

THE IMPACT OF LEADERSHIP STYLE ON ORGANIZATIONAL PRODUCTIVITY: A CASES STUDY OF NATIONAL HOSPITAL, ABUJA

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ABSTRACT: *This research study focused on the impact of leadership style on organizational productivity. This study looks forward to know that reactions of staff toward leadership and also about workers performance in a Hospital firm. The objective of this study includes but not limited to: To identify the various types of leadership styles adopted by managers. To ascertain the environment forces influencing the adoption of such styles. To determine the predominant leadership strategic adopted by manager and to determine the efficiency of such styles in achieving organizational objective in these organization. The study was carried out on two perspectives in the historical method involves oral interview and questionnaires to ascertain what motivated leadership style in a firm. To achieve these objectives, primary and secondary data were collected using well constructed questionnaire the analyzed data in tubular from showing response and percentage; the outcome discussed and summarized that research identified as one of its objectives. That auto star gallery has hierarchical leadership structure. It was discovered that leadership of whatever style has a great influence on the general performance of the subordinates. As part recommendations, researcher suggested that competent personnel should be appointed to handle any leadership position. Also appointment into leadership positions should be directly on. It should be on political influence and/ or nepotism. In conclusion since good leadership enhance the achievement of organizational goals and objective and attracts love and respect from the subordinates. Any person in leadership position should imbibed good leadership qualities. It is further recommended that they should avoid insignificant correlation between management practices of leadership planning and organizational effectiveness does not imply dysfunctional effect of these practices but suggests the need for effective planning and effective leadership to achieve the desired level of effectiveness.*

KEYWORDS: Leadership Style, Transformational, Transactional, Laissez-Faire and Social Responsibility

INTRODUCTION

Organizational leadership style is a process, which allows management to be proactive rather than reactive in shaping its own future. A focused organizational leader provides and establishes visionary leadership to his organization. He understands and appreciates responsive options to the change in the management environment.

He develops viable styles based upon sustainable competitive advantages. A good organizational leader develops a proactive approach to strategic management, whereby management rather than just identifying and responding to change, anticipates is the bane

of indigenous business organization in developing countries.

It is therefore, expected that the findings of this study will go a long way in improving the leadership class. Leadership is the ability to persuade other to seek defined objective enthusiastically. It is human fact, which binds a group together and motivates it toward its goals (David, 2003).

Robin (2000) defined leadership as the ability of superiors to direct, guide and motivate people towards the attainment of given set of goals in an organization. The source of influence may be formal such as that provided by the possession of managing rank in an organization or informally outside the organization structure. Most organizational theorists agree that effective leadership is one of the most important contributors to overall organizational success.

Thus the quality of an organization's determining the quality of the organization itself. The natural quality of an individual in the environment in which he operates on daily events are they unfold coupled with other factors do influence his leadership pattern. Leaders are not as such born, but are in fact made. A manager may be a boss but not necessarily a leader.

Statement of the problem

An organization that has no good leadership is like a ship on the high sea without a captain. Resources both man and material will be bound to be wasted despite scarce nature. If organization leaders are developed, economic development and growth in unending controversy as to the transferability of management principle and theories, Gonzales and Macmillan (2003) given the fact that most widely dispersed management theories and techniques are based on western ideology and value systems, their uncritical transfer to developing countries has in many ways contributed to organizational inefficiency and ineffectiveness (Kanungo and Jaeger, 1999).

In management, there is a consensus approach to leadership is not appropriate leadership style adopted should depend on the values and personality of the leader the subordinate and the organization culture. The challenges of the study are to unearth the role of culture in shaping the leadership styles in NHA as organizational leaders in educational institute in Nigeria and their admission into various tertiary institutes.

Objective of the study

The general purpose of the study is to assess the contribution of organizational leadership styles and how its influence organization changes. The specific objectives of the study are:

1. To identify the various types of leadership styles adopted by managers.
2. To ascertain the environment forces influencing the adoption of such styles.
3. To determine the predominant leadership strategy adopted by manager.
4. To determine the efficiency of such styles in achieving organizational objective in these organization.
5. To support alternative where necessary to improve leadership effectiveness.

Justification of the study

The study of organizational leadership styles on organization changes see to be important both from the theoretical and practical perspective. The cause of organizational collapse might have wrong leadership styles, poor implementation of styles, wrong leadership styles and other elements. This study will assist to enhance the understanding of organizational leadership styles on environment as influence factor in organization changes. The result could be used as a guide for existing organization to adopt in order to survive and sustain growth.

Therefore, this study can help managers to correctly adopt leadership styles for decision making which can be used to achieve, control and coordinate their activities more effectively in any organization.

Scope and limitation of the study

This study is intended to cover the assessment of organization leadership styles on origination changes in National Hospital (NHA). This study is also constrained in terms of time, finance and logistics. Also lack of cooperation from the staff and most importantly, lack of encouragement by the management of the organization.

LITERATURE REVIEW

The dearth of empirical studies on Nigeria management practices, particularly on leadership styles development of educational sector in Nigeria has been a major constraint. It is necessary to note that majority of studies on leadership merely describe the inadequacies on management with no empirical data. Hence, the primary objective of this research is to provide empirical studies on management practices on the leadership styles in education sector.

Concept of organizational leadership

Leadership has been a major topic of research in psychology for almost a century and has spawned thousands of empirical and conceptual studies. Despite the level of effort, however, the various parts of this literature still appears discounted and directionless. In our opinion, a major cause of the state of the field is that many studies of leadership are context free, that is, low consideration is given to organizational variable that influence the nature and impact of leadership. Such research, especially prominent in the society and organizational psychology literatures, tends to focus on interpersonal processes between individuals, nominally leaders and followers. Studies that explicitly examine leadership within organizational context, particularly from the strategic management literature, seen incomplete for other reasons.

