



LEADERSHIP STYLE AND CONSEQUENCES ON THE SUBORDINATE OUTPUT IN A TERTIARY INSTITUTION LIBRARY

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ABSTRACT

Academic discussion on leadership can never be exhausted. This is to underscore its importance. In the same way, leadership style also has a huge consequence on the overall status of an organization. This is the main focus of this paper. Despite the extent of discussions on this matter, the issue keeps getting fresher and posing issues for fresh researches. This paper therefore aims at filling a gap in the discourse. In the introduction, the paper looked at various types of powers that can be exercised by leaders on their subordinates. Opinions, approaches and theories put forward by frontline researches in their works on leadership were examined and discussed. It recommends that, In conclusion, the researcher was of the opinion that leadership style has a great consequence on the overall achievement of any organization.

Keywords: Leadership, Style, Consequence, Subordinate, Library, Tertiary, Output

Introduction

In Nigeria, and indeed globally, leaders are seen as sacred and unquestionable. They are seen as having unlimited powers and unchallengeable. These assumptions, which no doubt has created a gulf between leaders and the led and has resulted into series of consequences on the overall development in an establishment. This has also taken its toll on the realization of the objectives of the organization.

Leadership generally has been defined in so many ways by different researchers. Leadership, according to Ivancevich and Donnelly (1989) defined leadership as the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates them towards a goal.

Something very important about leadership is that a leader is one who exerts influence or power over the subordinate. This goes further to explain that leadership is the act of exercising power on others. John and Bertram (2011) hence proposed five types of power.

1. **Coercive Power:** This is a power based on fear. Here the subordinate perceive or have in their mind that failure to comply with instruction of the leader would attract punishment.

2. **Reward Power:** Here the subordinate feels that complying with the leader's wishes will attract positive rewards. This reward may be monetary or in kind.
3. **Legitimate Power:** This type comes according to the position of a superior in an organizational hierarchy for example, the president of a nation possesses a very high legitimate power than any citizen of that country.
4. **Expert Power:** This is the type of power where an individual possesses an expertise, special skill, knowledge that can earn him respect among his subordinates or peers.
5. **Referent Power:** This type of power is based on admiration by followers, because of one or more personal traits exhibited by the leader which is being identified by the subordinates. The leader exerts power or influence in so many forms, however these powers are granted by the entire organization, hence the influence.

Leader's Behaviour and its Effects

Hoy and Miskel (1989) Knootz and Weilrich (1992) defined leadership simply as the influence, and art or process of influencing people so that they will strive willingly towards the achievement of group goals. Leadership generally involves the achievement of an organisation's goals through a process in influencing, directing, and acquiring normative personal characteristics and power and co-ordinating group activities to make individuals in the organization strive willingly toward the attainment of the set goals or solution to a mutual problem.

With these definitions it is clear that the leader is the eye of an organization and the achievement of the organisation's goals depend largely on the leaders' behavior to willingly motivate or individuals to achieve the set goals of an organisation.

The purpose and influence of a leader cannot be over emphasized and the success of an organization depends largely on the leadership behavior which is exhibited. The behavior portrayed by a leader goes a long way to improving or inhibit the accomplishment of the set goals by the workers or subordinates, this, as a matter of fact, leads to job satisfaction. For a worker to feel satisfied, there are lots of factors that motivate negatively or positively. The task of determining the feeling of a worker in a job situation relies on the instrument of motivation used and the leaders' personal perception of the workers under him.

Psychologists like Blake and Mouton, Mc Gregor (1969) and Hoy and Miskel, (1987), Dean (1994) have carried out observational tests on the ways which people react to jobs or to the tasks given them and in doing this, they have postulated general theories which the leader can use in order to arrive at the organisation's set goals.

The primary task of a leader is to manage the organization in a way to function effectively. To achieve this, workers or subordinates must work effectively and efficiently so as to produce results that aims at actualizing the goals for its establishment. In an organization, the most complex factor is the individual worker and except the leader puts the individual worker into consideration, he is bound to have issues which can derail the collective goals of the establishment. A careful assessment of workers attitude in any

organization may reveal unbalanced commitment to work, while some people work hard, some do not seem to.

