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Leadership: A Veritable Tool for Organizational Behaviour

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Abstract:

Organizations today are faced with competitive pressure in a multicultural society as some have failed in meeting their goals and objectives due to the leadership style adopted and practised by some leaders. This paper intends to expose leaders on the nitty-gritty that are essential in managing both individuals and groups in the organization be it governmental or non-governmental, private or public. It also identified the various components of organizational behavior as well as how leaders can influence the behavior of individuals, groups and the environment where the organization exists.

Keywords: Leadership, organizational behavior

1. Introduction

Leadership is one of the common concepts in organizations which is described by Bass (1990) in Jami (2018) as a universal phenomenon. This is because the role played by leaders in every organization cannot be underestimated as they keep both the employees and the organization in motion. Also, leaders define and outline expected behaviors in the organization, relationship between units, as they ensure the free flow of activities in the organization. The activities of leaders set the vibe for employees in the organization hence, the goals and objectives of the organization remain defeated. Euripides one of the greatest Greek poets in Thompson (1922) stated that

"Ten good soldiers wisely led, will beat a hundred without a head." This indicates that the success of every organization lies on quality and effective leadership as critical decisions, that is, choices that repositions the state of situation – organization dynamics, employee morale, organizational behavior, and changes that affect the fate of a group and its members are solely for those occupying leadership positions. Yes, every leadership position/role no matter how little it appears has significance both within and outside the organization.

Undoubtedly, it is usually difficult for the behavior of an individual to be completely understood, consequently, it is more complex to understand the relationship and behavior of various groups of people found in the organization (Nadler and Thushman, 1989). Nevertheless, the goals and objectives of an organization is achieved through these individuals in the organization. So, it becomes the major focus of management to recognize various behavioral pattern of persons, group, as well as the organization to better predict in terms of responses in behavior that will be elicited as a result of different managerial activities and to utilize this prediction and understanding towards achieving effective coordination, and control towards the achievement of goals and objectives.

In terms of assets, human resources are the most valuable resources any organization can have as they are responsible for the implementation of plans, policies and strategies. They are also involved in the decision making process, represents the cooperate image of the organization, and address issues as it affects the organization. Thus, the potential commitment of workers is progressively recognized by management which will turn out to be increasingly more significant for managers and employees to get a grasp on the intricacies of organizational behaviour. The significance of organizational behavior is that it helps in separating the role of leaders and offers a specific view on the human side of management: people as people, people as resources, and people as organizations ('Understanding and managing organizational behavior', 2006).

The focus of organizational behavior is on the behaviours, qualities, of individual workers; the processes and attributes that represent the organization; the level of motivation within the organization; and the behaviours exhibited by workers in the organization based on their individual needs. It is also concerned with the study of the activities of workers in the organization, ways of minimizing employee turnover, absenteeism, and aberrant behaviors in the organization; improvement on productivity, job satisfaction, organizational citizenship behavior, and how the behavior of workers affects the performance of the organization (Frederick, 2014). For Kondalkar (2006) organizational behavior

'is a field of study that investigates the impact that individuals, groups and organizational structure have on behavior within the organization, for the purpose of applying such knowledge towards improving on organizational effectiveness'.

Robins and Judge (2013) on the other hand defined organizational behavior in their book 'Essentials of Organizational Behavior' as

'a systematic study of the actions and attitudes that people exhibit within the organizations.'

According to Prasad (2004), organization behavior is

'the study and application of knowledge about human behavior related to other elements of the organization such as the social system, technology and structure.'

From the definitions organizational behavior are relevant in the three critical areas;

- First, it is relevant because it deals with issues of concern to both workers and leaders in an organization i.e. assist workers in becoming more engaged members, cordial relationships among workers, decrease in stress level, teamwork, and effective decision making.
- Second, it is relevant because it is of utmost concern to employers as well as managers as to knowing which skills that are the most needed when evaluating job candidates. Nevertheless, some of the personal skills that are mostly essential for organizations are; communication skills (verbal and written), honesty, transparency, integrity, interpersonal skills (relates well with colleagues and other stakeholders such as clients, associates etc.), strong work ethic, motivation/initiative etc.
- Finally, it is relevant because organizations are concerned with organizational behavior. Unarguably, most organizations understand that they cannot exist without humans working in it, i.e. these individuals make things happen in the organization. This is one of the major reasons why employees who are adequately motivated and satisfied with their job give in their best towards organizational growth and development thus, making it more profitable than those that do not.