Some writers have argued that for qualitative in the nature of leadership across organizational level (Day, 2003). This view recognizes that dimension of organizational structures specifically hierarchical level, degree of differentiation in function, and place in organizational space, moderate the nature of organizational levels. This also means changes in the critical competencies and work requirements that form the basis of selection policies and that leader training and development programmes must target an organizational goal and objectives. If leadership were to be studied in an institution, researchers could then fully appreciate how the antecedents, dynamics, consequences and criteria of leadership change as

a function of such variables as organizational level, organizational structure, environmental complexity and cultural and societal parameters.

Elements of organizational leadership

Stogdill (1999) noted that “there are almost as many definitions of leadership as there are persons who have attempted to define the concept.” We do not wish to add still another, indeed, we suspect that what we might offer would not satisfy all of the chapter authors, much less the entire community of leadership scholars. However, there are central defining elements of organizational leadership that have some consensus in the literature and provide a unifying perspective for the ideas offered here. For the purposes of our discussion, we make the following arguments.

Organizational leadership involves processes and proximal outcomes (such as worker commitment) that contribute to the development and achievement of organizational purpose.

Organizational leadership is identified by the application of non-routine influence on organizational life.

Leader influence is grounded in cognitive, social and political processes. Organizational leadership is inherently bounded by system characteristics and dynamics, that is leadership is contextually defined and caused.

Leadership and organizational purpose positions of leadership are established in work settings to help organizational sub-units to achieve the purposes for which they exist within the larger system. Organization purpose is operationalized as a direction for collective action; leadership processes are directed at defining, establishing, identifying, or translating this direction for their followers and facilitating or enabling the organizational processes that should result in the achievement of this purpose.

Major conceptual approaches to leadership styles

These defining elements and the contextual perspective of organizational leadership is our guiding principles when we planned this book with the chapter authors. As such, we are promoting an alternative view in this book, or perhaps more accurately, we are angling for more holistic perspective in modeling organizational leadership, Albert at one level of the organization. By way of contrast, we have abstracted from a survey of leadership research for established traditions: social and interpersonal exchange, strategic management, organizational systems theory and performance effectiveness models of leadership. We examine each of these briefly and highlight their major limitations. We do this not to discredit established traditions in research on leadership but to argue for the value of the approach we have chosen to follow in this book.

Social and interpersonal exchange

The social exchange approach to leadership is perhaps the most popular perceived perspective in the literature. The major unit of analysis in this approach is the relationship between the leader and his or her followers: leaders provide direction, guidance, and activity structuring to a collective members of the collective in turn grant the leader permission to influence them (therefore conferring legitimacy), as well as reverence and respect. Leaders' effectiveness is defined as a function of the dynamic that occurs between leader and

followers.

As might be expected, models from this approach focus on one or more of three elements. Characteristics of the leaders, characteristics of the followers, and characteristics of their relationship. In defining key leader characteristics that contribute to a successful exchange, researchers have focused mainly on the leader's predominant interaction style. Specifically, leaders vary in terms of their primary tendency to adopt a structuring task oriented style toward their subordinates or a considerate, socio emotional style. For example, Fleishman and his colleagues defined initiating structure and consideration as key leadership behavior (Fleishman, 2003).

Leadership and the organizational context

Most theories of organizational leadership in the psychological literature are largely context free. For example, leadership is typically considered without adequate regard for the structural considerations that affect and moderate its conduct. We maintain, however, that organizational leadership cannot be modeled effectively without attending to such considerations. One, particularly strong influence is the organizational level at which leadership occurs. Not only do the fundamental demands and work requirements of leaders change at different levels (Zaccaro, 2008). The hierarchical context of leadership has profound effects on the personal, interpersonal, and organizational choices that can be made, as well as the import that a given choice might have. Clearly a CEO starting a preference for a site for a new factory is different from case of a department manager's starting his or preferences. Organizational level matters profoundly yet, surprisingly, has been ignored in all but a few leadership models in the literature.

Latz and Kahn (1999) specified three distinct patterns of organizational leadership. The first pattern conceals the administrative use of existing organizational structures to maintain effective organization operations. If problem arise to disrupt these operations, existing organizational mechanisms and procedures are used to resolve them. Indeed, Katz and Kahn note that "such acts are often seen as so institutionalized as to require little if any leadership." This leadership pattern occurs at lower organizational levels. The second leadership pattern, occurring at middle organizational levels, involves the embellishment and operationalization of formal structural elements. Such actions require a two-way orientation by the leader (that is, toward both superiors and subordinates), as well as significant human relations skills. The third pattern of organizational leadership, which occurs at the top of organizations concerns structural origination or change in the organization as a reflection of new policy formulations. Taken together, the distribution of change, the distribution of separate leadership pattern across organizational levels that Katz and Kahn proposed suggests significant qualitative differences between the nature of junior and senior leadership. Similar models specifying differences across levels of organizational formulation by Jacob and Jaques (2000).

Organizational Systems

In common with the strategic management approach, the models in this leadership research tradition emphasize the boundary spanning and internal coordination responsibilities of leaders within open social systems. However, unlike the strategic management approach, these models postulate guiding principles that apply to leaders at different organizational levels, but also describe the difference in performance requirements at successive levels.

This perspective is grounded heavily in the work of Katz and Kahn (1999) who described organizations as open system in close transactional relationship with their resource – providing environments. Organizations convert environmental input into usable outcomes through a set of interlocking through input processes. These processes become the basis of connected subsystems within the organization in particular, the production sub-system that most directly responsible for resource conversion.

The production sub-system is buttressed by two other sub - systems, supportive and maintenance that are responsible for procuring material and personnel resources, respectively. Adaptive subsystems are established to look outward, providing environmental outreach and input for the organization managerial subsystems overlay all of these patterned activities.

