal interests by focusing advocacy and or operational efforts on social, political and economic goals, including education. (Teegen, Doh, & Vachani, 2004). Organization is a social place where human resource plays a very significant role in achieving productivity. Effective leaders and employees are those who give great help to any organization to achieve its objectives and goals. Their personal effort and commitment with organization is that which help organizations to succeed. Many observations and many academic documents agreed that leadership have great impact on organizational performance. Leaders are believed to set smart goals for the subordinates and empower them enough to achieve the organizational goals. Leaders play a vital role in formulating collective norms, assisting the employees to face and resolve the challenges that arise in the business environment. The managing style of the leaders is essential to the success of the organization. In many cases, leaders are not aware of the main needs and wants of their subordinates, or they fail to understand the difference between the individuals involved in the team. As a result, due to the various issues that were not identified in time among the employees result in decreasing productivity of the employees as well as the organization. It is crucial for the leaders to provide compelling direction which can help the subordinates achieve effective organizational goals.

Theoretical Framework

The following theories are suitable and adopted on leadership styles;

1 The Democratic Theory

This theory was propounded by Besse in 1957. The core issue about democracy is the importance it attaches to human personality. It assumes civic capacity on the part of individuals. This capacity involves intelligence, self-control and conscience. Its essence is the right of every man bound by the decision of the government to contribute (what ever is in him to contribute) to the making and remaking of those decisions. This right is integral to democracy because it makes possible free discussion and the continuous participation of the people (individuals) in the organization. This implies the obligation to respect the other man, to listen to his arguments and to take into account his point of view. It is through participation that individuals (subordinates) contribute ideas towards the solution of problems affecting their organization and jobs. Participation can create an asset in morale so that when necessary orders are given, people will respond more co-operatively because they are participating in the affairs of the organization. Participation is ego-and task involvement of an individual in his group. It includes not only the physical contribution of the person but also his intellectual and emotional involvement in the affairs of the organization. When leaders establish means for obtaining help from subordinates in the making of plans and decisions, they are making them to know that their contributions are sought and appreciated and this creates great benefits and

harmony in the organization. There is no doubt that participation is a suitable method to which organizational leaders need to devote long range efforts and then of tapping its need to be developed.

2 Traits and Behavioral Theories

The trait theory was propounded by Stogdill in 1948. The theory assumes that great leaders are born with distinguished personality traits that make them better suited for leadership and make them different from other people or their followers. His view on leadership situations vary significantly and place different demands on leaders, leading to the emergence of situational and behavioral approaches. On the other hand, behavioral theories of leadership state that it is the behavior of leaders that distinguishes them from their followers. It focuses on the actions of leaders rather than on mental qualities or internal states with the belief that great leaders are made, not born. According to this theory, people can learn to become leaders through teaching and observation. Behavioral theories examine whether the leader is task oriented, people oriented, or both.

3. Situational and Contingency Theory

Contingency theory is an approach to leadership in which leadership effectiveness is determined by the interaction between the leader's personal characteristics and aspects of the situation. Contingency theories are based on the assumption that the leadership style and organizational outcomes is moderated by situational factors related to the environment, and therefore the outcomes cannot be predicted by leadership style. Three models exist in this leadership approach: Fiedler's (1967) co-worker theory, House's (1971) path-goal theory, and Hersey and Blanchard (1969) situational leadership theory. From this approach, success depends upon a number of variables, including the leader's preferred style, the capabilities and behaviors of the followers, and aspects of the situation. Effective leadership requires adapting one's style of leadership to situational factors, and control is contingent on three factors such as the leader and followers, the degree of the task structure and the leaders' authority, position or power.

4. Transformational and Transactional Theories

Transformational theories focus upon the connections formed between leaders and followers. Transformational leadership is the leader's ability to motivate followers to rise above their own personal goals for the greater good of the organization. Transformational style of leadership comes from deeply held personal values which cannot be negotiated and appeals to the subordinates' sense of moral obligation and values. Transactional theories focus on the role of supervision, organization and group performance. Transactional theory is depended on the performance of the employees. Transactional leaders attempt to meet the current needs of their subordinates through bargaining and exchanging. In this theory, leaders and followers focus on achieving the negotiated performance level.