The behavior of workers cannot be completely understood without an investigation into the organization where the person works and the modus operandi of an organization cannot be studied without the workers in the organization (Saravanakumar, 2019). Therefore, while workers influence the organization, the organization also influences the behavior of workers.

Basic elements in organizational behavior are the people, structure, environment, and the technology in which the organization operates (Frederick, • 2014; 'Management portal' 2013; Saravanakumar, 2019).

People: These are the major component of organizational behavior. They include individuals and groups who make up both the social and internal systems of the organization. These groups consist of individuals who work in the organization who come together based on common or shared interest and maybe formal or informal in nature. It is important to note at this point that every individual in the organization has a goal to be achieved. These goals can be met by the organization through the use of a need spectrum for the employees as well as making adequate provisions towards ensuring that employees are fulfilled. This helps in ensuring teamwork among workers. Also, every member of the organization – leaders and subordinates must ensure that relationships among workers are based on mutual trust and understanding. However, it is crucial that every member of an organization put aside personal interest that conflicts with the goals and objective of the organization (Smiley, 2018; Murray, 2020). Therefore, knowing that the workforce needs to be managed, leaders deal with the following categories of people;

- Groups working as a team towards a predetermined task;
- Individual employees who are expected to perform the tasks allotted to them
- People outside the organization system such as customers and government officials
- Mutual relationships such as superior-subordinate interactions ('Management portal' 2013)

Structure: Structure describes the formal relationships between employees of an organization. This structural relationship which usually exists in formal organizations unlike in informal organization is established based on predetermined goals. The organizational structure which is mostly hierarchical in nature is dependent on the number of professionals, size of the organization, number of products and services, etc. Leaders are to be rational in their relationships with subordinates, exercise total control over the various structures, achieve a high level of job satisfaction, as well as ensure planned productivity ('Process Theories of Motivation, 2019).

Environment: Every organization operates within an external environment thus, it becomes essential for leaders to learn and understand how cultural practices, economic, political climate, governmental rules and regulation, demographic impact, and their implications on organizational behavior.

Technology: task/responsibilities carried out in an organization are affected by available machines in the organization especially the working relationships among workers. It offers both economic and physical resources used in the execution of tasks as much cannot be achieved without the application of some technological elements.

Based on the foregoing, leadership is an adaptable workforce in organizational behavior which constantly sets activities in motion. They are key to the behaviours of workers in the organization. Leaders must be dynamic and recognize the need to change when there is an alteration in the culture and behavior in the organization. When leaders are unwilling to change and adapt to the changes invoke, they most times end up folding up the organization (Flores • 2012; Hao, 2015). Therefore healthy organizations emerge when there are healthy defined leadership roles and the greater the leadership skills available to a leader, the higher the opportunity to freely interact rationally with others that will help boost the organization towards favourable competition.

1.1. The Concept of a Leader and Leadership

The term leader and leadership have various definitions based on the role and field they are been considered. Despite the field, the act of leadership is focused on directing the actions of others. In History, there have been leaders who directed subordinates but were destructive and inhumane. They are still considered as leaders. Quoting Bill Taylor in Dlamini (2020)

'The true mark of a leader is the willingness to stick with a bold course of action – an unconventional business strategy, a unique product-development roadmap, a controversial marketing campaign - even as the rest of the world wonders why you're not marching in step with the status quo. In other words, real leaders are happy to zig while others zag. They understand that in an era of hyper-competition and non-stop disruption, the only way to stand out from the crowd is to stand for something special.'

However, leaders are not just those who guide and direct the actions of others. They stand alone from others because of their role. They influence the behavior and decision of others, examine the situation and proffer lasting solutions on how things can be improved, make a positive impact especially on people and their environment based on the right motivation drive toward a better vision. According to Henry Krissinger in Kassin, Fein, and Markus, (2021)'the task of the leader is to get his people from where they are to where they have not been.'

By putting people first, leaders can work towards achieving the corporate mission and vision of the organization by not just motivating their subordinates but also connect and be empathetic with subordinates. There are no laid down rules and regulations on the best manner for achieving good leadership results rather, leaders are to be dynamic to enable them to have different views in managing the behaviors of subordinates. Every leader must know that effective leadership unites the organization and results in good organizational behavior.

In trying to define leadership, 140 Chief Executive Officers were interviewed and each was asked to define leadership, while some struggled with an answer, others paused to think although there was no duplicate response (Morgan, 2021). This is because people assume they know who a leader or what leadership entails.