ORGANIZATIONAL LEADERSHIP STYLES

Leadership

Leadership is an elusive concept. Like many complex ideas, it is deceptively easy to use in everyday conversation. Everyone talk about it few understand it. Most people want it, few achieve it. What is this intriguing subject called “leadership”? Perhaps, because most of us want to be leaders, we become emotionally involved when trying to define leadership. Or, perhaps because we know one who is a leader, we try to copy his or her behavior and describe leadership as a “personality. A common idea that runs through most definition is the notion that leadership involves influence in one form or the other (Yurki, 1999). The very idea of leadership presupposes the existence of follower. The activity of leadership cannot be carried out without followers to lead and what leaders do is to influence the behavior, beliefs and feelings of group members in an intended direction (Wright and Taylor, 2008). Maxwell (2000) defines leadership as “influence”. He who thinker he leader and bath any one following him is only taking a walk”.

Georges (1999) defines leadership as the ability to obtain followers. Notable persons like Martin Luther King, Jr. and Winston Churchill were all leaders whose value systems and management abilities were very different, but each had followers. Most people define leadership as ability to achieve a position, not to get followers. Therefore, they go after a position, or title and upon their arrival they think they have become a leader. This type of thinking creates two common problems, those who posses the “status” of a leader and who often experience the frustration of few followers, and those who lack the proper title may not see themselves as leaders and therefore do not develop their leadership skills. Good leadership begets good follower ship. Good leaders take their follower from where they are to where they have not been, they follow them.

Every influence some sociologists tell us that even the most introverted individual will influence ten thousand other people during his or her lifetime. That means that all of us are leading in some areas, while in other areas we are being led.

Social Responsibility

Social responsibility is a nebulous concept that has been described in a number of ways. Most writers on social responsibility see the concept as the disposition of an organization to exhibit

“missionary” rather than “mercenary” attitudes toward the society. Social responsibility is variously defined as “the intelligent and objective concur, which restrains individual or corporate behavior from ultimately destructive activities no matter how immediately profitable and leads to the direction of the positive contribution to human betterment (Andrew, 2000).

Organizational Effectiveness

The concept of organizational effectiveness despite its popularity is among the most elusive and controversial in the organizational theory literature. Organizational effectiveness, the main dependent variable of the study has been defined differently. Varieties of approach to the definition of organizational effectiveness have merged from different conceptualizations or organization.

Goal Model: This defines effectiveness as the extent to which organization accomplish its goals. One problem with this approach is that an organization may be judged outside its domain. Writers who consider organization as a purposeful collectivity perceive effectiveness as how fully an organization is able to achieve its purpose (Mile, 2000).

System Resource Model: This focuses on the ability of an organization to obtain needed resources. However, an organization may prove to be effective even when inputs are not optimal and when competitive advantage in the resource market does not exist. Those who view an organization as a living system argue that effectiveness should be judged in terms of how successful an organization acquires the needed resources and how effectively the inputs are transformed into marketers output (Katz and Kahn, 1999).

Process Model: Effectiveness is equated with the internal organization health, efficiency or well oiled internal processes and procedure. However, organizations may be effective when the organizational health is low or the internal processes are questionable **Ecological or Participant Satisfaction Model:** Effectiveness is defined in terms of degree to which needs and expectations of strategic constituencies are met by organizations. Humanistic writers define effectiveness as how fully organizations contribute to meeting the needs of staff and clientele (Agris, 1998). Meanwhile, organizations may ignore strategic constituencies and yet achieve the desired level of success.

Organizational leadership styles in nigeria

The challenges of strategic leadership have never been more daunting than in the contemporary Nigerian business environment. Attracting investors and a workforce that has many choices and infusing culture and practices throughout the organization in a way that the firm lives in a just few of the challenges that demand for a strategic leadership in Nigeria.

In relating the theory X and Y style of leadership to conforms to the view expressed by Taylor (2003) in his scientific management theory. Eze (2000) contends that Nigerian leader should be noted that while many studies exist on the effects of participative management in larger firms, farless in known about the implications of participative and autocratic leadership style in small and medium scale enterprises. If the idea of universality of management is upheld, the findings of previous studies can be generalized to small and medium-scale enterprises. However, it will be necessary to conduct an empirical study on leadership in the educational system sector to confirm this generalization.

Control

After styles are set and plans are made, management primary task is to take steps to ensure that plans are carried out or if condition warrants that plan are modified. Control therefore is a critical function of management control is devoid of commonly accepted framework or typology. The nature of control is sometimes confused with the nature of management.

Malhotra (2001) maintained that success of knowledge management system could often result from propagating and nurturing the autonomy and self control of organizations members, instead of exerting external influence to modify or manipulate their knowledge creating and knowledge sharing behavior. Control can be defined in three ways: as a system, a management function and as a process.

Control as a monitoring process basically focuses on two kinds of phenomena, which can be monitored or controlled at different levels in organization. These are behavior and outputs, which result from behavior. As clearly suggested by Ouchi (1978), hierarchical organizations demand that the top level management must not only arrange a mechanism for controlling subordinates, they must also arrange a mechanism whereby their subordinates are sure to maintain control over the level below and so on to successively lower levels.

Organizational leadership theories and styles

Leadership styles is the combination of traits, skills, and behaviours leaders use as they interact with employees (Lussier and Achua, 2004). In order for one to favour a leadership style, one must understand where the leadership style originated. Throughout the years, the topic of leadership has been debated. However, research indicates that certain characteristics or traits are inherent in leaders (Murphy, 2005).

The limitation of trait theory are that leaders can not be developed through their skills and education (as cited in Murphy, 2005). In contrast, with trait theories the behavioural methodology centered on the recognizable actions that made a person an effective leader. Personal behavior theories discussed in the university of Michigan and Ohio State University studies identify two more style of leadership.