LITERATURE REVIEW

Leadership entails direction, aligning people, and motivating and inspiring others. Leadership is concerned with long-term outcomes and future goals of the organizations. Leadership is more about people and less about tasks. Leaders achieve objectives through energized and excited subordinates who share their passion, vision, and direction. Good leaders develop through a never-ending process of self-analysis, and the utilization of education, training, and experience to improve. The best leaders are continually working and studying to improve their leadership skills. To be

successful in the modern business world, managers will have to find a balance between their management and leadership abilities so that they can create a harmony within their team to build successful and futuristic organizations. Leadership in organizations requires sophisticated skills in leadership, administration, organization, and technical expertise. Mullins (2007) argued that leadership is at its best when the vision is strategic, the voice persuasive and the results tangible. In the study of leadership, definition is not essential but guiding concepts are needed. The concepts should be general enough to apply to many situations, but specific enough to have tangible implications for what we do. According to Peretomode and Peretomode (2001) leadership is the ability of a person in a group to persuade, inspire or influence the attitudes, behaviors and actions of others or the activities of the organized group so that the group members can work cooperatively and enthusiastically towards goal achievement. Leadership is the human factors, which binds a group together. It also motivates the group towards goals. Leadership, therefore, is not an end in itself but a means to an end – a means to motivate workers to increase productivity and help them gain increased employee job satisfaction. Otusanya (2004) in his study, examined leadership in terms of traits, behavior, influence, interaction patterns, role relationships and occupation of an administrative position. Leadership is a dynamic process in a group whereby one individual influences the others to contribute voluntarily to the achievement of group task in a given situation.

Leadership, followers and performance

Leadership has been identified as an important subject in the field of organizational behavior. Leadership is one with the most dynamic effect during individual and organizational interaction. In other words, ability of management to execute "collaborated effort" depends on leadership capability. An excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Leadership is seen as a leading strategy to offer inspiring motive and to enhance the staff potential for growth and development. Several reasons indicate that there should be a relationship between leadership and organizational performance. On the other hand, organizational performance refers to ability of an organization to achieve such objectives as high profit, quality products, large market share, good financial results, and survival at pre-determined time using relevant strategy for action. Organization performance can also be used to view how organization is doing in terms of level of profit, market share, and product quality in relation to other organizations in the same industry.

Democratic leadership

Democratic leadership is the leadership in which the decision-making is decentralized and is shared by all the subordinates. In the democratic leadership style, the potential for weak execution and poor decision-making is high. However, democratic leadership is also known to motivate the employees to perform better, as their views and opinions are valued. Democratic leadership allows the employees to make decisions along with sharing them with the group. In this type of leadership style, praises and criticisms are given objectively and a sense of responsibility is also developed among the employees. Bhargavi and Yaseen (2016) also analyzed the impact of democratic leadership on organizational performance. As per their findings, democratic leadership positively affects the performance of the organization as it provides opportunities to the employees to express and implement their creative ideas and take part in the decision-making process. This leadership style also prepares

future leaders and helps the organization in the long run. Choi (2007) also stated that a democratic leader is the one who focuses on the group discussion and group participation and as a result it positively influences the performance of the followers. Therefore, the democratic leadership style can be used for improving the organizational performance as well as the efficiency. Hence, it can be stated that democratic leadership has a positive impact on the organizational performance. The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality. This style of leadership encompasses discussion, debate and sharing of ideas and encouragement of people to feel good about their involvement. The boundaries of democratic participation tend to be circumscribed by the organization or the group needs and the instrumental value of people's attributes (skills, attitudes, etc.). The democratic style encompasses the notion that everyone, by virtue of their human status, should play a part in the group's decisions. However, the democratic style of leadership still requires guidance and control by a specific leader. The democratic style demands the leader to make decisions on who should be called upon within the group and who is given the right to participate in, make and vote on decisions.