But rhetoric questions may be asked:

- i. why do some people work harder than the others?
- ii. Why do people exert different levels of efforts in the same activity under same leader?
- iii. Why do people respond more readily to jobs under one leader and lazily or reluctantly under another?

Description of Leadership

James Latham (1967) identified three dimensions to leadership approach.

1. The Psychological Approach:

This approach is based on the individual's personal behaviours. It is assumed that the product of one's personality is the individual's behaviour. This approach is related to the trait belief that leaders are born. The trait notion identifies that some special people are born rulers and for that reason, they are given special training and attention, those that have no such trait automatically become perpetual followers and servants. This approach therefore holds that leaders are born and not made, i.e, one is a leader by pre-disposition. The leadership trait includes physical and emotional qualities, height, physique, energy, looks and the ability to issue orders and commands. Trait approach simply means that leadership is hereditary and only from parents of a leader shall a leader emerge.

Stogdill (1948) remarks that a person does not become a leader by virtue of some combination of traits, but the pattern of his personal characteristics must bear some relationship to the characteristics, activities and goals of the followers.

2. The Sociological Approach:

This approach maintains that since groups differ and leaders exist in cultural and social milieu, successful leadership is determined by the requirements of social situation, and not by inherent traits of the leader. This means that leaders in different situations may exhibit dissimilar characteristics and that their success in one situation may not be so observed in another.

Hoy and Miskel (1989) were of the opinion that leadership must be conceived in terms of the interaction of factors which are in constant flux and change which do not merely result from individual traits of the leaders where some traits may be successful in one situation but may not be in others. This approach is the same as situational approach which argued that leadership is dynamic and the leader must understand that he can be confronted with so many situations at different times and in all the different situations, the leadership style must change in accordance with the situation.

3. **The Behavioural Approach:**

This approach refers to behavior indicative of friendship, mutual trust, respect, and warmth relationship between the leader and the led.

Some Theories on Leadership Behaviours Examined

According to Edem (1987), the authority that a leader has over his subordinates in a formal organization is based on a legal contract which obliges the subordinates to comply with his orders and directives. The style initiated by the leader to defend this authority vested on him is very important, leadership and behavior are indispensable. The behavior exhibited by the leader will regulate the subordinate's actions and reactions. Hoy and Miskel (1989) theory explains how leaders influence their subordinates' perceptions of work goals. Personal goals and paths to goal achievement. This theory stresses on how effective he can enhance the acceptance, satisfaction and levels of motivation of their subordinates.

From this theory four (4) other leadership styles have emerged:

- (1) **The Direct Leadership:** This leader provides guidelines to subordinates on how they should perform their tasks.
- (2) **The Achievement-Oriented Leadership:** Here the leader sets challenging goals, and emphasizes improvement in work performance.
- (3) **The Supportive Leadership:** The leader makes sure that the welfare of subordinates is properly looked into.
- (4) **The Participative Leadership:** Here the leader strives to allow a collective decision making soliciting for ideas and suggestion from subordinates.

Each of these styles by Hoy and Miskel (1989) produced different results and so effective leaders should need all. The most important thing is that leaders should know that each style adopted will depends on the contingency factors.

Blake and Mouton (1978) in the Managerial Grid developed a concept of leadership styles otherwise referred to as Managerial Grid, which is concerned with production and people. The concern for production is not limited to things but refers to concern for whatever the organization is established to accomplish. The concern for people refers primarily to sound and warm inter-personal relations among people.

In summary, the theory suggested four styles types of leadership styles as listed below.

- (1) **The Task Oriented Leadership:** This leader has high concern for production. The rule here is to produce or perish. This style emphasizes more on deadlines and does not consider the temperament of the subordinates doing the job.
- (2) **The Relationship-Oriented Leadership:** Here the premium is placed on people. There is friendly relationship between the leader and the subordinates but less emphasis for production.
- (3) **The Integrated Leadership:** Here there is high concern for both task accomplishment and people. It promotes participation and team work. Conflict here is minimal and if there is, it is normally resolved through dialogue.
- (4) **The Balance Style:** Here the leader sticks on rules, regulation and procedures in

order not to upset people. These styles does not promote sufficient innovation and change though it makes work to be done accordingly.