Autocratic Leadership

Leadership style is the combination of traits, and behaviours leaders use as they interact with employees (Lussier & Achua, 2004). In order for one to favour a leadership style, one must understand where the leadership style originated. Throughout the years, the topic of leadership has been debated. However, research indicates that certain characteristics or traits are inherent in leaders (Murphy, 2005). The limitations of trait theory are that leader cannot be developed through their skills and education (Murphy 2005). In contrast, the trait theories, the behavioural methodology centered on the recognizable actions that made a person an effective leader (Wright, 1996) personal behavior theories discussed in the university of Michigan and Ohio State University Studies identified two more styles of leadership: job-centered (task) initiating structure) behavior focuses on the leader taking control in order to get the job done and the employee-centered (people consideration) behavior focuses on the leader meeting the needs of employees and developing relationship (Lussier & Anhua, 2004). The finding in the Michigan study indicated that leaders who were highly employee oriented and allowed participation fostered more productive teams. On the other hand, leaders who were more concerned about accomplishing task cultivated lower producing terms.

Autocratic Leadership

Merriam-Webster's online Dictionary define an autocrat as "a person (as a monarch) ruling with unlimited authority or one who has undisputed influence or power. This style of leadership is considered job-centered as identified by the university of Michigan and Ohio State University Studies.

The job-centered (task-initiating structure) behavior focuses on the leader taking control in order to get job done quickly. It relies heavily on employees taking orders from the leader instead of the leader offering much clarification or dialogue (professional organizations). According to a (University of Central Florida (UCF), study, employees are inspired through threat of correction and reprimand. The autocratic leadership style offers several advantages: swiftness of project completion keeps group members from producing alternatives that influence the minority negatively, guarantees the leader is heard and informs members when their contact is undesirable. The advantages of the autocratic leadership styles are: dissociates group members, non development of employees and convenience of use instead of round table quandaries (professional organization). One might use this style of leadership when the group is in danger of not accomplishing a task in a timely manner or in a crisis situation (Murphy, 2005).

Laissez-faire leadership

The laissez-faire leadership style frequently has negative connotation. This style of leadership depicts an inert leader who is averse to stimulating subordinates or giving focus (Deluga, 1999). The laissez-faire leadership style places an emphasis on the employee centered attribute that was discussed in the university of Michigan and Ohio State University Studies (professional organization). Leader who use this style fail their employees because they offer no positive or negative direction nor do they interfere at any time (Webb, 2007). Van-Eeden, (2008) asserted that leaders assume the employees will make decisions in a timely manner and handle whatever problems that arise (professional organizations). These are some advantages and disadvantages of using this style of leadership. It allows team members to develop a working relationship in an informal setting and generates an opportunity to be successful by making their own decisions. On the other hand, a team to make incorrect decisions and possibly have the team reprimanded which would lead to negativity within the group affecting the process and their motivation (professional organizations). This absence of leadership leads to nothing happening which promotes ineffective leadership (McGuire & Kennerly, 2006).

Participative (democratic) leadership

A participative leader must have a pioneering, imaginative and adventure. Some mindset in order to empower employees to make decision involving the organization (Smith, 2008), participative leaders empower their employees in the decision making process by meeting with them periodically and listening and trusting them (UCF).

Aukerman (2002) defined empowerment as "the awareness of a person's potential talents, gifts, and power and how a person can contribute to the organization's goal (Thyer, 2003). Participative leadership requires and encourages participation from everyone and shares decision-making for the betterment of the organization. Employee motivation is derived through obtaining financial and self image awards. Leaders reward employees through

financial gains and positive evaluations which in turn increases motivation and moral (Murphy, 2005).

Transactional Leadership

Burns (2003) and Bass (1999) had earlier viewed that a transactional leader as one whom: recognize what one want to get from his/her work and tries to see that one gets what his/her wants if performance warrant it. Exchanges rewards and promises of reward for effort, and is responsive to one's immediate self-interests if they can be met by getting the work done (as cited in A. Chan & E. Chan, 2005).

More so, Transactional theories of leadership assert that people will follow leaders who are inspirational. The leader will develop a vision (possibly collaboratively), sell the vision and lead the way, Taylor (2009). Van-Eeden (2008) defined transactional leadership as a transactional process between the leader and employee.

Pettigrew (2006) and Mcchanic (2003) stated that a leader's control over vital information or an employee's special skill in solving crucial organizational problems provides each participants leverage from which to negotiate." The overall success of the organization depends on whether the leader has the power to strengthen the process in which work is completed by staff (Togulu & Wood, 2007).

McGuire & Kennerly (2006) reported that transactional leaders are only interested in maintaining the "status quo" for their organizations. Transactional leaders are known to establish performance specifications and make sure they are accomplished by a given deadline, limit the contentment of employees and create a low amount of employee commitment.

Transactional leadership is divided into three distinct processes that influence employees: active management by exception, passive management by exception and contingent reward, Van (2008). In the case of active management by exception, the leader looks for mistakes, indiscretions, exceptions, divergence from standard, complaints, infractions of policy and regulations and failures and he or she takes corrective action before or when these occur (Eeden, 2008). Transactional leadership has more short comings than merit according to Regieri (2009) who contends that a transactional leader is more commanding, has high confidence and is usually more fixated on the job.

However, Trot and Windsor (1999) stressed that transactional leadership is best suited for group settings that are under crisis because it offers satisfaction through an urgent resolution. Medley & Larochele (1995), supporting the notions, had noted the results with transactional leadership are not very valuable over time (Trott & Windor, 1999). Although transactional leader center on employee needs, they do not offer opportunities for obtaining motivation, job contentment or allegiance (Sahin, 2004).

Transformational Leadership

According to Sullivan and Decker (1997), the transformational leadership is not concerned with the status quo, rather with "effecting revolutionary change in organizations and human service." Bass (2003) defined transformational leadership as the ability of a leader to motivate employees to surpass their own individual aspirations for the greater good of the organization. Burn (2001) depicted the transformational leader as a morally responsible

manager who focuses on developing the moral maturity, values and standards of his or her subordinates and strengthening their devotion to serve the well-being of others, their organization and society beyond self-interest, Olsen & Jonsen, (2006).