Therefore, leadership can be defined as the ability of management to make sound decisions and inspire others to perform well. It is the process of directing the behavior of others towards achieving a common goal. In short, leadership is getting things done through others.

1.2. Leadership Assumptions about Human Nature

Leaders are to cordially relate with their seniors, subordinates, peers, etc. whose assistance are needed in achieving the goals of the organization. This can be done through better understanding and motivation of employees (Donclark, 1997). He further noted that this can only be achieved by understanding human nature (common attributes of every human being) because human behave based on certain principles.

An understanding of the basic assumptions of organization behavior will help to better appreciate some of the theories below. According to Poudyal& Pradhan, (2018) Gautam&Gautam, (2019) in Basnet, (2019), below are the assumptions about the nature of organizations and the nature of people in organizational behavior.

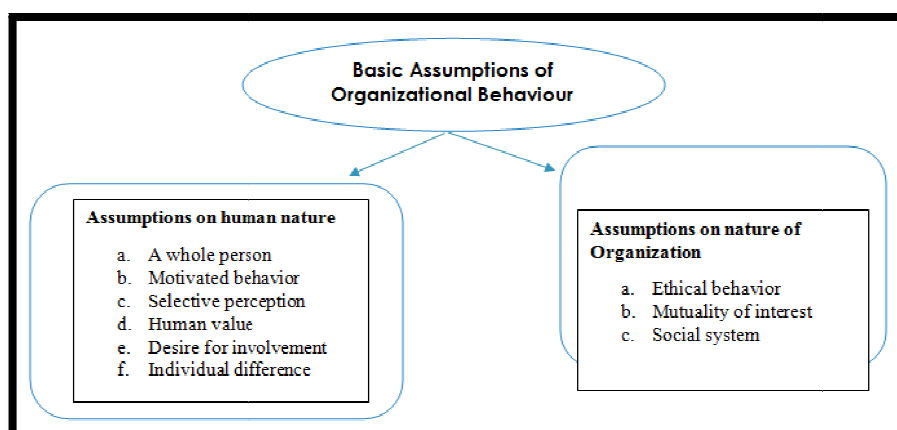


Figure 1

Having known the need for leadership and assumptions of organizational behavior, let us consider some theories and their implication for leaders in organizational behavior.

1.2.1. McGregor's Theory X and Theory Y

Some leaders believe that the best way to manage employees is to coerce them at work while others believe in the adoption of a more humane approach. Douglas McGregor in his book 'The Human Side of Enterprise' outlined two contrasting categories of individuals known as Theory X and Theory Y.

According to McGregor, some managers subscribe to Theory X which posits that

- Man naturally dislike work and would always like to avoid it if possible
- To achieve organizational objectives, employees must be forced, controlled or even threatened with punishment.
- Individuals prefer to be directed, have little or no ambition and do not want the responsibility.

As a result of the assumptions of theory X, leaders end up making creating a ridged work environment in a way of controlling and coercing workers, as a measure for taking full responsibility for the actions of subordinates. Theory Y on the other hand creates a more positive view about the behaviour and attitude of employees. Under this theory, employees

- Enjoy work just like play and rest;
- Will be more committed towards the achievement of organizational goal hence, not lazy;
- People learn to accept and seek responsibility;
- People have potential; and
- Ingenuity, creativity, and imagination are broadly shared among the population. Individuals are capable of using these abilities to solve an organizational problem.

Under theory Y workers are given autonomy and help them become committed to particular goals by leaders. A more supportive role is adopted by leaders who are usually concerned with maintaining a work environment in which employees can be innovative and prosperous within their roles.

1.2.2. Herzberg's Hygiene and Motivational Factors Theory

Frederick Herzberg was best known for his list of factors which was based on Abraham Maslow's hierarchy of needs. According to him, hygiene factors must be present in a job before an individual can be stimulated through motivators else, they become dissatisfier. According to Herzberg (1966), some of the factors that reflects need – hygiene or dissatisfiers are salary and benefits, status, personal life, co-workers, working conditions, supervision, job security, policies and administrative practices while the motivators or satisfiers are responsibility, achievement, recognition, job challenge, advancement, growth. For motivators or satisfiers to stimulate an individual, there must be hygiene or dissatisfiers.