Transformational leadership

Transformational leadership style focuses on developing the followers and considering their needs. The managers that focus on transformational leadership focus particularly on developing the overall value system of the employees, development of moralities, skills and their motivation level. The transformational leadership acts as a strong bridge between the followers and leaders, to develop clear understanding associated with the motivational level, values and interests. Transformational leadership demonstrates the superior leadership performance. The transformational leadership, occurs when the leaders broaden or elevate the interest of the employees. The transformational leaders are the ones who encourage the employees to look beyond their self-interest. The transformational leaders are effective because of several reasons such as the leaders may be charismatic in terms of inspiring the employees, the transformational leaders may meet the emotional need of the employees or they may stimulate the employees intellectually. Transformational leadership and individual-level follower performance are positively linked. Furthermore, the study also indicated that transformational leadership and performance of teams at organizational level are associated positively. The followers of transformational leadership associate with a self-defining and satisfying relationship with an individual or group. The idealized and behavioral charisma of the transformational leaders motivates the followers to identify with the leader (Jyoti & Bhau, 2015). The personalized relationship developed by a transformational leader develops an environment in which the employees feel happy and hence, their overall performance is improved. Hence, it can be said that transformational leadership and organizational performance are positively associated (Jyoti & Bhau, 2015).

Transactional leadership

Transactional leaders focus their leadership on motivating followers through a system of rewards and punishments. A leader is known as a transactional leader if he/she is always willing to give something in return. This can include a number of things like promotion, pay raise, performance reviews, new responsibilities etc. The major problem with this type of leadership is the expectation. Hence, transactional leadership can be defined as the exchange of targets and rewards between the

management and the employees. The study by Longe (2014) revealed that transactional leadership style has a positive impact on the organizational performance. The transactional leadership style helps in creating as well as sustaining the context in which organizational and human capabilities are maximized as the employees are always able to achieve the tangible and intangible rewards. This leadership style particularly helps in creating an environment that is optimal for performance and also articulates the compelling vision that enhances the overall organizational performance (Longe,2014). According to the research conducted by Sofi and Devanadhen (2015), transactional leadership was not found to have a direct impact on the performance of the organization. This leadership style does not encourage creativity and innovation among the employees and hence, the employees do not perform as per the expectations of the organization. There are two factors which form the basis for this system, Contingent Reward and management-by-exception.

- i. Contingent reward provides rewards, materialistic or psychological, for effort and recognizes good performance.
- ii. Management-by-exception allows the leader to maintain the status quo. The leader intervenes when subordinates do not meet acceptable performance levels and initiates corrective action to improve performance. Management by exception helps reduce the workload of managers being that they are only called-in when workers deviate from course.

This type of leader identifies the needs of their followers and gives rewards to satisfy those needs in exchange of certain level of performance. Transactional leaders focus on increasing the efficiency of established routines and procedures. They are more concerned with following existing rules than with making changes to the organization. A transactional leader establishes and standardizes practices that will help the organization reach:

- i. Maturity
- ii. Goal-setting
- iii. Efficiency of operation
- iv. Increasing productivity.

Empirical Studies

Ojokuku, Odetayo, & Sajuyigbe (2012) conducted a research on the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. The sample size used by the researchers is 60. The study contained twenty of random picked banks in Ibadan, Nigeria. A structured questionnaire was used to collect data from the heads of accountants, heads of operations, and branch managers on face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyze data. Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organizational performance. This study concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment. Akram, Alam, Ali, & Mughal, (2012) conducted a research title How Leadership Behaviors Affect Organizational Performance in Pakistan. Sample size used by the researchers is 1000, where 500 questionnaires were distributed to managers and another 500 to employees of various private and public