Lowe, Kroeck & Sivasubramaniam (1996) described the transactional leader as being pioneering and less likely to support the current situation, seeking opportunities in the face of risk and attempting to mold and create rather than react to environmental conditions. Van-Eeden (2008) added that a transformational leader is one who conveys a vision to inspire others, set long-term goals and emphasizes social and interpersonal skills. The transforming leader looks and engages the full person of the follower.

Jogulu & Wood (2007) insinuated transformational leadership involves establishing oneself as a role model by gaining the trust and confidence of employees and to develop their staff by suctioning and guiding them to excel beyond the organization day-to-day obligations. A transformational leader could be categorized as a visionary, a futurist or a mechanism for change that assume a proactive approach to management (Murphy, 2005).

Transformational leadership is based on four primary dynamics to influence the behaviours and attitudes of others, idealized influence (charisma), inspirational motivation, intellectual stimulation, and individual consideration (Ruggieri, 2009). McGuire and Kennerly (2006) describe individual consideration as the need employees have for personal appreciation and the need to acknowledge the unique strengths and skills of each employee in an organization. Chan & Chan (2005) agreed and believed that if leaders acted as coaches or mentors, and give particular attention to individual employees need for growth, advancement and achievement it would foster mutual trust and effect a positive impact on satisfaction with the leaders, as well as overall productivity. Murphy & Drodg (2003) claimed a vital aspect of individual consideration is assigning jobs to employees that offer opportunity to obtain enthusiasm for what they are doing and providing the necessary tools to accomplish it. The literature review pointed out some benefits and drawbacks in using the transformational leadership style. Taylor (2009) reasoned that transformational leaders place an emphasis on team building, and empowering and developing potential in order to reach long0term goals.

Management Styles

Models of styles decision making and management argue that organizational effectiveness emerges from a co-alignment between the organization and its environment, the role of senior organizational leaders I to create and manage this fit (Bourgeois, 2002 and Thompson, 1999). The major unit analysis in this leadership research tradition is the strategic decision that are intended to facilitate organization-environment co-alignment. Researchers in this approach focus on key leadership processes environment scanning, sense making and sense giving, the specification of strategic choices, and the selection and implementation of appropriate styles.

Some models within the strategic management tradition actually deemphasize the contributions of top executives to organizational effectiveness Hannan & Freeman (1999) arguing that organizational and environmental parameter such as resource availability, the fit of the organization with its environmental niche, and the strategic predisposition of the organization, primarily account for organizational outcomes. Other theorists have adapted a model.

Gupta (1999) in which effectiveness is a product of the fit between the organization's

strategic, orientation and the characteristics of its top managers. Thus, this approach defines style as a determinant rather than a consequence of executive selection and action for example. Gupta (1999) noted that matching executives to organizational styles enhances organizational performance assumes that styles get specified prior to executive selection, in other words, for most CEOs, styles are assumed to be a given and the CEO's primary task is assumed to consist of the implementation rather than formulation of styles.

Recent work has also focused on the management team processes and characteristics that influence strategic decision making (Amason, 1996). Such research adds team processes and demographics to executive values and belief systems as primary determinants of executive decision making processes. The strategic management approach has greatly increased.

Despite these strategic, several limitation are clear. Strategic management models do not describe interpersonal processes, so prominent in the social exchange tradition, but still vitally important in strategic implementation. This is readily of the focus is team demographics and their meaning for strategic outcomes. Few studies have examined team processes in these settings, Amason (1996) and even fewer explore the role of top executives in shaping these processes.

Management Leadership

According to Michael (2001), leadership is the ability to influence people towards the accomplishment of goals. He asked a question "how important is leadership?" leadership is especially important in a total quality organization because total quality involves dramatic changes to a new and improved way of doing business and managing operations. It takes influential leaders to cause followers to change (Stahl, 1995). The executive managers or leaders must play the executive managers or leaders must play a pivotal role in the implementation of a total quality management (TQM) program in their countries and organizations. Therefore, it is the responsibility of government, executive managers and important leaders to lead, to dream and to create their future for their countries and organizations. Stahl further stated that "a leader is one who commits people to action, who converts followers into leaders, and who may convert leaders into agent of change." Leaders, are vision oriented in their perspective, they create new ideas and spend their time with the action and doing the right thing. Watton stated that deming continually emphasized that leaders and management must lead the way that only leaders cannot initiate the improvement of quality and productivity. The role of the leader in the implementation of TQM programmes are initiating change and implementation of change. A change of a country or organization require an effective leader that is committed to its people with resources and money. Because of the breath and magnitude of the commitment to implement a total quality management transformation, the initiation of such a programme must be a top down approach.

Environmental Forces Affecting Leadership Styles

A central assumption in organizational leadership research is that, leaders and leadership processes make a difference in organizational effectiveness. Although a number of theories and researchers have offered countering notion or evidence, Aldrich (1999) and Starbuda, (2002), the predominant view, supported by empirical findings, is that "top executive matter." Accordingly, some perspectives of organizational leaders emphasize the connections between leader attributes and organizational effectiveness. A result of this tradition is a focus

on leader assessment, selection, training, and development systems that enhance these attributes. Zaccaro (1996) defined executive attributes as personal qualities that facilitate the successful accomplishment of executive performance requirements, which in turn drive organizational success. These attributes also provide a framework for the construction of measures and tools that can be used for executive selection and assessment and training and development programmes that target one or more of them. Thus, a key focus in this research tradition is identifying and validating personal qualities linked to indexes of leadership and organizational effectiveness.

Perhaps, the oldest tradition in leadership research is the search for critical leader traits. Early form of this research, although prodigious, did not yield consistent evidence for particular attributes and hence researchers moved in their direction, Bird (2005) and Stogdill (2002), although the conclusions of these reviews have often been minister oriented more recent efforts have renewed the argument for leader attributes by correcting for earlier methodological and statistical limitation, Kenny & Zaccaro (1999), updating reviews of this literature and highlight consistent patterns and by offering conceptual models linking key attributes to leadership performance processes required for organizational effectiveness, House (2000) Hunt (1991) unfortunately, research that validates the connections between particular attributes and key leadership processes and organizational effectiveness, respectively, has lagged behind this theoretical interest.