From the above theory the ideal style is the Integrated Leadership while the typical style is the Balanced Leadership. Integrated Leader is not as appropriate as the Balanced Leadership because the leader's emphasis is on strict adherence to rules and regulations and does not allow for innovations. The integrated leadership is production oriented and also people oriented, which means that subordinates do their work satisfactorily and the goal is achieved.

Reddin (1967) outlined four (4) basic leadership styles;

- (i) The Separated Manager
 - (ii) The Related Manager
 - (iii) The Dedicated Manager
 - (iv) The Integrated Manager
- i. The Separated Manager is one who is concerned with correcting deviations. This leader takes great pleasure in rules and procedures and quotes them when faced with conflicts. He does not take interest in innovation.
 - ii. The Related Manager accepts others as they are and enjoys long conversation as a way of getting to know his subordinates. In Committee Meetings he tends to support others, harmonize differences and help others to get their best. The subordinates in essence, lack direction. His main weak point is sentimentality. He fears being rejected by others.
 - iii. The Dedicated Manager tends to dominate others and his main concern is produce or perish. He gives numerous verbal directions to subordinates. This leader associates closely with superiors and the technical aspect of the work. He deals with conflict by suppressing it.
 - iv. The Integrated Manager likes to become part of things, he communicates with others in group. He is future oriented. If there is conflict he investigates the cause in order to resolve them. This style gives the subordinates the opportunity to participate appropriately and are fully committed and involved.

While all these styles can suffice taken into consideration the appropriate situation, the Integrated Manager style is the one that allows for fairness in conflict resolution. What a leader should recognize is that many approaches to effective leadership exist; and a clear understanding of all the styles is necessary to appreciate the intricacies and dynamics of leadership in workforce.

The leader should be able to discover avenues of making the jobs of motivating a worker. Obviously, leaders should understand that people are not alike and in considering these differences, enough care would have to be taken. MC Gregor (1960) had two assumptions of the average human being. The theories are assumptions X and Y.

- (a) Because of this dislike, most people must be coerced, controlled, directed and threatened with punishment to get them work toward the achievement of the organizational goals and objectives.
- (b) The average human being prefers to be directed, wishes to avoid responsibility. He

has relatively little ambition and wants security above all.

- (c) These above imply that administrators must use both the “carrot and stick” to motivate workers, MC Gregor further suggested that theory X assumptions can be practiced in organisations that are characterized by conformity, antagonism, and mistrust.

The leader must be very meticulous with the use of the “carrot and stick”. This is because in each of the systems, viz conformity, antagonism and mistrust, the “carrot and stick” can fail or pass the leader. For example, in a conformity situation, it is most appropriate to use the “carrot”, but with reference to the X assumption.

In Antagonism situation the carrot and stick is advised to be used almost simultaneously. This is because if the carrot is used alone workers will tend to assume high regard and regard and respect and if the stick is used always alone workers will tend to assume high regard and respect and if the stick is used always alone workers will tend to prepare for more antagonism.

In the Mistrust situation, the leader is leading with fear and mistrust, and because of this the carrot and stick can only be used passively, when he uses the “carrot” he is not steady with his emotion and when with stick. He tends to be more comfortable though with little fears. In a case like this, the leader's first task is to build trust among themselves i.e between himself and subordinates, there and then can he work freely.

The theory 'Y' assumptions states that the average human being does not inherently dislike work. And depending upon controllable conditions work may be a source of satisfaction (and will be voluntarily performed) or a source of punishment (and will be avoided if possible) An important element here is that external control and threat to punishment are not the only means of bringing about the achievement of organizational objectives. Man has to be allowed to exhibit self-direction and self-control in the service of objectives to which he is committed.

The human being learns under proper conditions not only to accept responsibility but to seek responsibility. This further states that avoidance of responsibility, lack of ambition and emphasis on security are generally consequences of previous experience, not inherent human characteristics.

The theory 'Y' assumptions may be regarded as an exact opposite of the theory 'X' assumption. Their meeting point is that the average human being has to be controlled or directed in order to meet the set organizational aims and objectives. The leader who applies the 'X' assumptions take leadership as motivating through strict control of subordinates. This does not encourage the average human being to seek responsibility, and somehow it is dehumanizing, that is to say that the art of leadership is restrictive.