sector companies in 66 cities through random selection. Non-probability sampling technique is used in this study. Two questionnaires were designed for managers and employees. Questions were related to leadership behaviors and organizational performance. Five point Likert scale was applied. Correlation analysis and regression analysis were applied to analyze the relationship and the effect of leadership behaviors on performance. SPSS version 16 was used to analyze the reliability of questions, and the reliability was checked in term of Cronbach's Alpha. The findings concluded that leadership behaviors are interrelated and have high positive impact with employee performance. Nasir., Nordin, Seman, & Rahmat (2014) did a research on The Relationship of Leadership Styles and Organizational Performance among IPTA Academic Leaders in Klang Valley Area in Malaysia. The study used correlation methods to measure the relationship between leadership styles and organizational performance. Five public universities in Selangor were chosen. 201 academic leaders were chosen as the sample size. The questionnaire prepared in a form of closed-ended questions. The survey instruments from Kouzes and Posner Leadership Practices inventory-Individual Contribution Self Survey (1997) and Multifactor Leadership Questionnaire (MQL) had been adapted. Likert-Scale was used. All data were analyzed by using SPSS version 20.0. The hypothesis testing from normality test with Normal Probability Plots for variables and other visual presentation measures such as histogram and box plot. Pilot test is used to test the consistency of questionnaire. Cronbach's alpha is used to test reliability. The findings concluded that leadership behaviors are interrelated and have high positive impact with organizational performance. Leng (2014) did research on title in The Impact of Leadership Styles on Employee Commitment in Retail Industry in Malaysia. Sample size used by the researchers is 384. The researchers used questionnaires as the research instrument. SAS software version 9.3 was used to run tests of reliability, Pearson correlation and linear regression. The findings concluded that there was a significant impact of leadership styles towards employee commitment. Sakiru, Enoho, Kareem, & Abdullahi, (2013) conducted a research on title Relationship between Employee Performance, Leadership Styles and Emotional Intelligence in an Organization in Malaysia. Sample size used by the researchers is 180. Data was collected using three instruments; Multifactor Leadership Questionnaire, ECP and parastatal performance evaluation process. Work performance was taken and recorded using organization's performance evaluation process. ECP factors are used to measure emotional intelligence. Cronbach's alpha reliability coefficient is used for MQL factors. Linear regression analysis is used. These findings concluded that there is a substantial relationship between worker performance with emotional intelligent and leadership style. Ismail, Tiong, Ajis, & Dollah, (2011) worked on a research titled Interaction between Leaders and Followers as an Antecedent of Job Performance: An Empirical Study in Malaysia. Sample size used by the researchers is 200. This study used a cross-sectional method to integrate the research literature, the in-depth interview, pilot study and the actual survey to collect data. Convenience sampling technique was used. SPSS version 16 is used to analyze validity and reliability of data. Pearson correlation analysis and descriptive statistic is used to access research variables. Standardized coefficient of Stepwise regression analysis was used. The findings confirmed that interaction between leaders and followers does act as full antecedent of job performance.

MATERIAL AND METHODS

The research design was sectional and this was to determine the appropriate

population of sample survey. The population of the study was two hundred and fifty(250).In this research, questionnaires were administered within employees of the University only to those involved. However, due to constraints, a random sample method was adopted in dispatching questionnaires to the aforementioned hence being served on only employees of the organizations. Data in this study is gathered via the use of libraries and textbooks including the internet while administering of questionnaire. For the purpose of this research or having access to information and data, it became pertinent to limit the sample size to that of Cross River University of Technology. The research developed a questionnaire to find out some basic facts thought the use of simple random sampling techniques. However, to determine the sample size, the study adopted Taro Yamane formula which is given by

$$N = \frac{N}{1 + N(E)^2} \text{ Where;}$$

n = The sample size required

N = Total (finite) population

e = The level of significant (unit of tolerable errors 5 percent)

I = Unity (a constant)

Recalling the population of the study

N = 250, e = 5 percent (0.05)