Social Imperative

This imperative reflects the behavioural complexity that is required of organizational leaders. Such complexity results from the social complexity (that is, the number, nature, and variability of relationships) in the leader's operating environment. For example, executives need to coordinate and supervise the activities of multiple (or even all) units within the organization. This leads to greater social complexity because leaders need to integrate these units, even when their members have conflicting goals and demands.

Executives are also required to adopt multiple organizational roles simultaneously when relating to constituencies, with many of these roles specifying competing behavioural requirements. Further, executive leaders have the responsibility for maintaining relationship, even while implementing organization – wide changes, a responsibility that involves the development and nurturance of large social networks and the acquisition of social capital. These social imperatives suggest that the social skills and competencies required for executive leadership also differ qualitatively from those required for lower level leadership. At lower levels, social demands are less complex because leaders are typically in charge of fewer subordinates and organizational units, and they supervise more functionally homogenous units.

Personal Imperative

The imperative refers to demands on leaders for the timely and skillful execution of such activity as career and reputation management and the acquisition of power. This is especially true as executive seek place their own stamp on the organization. These imperatives become critical forces during periods of executive succession and CEO transitions. They are also reflected in the personal values that executives bring to organizational visioning and strategic decision making. Some crucial questions reflect personal imperatives. How does a new CEO develop or staff a new top management team without disrupting important and functional

dynamics that carry over from previous CEO tenures? How does the nature of departure by the previous CEO influence the selection, entry, and tenure of the new CEO? What are the critical reputation and impression management techniques that contribute to successful CEO succession and transition?

Political Imperative

Closely related to the personal imperative is presume coming from the political environment within which most organizational leaders need to operate. Such pressures stem from the role that power plays in organizations. The acquisition of power, the timely and judicious use of power, and even the appropriate application of power sharing are part of the story. A special aspect of the political imperative has to do with the routine need for building and maintaining coalitions. Thus, paradoxically, the operation of executive leadership is often described as more collegial and less authoritative than at lower levels. Such leadership requires more persuasion as an influence tactic and coalition building among to decision makers. The use of power inevitable gives rise to a significant amount of conflict at top organizational level. How CEOs confront and resolve these dynamics plays an important role in organizational performance and adaptation.

Technological Imperative

Today's organizations operate in the context of an information age in which technology has revolutionized the operating environment of organizational leaders. This technology, with its corresponding impact on organizational information flow, problems leaders with challenges and opportunities that can fundamentally restructure how they accomplish the tasks of organizational leadership and change. Key questions regarding technological imperatives need to be considered in a theory of organizational leadership.

Financial Imperative

This imperative is perhaps the most fundamental source of pressures on senior organizational leaders. Financial and industry factors in an executive's operating environment may prompt an orientation toward short-term thinking, in which decisions regarding acquisitions and mergers are made in the context of fairly immediate gain rather than long-term organizational investment and adaption. Competitive dynamics in the organizational environment also provide financial imperatives that may force a short-term perspective on top organizational executive. Most theories of executive leadership promote the idea that effective leaders adopt a long-term perspective –one that is strategic and visionary. However, such theories need to consider the financial and competitive imperatives that shorten this perspective. Thus, executive compensation as well as investor pressure interacts here. Furthermore, the links among such imperatives, executive actions and organizational decline need to be noted.

Senior Staffing Imperative

The previous imperatives imply a set of forces that would require that the staffing of senior organizational positions be done with individuals who possess a particular set of skills, dispositions and capabilities. This, in turn, demands that renewed attention be given to the traditional staffing concerns of recruitment, assessment for selection, training and development, and performance assessment as they are applied to senior organizational leaders. More specifically, given that the nature of work at the top is problematic in the ways so described, just how should we go about measuring and preparing organizational leaders of

the future? Thus, whereas the previous imperative can be used to describe the context of the modern senior leader, this last imperative represents, in the abstract, pressure on the organization to respond appropriately in its senior staffing demands. Staffing imperatives also embrace CEO's management of the executive team. Most of the popular literature and current models and theories in organizational studies tend to treat senior organization leadership as a solitary phenomenon. However, coordinated contribution of multiple executives. Although some of the forces that operate here reflect social imperatives, the CEO's management of this process represent another aspect of staffing imperative.

The Impact of Change on People

Frequently, information technology professionals overlook the impacts of technology changes on people. Almost any change to technology will have an impact on business process, which will directly impact the day-to-day jobs of individual employees. As a result, changes to technology require attention to the impacts that they have on both process and people. The practice of organizational change management (OCM) focuses on ensuring that the people side of change is addressed appropriately.

Organizational change management is the process of aligning style, organizational structure, technology, and business process. Organizational change management is important because, at the most rudimentary level, all change involves some degree of loss whether it is loss of stability, loss of expertise, loss of relationships, or loss of understanding. People often try to avoid the experience of loss by resisting change. Resistance can come in different forms and be expressed with different emotions such as anger, frustration, fear, etc. Due to the tendency for change to elicit an emotional response, any large-scale change initiative will likely remove the employees focus from the business to transition-related issues. This shift in focus will likely disrupt the productivity the business.

Many technology implementation / business process redesign effort fail because they overlook the impact that change will have on the people in the organization. An organization that ignores the importance of OCM could experience the following risk, increased resistance to new technology, decreased quality and customer service, high turnover and absenteeism, difficulty recruiting and retaining high performance and damaged internal and external brand equity.

Management Organizational Changes

Today business environment produces change in the workplace more suddenly and frequently than even before managers, acquisitions, new technology, restructuring and downsizing are all factors that contribute to a growing climate of uncertainty. Jobs health, even marriages can be placed at risk, jeopardizing productivity and profitability.

People have deep attachment to their organization, work group, and way of working. The ability to adapt to changing work conditions is key for individual organizational survival. Change will be even present and learning to manage and lead change includes not only understanding human factors but also skill to manage and lead change effectively.