The leader who considers the 'Y' assumptions perceive subordinates as responsible individuals who can be trusted with responsibility which encourages trust, job satisfaction and completion which will in turn bring about taking personal initiatives and commitment instead of alienation and mistrust between the leader and subordinates.

Finally, among all the theories postulated, Blanchard (1977) added the concept of maturity; this explains that subordinates’ state of maturity should be taken very seriously.

Maturity may include age and or job experience. If the subordinate is immature, the task oriented style otherwise called the 'telling' style should be used.

As the maturity increases the leader should begin to reduce task printed behaviours, and increase relationship behavior, otherwise called the 'selling style'. As the maturity continues to increase, the leader should begin to reduce both task and relationship behavior, this style is also called the 'Participating Style'.

Now, when the person fully achieves maturity, the leader should considerably reduce both task and relationship behavior; he should not adopt a passive leadership style otherwise called 'Delegating Style'.

Hersey and Blanchard further contend that no one style is best rather any of the four styles can be effective under different situation. The leader is advised to endeavor to improve the maturity level of his followers as they are engaged in tasks, the ultimate thing that the leader should do is to provide the individual or the group with the necessary ability, knowledge, skills, responsibility, motivation and confidence to perform the task with minimal help from the leader.

The Librarian Leadership Style. Leadership, generally, is very complex and no one theory is a panacea for all situations, obviously, since people have different characteristics. It will be a tall order to expect that one particular leadership style will suffice. To succeed in library administration, a combination of styles should come to play. What the leader should recognise is that many approaches to effective leadership exist, and a clear understanding of all the styles is necessary to appreciate the intricacies and dynamics of leadership in work force.

Decision making in leadership is unalienable and cannot be said to play a second role, this is because the ability of a leader to take appropriate decision, whether solely or group, coupled with his ability to listen effectively, solves or finds appropriate solutions to the numerous problems. The leader must relate with subordinates formally and informally.

A leader must try to know the psychology of his workers and the comfort of the work place. The leader is like the dunghill but the end justifies the means. Leadership tasks can consume almost the whole of the leader even when he is out of the work place.

Leadership in some cases is intuitive, this explains that a leader's ability to use his good sense of judgement after having analysed all the pros and cons of his rationale as it concerns his decision is indispensable. And decisions must be spontaneous and accurate. Leading human beings is one of the most difficult jobs to do because of the intricacies and differences in individuals. According to MC Gregor's theories 'X' and 'Y' assumption; the average human being may dislike work but it is inherent he might see work as a source of satisfaction and will voluntarily perform work except when it is given as a sort of punishment.

Naturally some people are stronger than others either physically, intellectually or otherwise and because of these genetic or environmental traits they seem to be more active in work.

Genetic or environmental factors notwithstanding, people react differently under different

leaders because of the leader's style or behavior; leaders who are 'laissez faire' will gain the reward of carefree attitude and leaders who are democratic will get the reward of democracy. Above all, every situation provides the necessary approach.

The leader's behavior refers to the concrete actions he engages in. However, Ukeje et al (1992) indicated that not all sets of behavior or actions of a person constitute performance. This further explains that the behavior of the leader has to vary according to the situation, as it includes the psychology of the subordinate. Another important factor is the physical environment.

The effectiveness and the behaviour of leaders solely depends on the leader himself. The leader's aim should be to accomplish the set goals of the organization with minimal displeasure of the subordinates.

Therefore, as a leader one must envisage conflicts and it should be used wisely without prejudices even when you observe that it is negatively motivated.

The importance of communication cannot be over emphasized because the leader must communicate in an effective manner for survival and as such he should be open, frank and enduring. Leaders should seek innovations and may not be too strict on rules, a leader is open minded even if he does not show it. Leadership and the knowledge of working environment are intertwined and inseparable, so also is the importance of the psychology workers.

The leader and his subordinates make a team and team exists for a purpose which includes to complete a job, solve problem, make recommendations, select options, and contribute ideas among others.

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