Then

$$n = \frac{250}{1 + 250(0.05)^2}$$

$$n = \frac{250}{1 + 250(0.0025)}$$

$$n = \frac{250}{1 + 0.0625}$$

$$n = \frac{250}{1.1625}$$

n = 153.8

n = 154

Therefore, the sample size is 154 and the figure signifies 61.6percent of the population shown this;

$$\frac{154}{250} \times \frac{100}{1} = \frac{15400}{250} = 61.6 \text{ percent}$$

The study adopted simple linear regression for analysis and interpretation of data. The statistical tool is adopted because it helps to determine, the cause and effect on the adopted variables

The linear regression model is given as

$$Y = a + bx$$

Where $Y = f(x)$.

$$Y = b_0 + b_1 X_1 + e$$

Y = dependent variable

a = constant

b = Intercept

x = Independent variable

e = stochastic error term

Test of hypotheses:

Hypothesis one

H₀: Democratic leadership does not have significant effect on organizational performance

Independent variable: Democratic leadership

Dependent variable: Productivity

Test statistic: Least square regression statistic

The analysis shows coefficient of determination (R-squared) of 0.943, which implies that 94 percent of the response variation in the dependent variable (Productivity) was explained or caused by the explanatory variable (democratic); while 6 percent was unexplained. Thus, remaining 6 percent unexplained response could be caused by other factors or variables outside the model. Also, the value of R-squared was high enough to indicate a good relationship between the dependent (productivity) and independent variable (democratic). In testing for statistical significance of the model, the F-statistic was adopted at 5 percent significant level. The computed value of the f-statistic was 4578.83 far greater than the tabulated value of f-statistic of 3.84 at $df_1 = 1$ and $df_2 = 135$. Also, as confirmation, the calculated t-statistics of 21.85 was greater than the critical value of 1.64. It was then concluded that democratic leadership has a positive and significant effect on organizational performance(productivity).

TABLE 1

Least square regression result of democratic leadership and organizational performance

Dependent variable – Productivity

Variable	B	Standard error	B	T	Sig
Constant	.530	.076		6.973	.002
DMC	.743	.034	51.54	21.852	.000

R	R ²	Adj. R ²	Std. error	DW	Cal. F*	Cri. F*	df ₁	df ₂	Sig.
.964	.943	.911	.305	0.193	4578.83	3.84	1	135	P<0,05

Source: SPSS output.

Hypothesis two

H₀: Transformational leadership does not have significant effect on organizational performance

.Independent variable: Transformational

Dependent variable: Productivity

Test statistic: Least square regression statistic

The analysis shows coefficient of determination (R-squared) of 0.956, which implies that 96 percent of the response variation in the dependent variable (Productivity) was explained or caused by the explanatory variable (Transformational leadership) while 4 percent was unexplained. Thus, remaining 4 percent unexplained response could be caused by other factors or variables outside the model. The value of R-squared was high enough to indicate a good relationship between the dependent and independent variable. In testing for statistical significance of the model, the F-statistic was adopted at 5 percent significant level. The computed value of the f-statistic was 4.786 far greater than the tabulated value of f-statistic of 3.84 at $df_1 = 1$ and $df_2 = 135$. Also, as confirmation, the calculated t-statistics of 5.98 was greater than the critical value of 1.64. With these it is concluded that transformational leadership has a positive and significant effect on organizational

TABLE 2

Least square regression result of effect of transformational leadership on organizational productivity

Dependent variable – Productivity

Variable	B	Standard error	B	T	Sig
Constant	.843	.110		7.663	.000
TFM	2.213	.037	.764	5.981	.003

R	R ²	Adj. R ²	Std. error	DW	Cal. F*	Cri. F*	df ₁	df ₂	Sig.
.943	.956	.924	.364	.234	4.786	3.84	1	135	P<0,05

Source: SPSS output.