Reaction to Change

During the change process, there are common predictable stressors, but how we react to those stressors will differ for each person since we are all unique individuals. The anxiety and

confusion that result from not knowing what lies ahead can create stress. People will utilize basic defenses when there is a high degree of uncertainty. In this state of ambiguity, people can easily resort to distrust withdrawal and self-protection. People are told that the old ways are no longer working and often this message becomes personalized that are not valued. For the employee, the emotional reactions while going through an organizational change can be similar to the stages of grief associated with personal loss. The employee may initially feel shock or denial when the organizational change is announced.

The employee experiencing organizational change at a personal level often feels threatened and is fearful. Managers recognizing this can better intervene with employees by acknowledging feelings, letting the employee vent and ask questions and by being supportive that change is difficult. The manager who mocks straight into why the change is best for everyone and how business is going to be conducted disregards the human nature element the emotions that are normal and natural for anyone feeling threatened by change to feel. At every step in the process of implementing an organizational change, a good manager will ask him/herself "how might I react to this information or these changes if

METHODOLOGY

A research is an inquiry area, interest in order to gather information about a goal. In this chapter the researcher intends to present the methodology used in the course of this project. It present the steps taken, leading to data collection for the purpose of the study.

Considering the above statement, the researcher decides to make use of many methods and procedures as necessary to enable him to come out with an exhaustive and comprehensive reliable research work.

Research Design

In collecting data for this research work, the researcher was able to map out a descriptive design in such a way that research questions formulated can be tested and questions were employed to collect data which were relevant to the research work:

1. Primary data
2. Secondary data

Research population

However, for the purpose of this research work, the research population in the total number of employees in National Hospital Abuja (NHA) totaling (2000). The researcher has chosen the entire working staff under the Administrative Department, Account Section, Computer Section, Personnel section and Clinical Section) as a population.

Sample size and sampling techniques

The sample size of 50 respondents were selected out of the two hundred (100) was based on random. Sampling, which consist of 10 top management, 10 middle management and 30 lower management will provide the researcher a fair representation of the respondents and also give a true realistic information needed for the research finding and conclusion.

Method of gathering data

There are different methods that are in use in every research work. For purpose of the study; two types of data were used mainly for purpose of simplicity, the researcher decided to adopt the multiple choice questionnaire formats, where the respondents can easily make their choice.

Interview

The direct interview involved the researcher carrying out an investigation by interviewing these people: he thought would be instrumental in proving the necessary information of the study. It was also necessary to address question which might be properly answered in the questionnaires given out.

Questionnaire

The questionnaire was administered and directed mainly in National Hospital Abuja (NHA) to the level of management staff. The questionnaire contained enough structured questions. These structural questions were designed in such a way that it would easily be administered to the respondent. A part, this, unstructured questions were also asked. These questions included open ended questions that enable the respondents to comment in the space provided for their own opinions.

Primary Data

The research uses two methods of collecting or gathering primary data. These are information gathered from the employees within the organization – National Hospital Abuja (NHA) Kaduna. The two methods used are:

- i. Questionnaire
- ii. Interview

Secondary Data

Secondary source of data contain information which other have unready recorded on the subject matter in various documents including books, magazines, journals, periodicals. The researcher made a very good use of these sources of data particularly in this literature review. Some similar and earlier research work were also consulted.

Observation

The researcher has taken some time in making enough observation on the activities of various department of the organization, how its activities contribute to the effectiveness of assessment of organizational leadership styles on organizational change and subsequently its effect on efficient service performance.

Justification of method used

The researcher considered descriptive research method more facts and information regarding to the assessment of organizational leadership styles on organizational change in National Hospital Abuja (NHA).

Method of data collection

A sample of fifty (50) respondents were selected in National Hospital Abuja(NHA) were the researcher distributed questionnaire to the various respondent on the assessment of organizational leadership styles on organization change. Due to the demand and nature of this work, the data collected will be analyzed using simple percentage techniques and table method in testing the research questions formulated. (NHA) was chosen because the researcher feels that their opinions can be very useful in this study.

Justification Of Instrument Used

In analyzing and presenting the data collected in the course of this research work, the researcher has used the percentage ratio method.

Data presentation and analysis

This chapter deals with permission and analysis of data obtained in the study. The presentation is illustrated by tabular forms which show the distribution of responses in the study. The presentation therefore, covers personal data and on the opinion of respondents.

PRESENTATION AND ANALYSIS BASED ON PERSONAL DATA

Table 1: Age Distribution of the Respondents

Age	Respondents	Percentage
18-25	5	10
26-35	15	30
36-45	20	40
46-above	10	20
Total	50	100%

The above table shows that 5 (10%) of the respondents have their ages with the range of 18-25 while the 15 respondents represent (30%) have their ages within 26 – 35. The majority of the respondents were 20 (40%) have their age within the range of 36 – 45, while those age fall within 45 and above totaled 10 with a percentage score (20%).

This analysis means that majority of the lower management level falls between the age brackets of 36 – 45 years. They understand and realize the importance of organizational leadership styles in the organization.

Table 2: Sex Distribution of the Respondents

Variable (SEX)	Respondents	Percentage
Male	35	70
Female	15	30
Total	50	100%

The above table shows that majority of the respondents are male, representing 35 (70%), while the female respondents are 15 representing (30%). This shows that male are the majority when it comes to carrying out delegation duties of any kind. This is so because most of the staff have long experience in the educational sector activities.

Table 3: Marital Status of the Respondents

Variable	Respondents	Percentage
Single	20	40
Married	30	60
oTHER	--	--
Total	50	100%

In the data displayed below, majority of the respondents are married totaling 30 respondents representing (60%) and lastly those that are single were 20 representing (40%). The reason why the married are the majority is because, they have the ability to long-term experience and idea of leadership styles in the organization.