1.3. Importance of Leadership

- Leadership is very essential in every organization as it leads to higher performance by the team members and also improves the motivation and morale level among employees
- It facilitates organizational success by encouraging responsibility and accountability among the employees in the organization. In short, it increases value in an organization.

No doubt, leadership is very crucial in every organization. It is difficult to pinpoint some of the qualities expected from every leader. However, leaders in various organization carryout unique functions hence, leaders need to have the following qualities:

- A leader must have good communication skills as it is one of the major elements for achieving success in organizational behavior as being communicative is a hallmark of leadership. Leaders who lack basic communicative skills sometimes find it difficult to convey information in a polite, clear, precise and comprehensive manner. Understanding non-verbal cues like body language are especially vital, as some leaders frequently need to be able to read a situation rather than be dependent on others to explain to them.
- A good leader must be willing to negotiate and think critically. The ability to make lasting solutions to a problem involving various individuals is required of a leader because they are one of the major issues to deal with as conflicting employees meet them for assistance.
- A leader is a motivator who creates enabling environment that will make employees more committed to work.
- Leaders are to be empathic. As a leader, before you act, it is necessary to consider the long-term result of any action to be taken.

For Onwe, Abah, and Nwokuwu, (2015), the following are some of the qualities that are essential for all leaders:

- A leader is one who can inspire his subordinates. He encourages subordinates to put in their best effort towards achieving the goals of the organization;
- Leaders are to be optimistic as they foster positive views pertaining to issues and also believe in his ability to excel in the achievement of some predetermined objectives;
- A good leader subjects his emotion under tight restraints in order to make value judgement;
- A leader should have vision that is needed in setting goals for the organization;
- Leaders are to be charismatic in other to convince the minds of others.

1.4. Leadership Styles

Various leadership styles are used by leaders at workplace. In most cases, the leadership style that best fits an organization is determined by the organizational culture and goal. Few organizations adopt various leadership styles within the organization, which is based on the need and nature of the services offered. They include:

1.4.1. Participative Leadership Style

The global trend of event has brought about a swift change in the environment where organizations operate. For Akpoviroro, Bolarinwa&Owotutu (2018), some of the factors behind the swift change are competitive pressure and the dominance of the bureaucratic approach. These changes call for modification of the existing relationship between leaders and their subordinates as well as support the leadership style that allows for the collaboration and involvement of subordinates in problem-solving and decision making process (Bhatti, Ju, Akram, Bhatti, Akram& Bilal, 2019). According to Robins (2014).

‘.....decision is only as good as its implementation and those who participate in making it are usually highly committed to make it fruitful.’

The participative leadership style which is also known as the democratic leadership style values the contribution of every member of an organization irrespective of class thereby motivating their morale. Also, it offers employees the opportunity of addressing critical situations through sharing creative ideas (Lamb, 2014). Participation leadership as proven by scholars improves productivity by workers, increases knowledge sharing, and the intrinsic motivation of employees (Bhatti et al 2019; Huang, Lun, Liu, Gong, 2010; Broeck, Lens, De Witte, Coillie, 2013; Xue, Bradley, Liang, 2011). This is because subordinates are devoted to achieving the goals of the organization. For Armstrong (2009) in Akpoviroro, Bolarinwa&Owotutu (2018) employee productivity level under participative leadership style is an organized effort of knowledge and ability of the behavioral sciences. However, Joashi&Roh (2011) in Akpoviroro, Bolarinwa&Owotutu (2018) outlined four participative methods that can be used by leaders, namely; delegation, committee action (because it involves inputs from various organizational members), shared goals, and leaders asking questions.

1.4.2. Laissez-Faire Leadership Style

In the 19th century, the Laissez-faire leadership style was popular (Britannica, The Editors of Encyclopedia). In this type of leadership style which is also known as ‘free rein’ trained and highly experienced leaders who need less supervision are involved as leaders does not directly supervise the employees. For Albejaidi, Kundi, & Mughal, (2020), it is called a ‘hands-off’ style of leadership and is also described by Kayode, Mojeed&Fatai (2014) as a ‘let it ride’ approach. Albejaidi et al. (2020) further argued that since leaders are not involved in organizational issues, it is nonleadership style. This was affirmed by Rao & Zaidi (2020) who posited that this style of leadership is of no relevance to the organization. However, this leadership style sometimes leads to increasing cost, poor output, and lack of control over members. It also improves freedom of action for goal setting as well as individual growth.