Hypothesis three

H₀: Transactional leadership does not have significant effect on organizational Productivity

Independent variable: Transactional

Dependent variable: Productivity

Test statistic: Least square regression statistic

The analysis shows coefficient of determination (R-squared) of 0.842, which implies that 84 percent of the response variation in the dependent variable (performance) was explained or caused by the explanatory variable (transactional); while 16 percent was unexplained. Thus, remaining 16 percent unexplained response could be caused by other factors or variables outside the model. The value of R-squared was high enough to indicate a good relationship between the dependent and independent variable. In testing for statistical significance of the model, the F-statistic was adopted at 5 percent significant level. The computed value of the f-statistic was 3.97 far greater than the tabulated value of f-statistic of 3.84 at $df_1 = 1$ and $df_2 = 135$. Also, as confirmation, the calculated t-statistics of 12.94 was greater than the critical value of 1.64. With these, it was then concluded transactional leadership has a positive and significant effect on organizational performance

TABLE 3

Least square regression result of transactional leadership on organizational productivity

Dependent variable – Productivity

Variable	B	Standard error	B	T	Sig
Constant	.542	.062		8.741	.000
TST	.867	.067	.765	12.940	.001

R	R ²	Adj. R ²	Std. error	DW	Cal. F*	Cri. F*	df ₁	df ₂	Sig.
.947	.842	.823	.434	0.187	3.97	3.84	1	135	P<0,05

Source: SPSS output.

Hypothesis four

H₀: Followers involvement does not have significant effect on organizational performance

Independent variable: Followers

Dependent variable: Productivity

Test statistic: Least square regression statistic

The analysis shows coefficient of determination (R-squared) of 0.434, which implies that 43 percent of the response variation in the dependent variable (productivity) was explained or caused by the explanatory variable (followers); while 57 percent was unexplained. Thus, remaining 57 percent unexplained response could be caused by other factors or variables outside the model. Also, the value of R-squared was low enough to indicate a poor relationship between the dependent and independent variable. In testing for statistical significance of the model, the F-statistic was adopted at 5 percent significant level. The computed value of the f-statistic was 421.13 far greater than the tabulated value of f-statistic of 3.84 at $df_1 = 1$ and $df_2 = 135$. Also, as confirmation, the calculated t-statistics of -5.383 was less than the critical value of 1.64. It was then concluded that followers involvement has a negative and significant effect on organizational productivity

TABLE 4

Least square regression result of followers involvement on organizational performance

Dependent variable – Productivity

Variable	B	Standard error	B	T	Sig
Constant	.478	.071		6.732	.000
FINV	-3.876	.072	.981	-5.383	.000

R	R ²	Adj. R ²	Std. error	DW	Cal. F*	Cri. F*	df ₁	df ₂	Sig.
.567	.434	.421	.421	0.521	421.13	3.84	1	135	P<0,05

Source: SPSS output.

Summary of findings

The objectives of the study were to determine leaders and followers as predictors of organizational performance in Cross River University of Technology in Cross River State. The following findings are summarized below;

1. Democratic leadership has a positive and significant effect on organizational productivity.
2. Transformational leadership has a positive and significant effect on organizational productivity
3. Transactional leadership has a positive and significant effect on organizational productivity
4. Followers involvement has a negative and significant effect on organizational productivity

Conclusion

It is empirically shown in this research work that leaders affect organizational performance. Therefore, it is important to encourage such leadership in organization especially in educational sector, which will help employees to perform effectively and efficiently and also leading to productivity. Leadership style plays an important role in shaping the behavior and attitude of the members of an organization. A leader is the most influential person in an organization who provides direction, guides group activities and ensures that group objectives are attained. Leaders act to help a group achieve objectives with the maximum application of its capabilities. Therefore, the efficacy of any organization thus lies on the leader. It is concluded that leaders and followers in an organization is crucial in determination of organizational goals.

Recommendations

Based on the findings of the research study, the following recommendations are proffered;

1. The management of Cross River University should adopt the best leadership style that will enhance employees performance, and employees should be encouraged of their performance by given them the necessary incentives.
2. Information communication should freely flow from top management to middle management and lower management to allow them participate in decision making.
3. The management of the organization should study the environment to know the best leadership style to adopt which will increase their performances
4. Management should provide basic information that would enable the followers improve on quality services.

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