Table 4: Educational Qualification of the Respondents

Variable	Respondents	Percentage
Diploma	5	10
OND	10	20
BSc	8	16
PGD	10	20
Masters	2	4
Total	50	100%

From the table, it can be seen that respondents hold a range of educational qualifications from

Diploma to Masters level. most of the employees constituting majority of the total Diploma to Masters level. Most of the employees constituting majority of the total respondents have professional qualification. 5 of the respondents are Diploma holders. 10 out of the 50 respondents are OND and another 12 Doctors and Master's holders. 23 of the respondents and Nurses with the degree holders representing only 8.

Table 5: Department / unit of the Respondents

Variable	Respondents	Percentage
Account unit	6	12
Computer unit	4	8
Revenue unit	5	10
Social/Science unit	10	20
Total	50	100%

The table below show the various department / units of the respondent that answer to question in the questionnaire. Account unit representing 6 (12%) of the respondent, computer

unit representing 4 (8%) of the respondent, revenue unit representing 5 (10%) of the respondent, while social/science unit representing 10 (20%) of the respondent and the administrative unit which representing 15 (30%) of the respondent.

presentation and analysis based on research question

Table 6: QUESTION 1: What type of leadership styles adopted by the CEO's in your organization?

Variable	Respondents	Percentage
Democratic style	15	30
Autocratic style	5	10
Laissez-faire style	-	-
Transactional style	5	10
Transformational	25	150
Total	50	100%

The table below show that 15 respondent representing (30%) tick democratic style of leadership which mean that the CEO adopted this style of leadership to empower their employee in the decision making process by meeting with them periodically. While 5 (10%) of the respondent mark transactional style of leadership of the CEO adopted as employee are inspired through the use of recompose and chastisement, while the majority of the respondent 25 (50%) tick transformational style as the most leadership styles used by the CEO of their organization.

These mean that the present CEO of NHA adopted transformation leadership styles to transform the organization in term of ne technologies styles and materials to enable the management to conduct fair and free examination.

Table 7: What environmental constraint influence the adoption of these styles

Variable	Respondents	Percentage
Political Constraints	5	10
Staff Constraints	15	30
Technological Constraints	10	20
Social Constraints	20	40
Total	50	100%

The table below show the environmental constraint which likely to influence the adoption of these organizational leadership styles in the organization. The respondent tick political constraint as an influence to the styles of the organization which represent 10 (20%). 15 (30%) of the respondent tick staff constraint as an internal forces, that influence the styles adopted by the CEO in the organization as a result to bad relationship. While 20 (40%) of the respondent agree that technologies constraint contribute to the influence of organization leadership styles in the organization.

Table 8: Are there any management control techniques adopted by CEO's in your organization use in managing changes?

Variable	Respondents	Percentage
Yes	30	30
No	20	20
Total	50	100%

The table below shows that management control techniques are adopted by the CEO in the organization. 30(60%) of the respondents agree the concept that the CEO adopted management techniques in managing change as a result to decision making as the CEO. While 20(40%) of the respondent disagree that the CEO did not use management control techniques to manage changes in the organization.

Discussion of the major finding

Education all over the world play fundamental roles in the growth and development of the society. The effectiveness and efficiency in performing these roles depend largely on sound management practices OECD (2002). The overall findings of the study, to a large extent addressed the research questions raised. The general finding revealed the growing importance of some management practice in operational effectiveness of Nigerian educational institutions. The major findings are discussed under three major headings: organizational leadership styles, management practices, organizational effectiveness, environmental forces that influence the styles was discussed.

The findings of this study revealed mixed leadership styles of Nigeria education. Responding institutional is occasionally autocratic and participative in style. However, they are more autocratic than being participative. The findings to some extent support the study of Eze (2006) and the general belief that Nigerian managers are more autocratic in management style. A typical Nigerian manager is by nature more autocratic, he demands for nothing but respect and obedient from his sub-ordinates, a management style that results from managers perception about Nigerians workers who are believed as hailing negative attitude to work and as an economic man must be bullied and exploited to get things done (Gregor, 2002). However, the level of education and the adaption of democratic system of government might have accounted for the occasional use of participative style by participating educations.

Summary of findings

This study looked at the assessment of organizational leadership styles in organization changes in National Hospital Abuja. Accordingly, the results of the study are summarized below, and recommendations provided, and a conclusion provided for the study.

CONCLUSION

The establishment of the National Hospital Abuja (NHA) has put an end to the most problems hitherto faced by prospective patients who sought for medical services in the tertiary Hospitals in Nigeria. It has tremendously harmonized the general admission process and procedure and also redressed professional competence in access to tertiary medical care

across the country.

Under the present management, it is fully positioned to meet future challenges that may confront it in efficient discharge of its statutory mandate and transform to an internationally acclaimed testing organization.

In conclusion, change is necessary if an educational organization wishes to keep up with the times. The old styles of leadership must be broken and the organization should encourage and train their leaders to be more transformational. Taylor (2009) pointed out that leadership theories enable a person to use the correct skills in any given situation through a process of understanding, critical consideration and assessment.

The study has important implications for the management of Health sector in various organizations. It encourages investment in management practices particularly management control and demonstrates the importance of ensuring that indigenous small scale operators are socially responsible and ethical in operation.

RECOMMENDATIONS

Finally, Health institutions in Nigeria are regarded as essential, to reduce sicknesses in the life of its citizens and populace for effective organizational performance and Healthy life, the researcher recommends the followings:

- ✓ The federal government should design program that will support the activities of the Board and also create official officer that will coordinate and monitor the affair of the management.
- ✓ The organizational leadership should make sure that they adopted control techniques to enable them to minimize conflict between the staff and management.
- ✓ The Board Management should improve on the E-Registration and also introduce the E-Investigation result from the laboratory that will enable patients to have easy access to their test results for better treatment and patient management.
- ✓ There should be significant relationship between organizational effectiveness of participating health sector, in other to control and make a social responsible suggestions in the need for skill development in these areas for Nigerian health institutions to make significant contribution to industrial development.

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