1.4.3. Autocratic Leadership Style

In the autocratic leadership style, power and authority in the organization remain with the leader. It fits the general idea that people have for a leader: an authoritarian, powerful, decision-based, and solo-operating force. Here, the leader controls and guides the activities of the organization based on his own individual ability without seeking the opinion of others (Boehm, Dwertmann, Bruch & Shamir, 2015). Little or no attention is given to employees unlike in the execution of task (Amanchukwu, Stanley &Ololube, 2015) because of the leaders believe that man avoid responsibility and only works for the fulfilment of his personal goal (Kalu&Okpokwasili, 2018). According to Kondalkar (2007), communication is usually from one direction while some leaders are considered to be benevolent autocrats because they listen to the opinion of others before decision making. Kalu&Okpokwasili (2018), in affirming this noted that decisions are solely made by the leader who only require employees when there is an assignment for them to be done. In recent decades, the authoritarian style of leadership has become archaic and no longer relevant in management because it can lead to anarchy through resistance by workers (Janse, 2018).

1.4.4. Transformational leadership Style

According to Jung &Sosik (2002) and Fallah, Janani, Dana, &Fallah (2012), James Macgregor Burns in 1978 introduced in his study on political leaders the concept of transformational leadership which was subsequently modified and popularized by J.B Avasio and B.M Bass. Transformational leaders are those who have the knowledge and skill of influencing employees’ discernments. According to Robbins & Coulter, (2007) and Odumeru&Ogbonna (2013), they stimulate and inspire subordinates towards the accomplishment of remarkable outcomes. This was affirmed by Alqatawenh (2018) who argued that the 21st century needs transformational leaders who can inspire and develop the skills of their followers to improve their intellectual level. Adequate attention is given to subordinates by transformational leaders who aim at developing them by solving old problems using new methods. The components of transformational leadership are intellectual stimulation, charisma or idealized influence, individual and personal attention, and charisma or idealized influence (Warrilow, 2012; Albejaidi et al., 2020). However, according to Odumeru&Ogbonna (2013), transformational leaders are proactive, implements new ideas to change organizational culture, and encourages subordinates through motivation towards putting the goals of the organization first before their personal goals.

1.4.5. Transactional Leadership Style

According to Albejaidi et al., (2020); Jung &Sosik (2002); and Fallah, et. al. (2012), the concept of transactional leadership was developed by Burns (1978) and later popularized by Bass (1985). This style of leadership is based on the concept of reward (promotion, allowance, medical support) and punishment as it is concerned with the organization, the role of supervision and the performance of groups (Dvir, Edin, Avolio, and Shamir, 2002). Unlike in transformational leadership which is proactive, transactional leaders maintains status quo. It is effective in cases of emergency or crisis (Odumeru&Ogbonna, 2013). For Rao & Zaidi, (2020), they are used in manufacturing firms, advertising firms, marketing organizations, etc. This is because they are less focused on critical thinking issues and more on processes, hence they are basically passive.

1.5. Theories of Leadership and their Evolution

An overview of the development of leadership theories will help understand the contribution of leadership in organizational behavior. According to King (1990), in his paper ‘Evolution of Leadership Theory’ discussed the

development of various leadership theories. Each leadership era has its unique feature as subsequent theories were more developed in terms of leadership thought in contrast to earlier leadership theories (Kumar, 2020). Leadership theories began with the personality era where much concern was on individual traits and background. Theories that emerged during the personality era include the Great Man theory and the Trait period. For Malakyan (2014) in Hunt & Fedynich (2019), the emergence of trait theory was to provide a better understanding of the Great Man Theory. However, leadership was based on personality and traits that can predict the achievements of a leader if supported. No common individual had the desire of becoming a leader, as affirmed by Malakyan, (2014) in Hunt & Fedynich (2019) 'one was either born a leader or they are not.'

The second stage is the influence era. Under this period, one of the theories that received significant attention includes the Managerial Grid Model (Kumar, 2020). The association between people was the basis for leadership. This led to the third stage – Behavior period where leadership was considered as part of man's behavior. In the behavioral era, two qualities – consideration and initiating structure formed the basis of leadership as the activities of leaders were assessed in contrast to their personality trait. By consideration, it deals on feelings, ideas and relationship with subordinates while initiating structure is concerned with leaders who are able to direct and give instructions, plan and organize activities. Studies by the early behavior theorist evolved into the theory X and Y.

The fourth stage – situation era emerged based on the acknowledgement of the unpredicted situation of the environment and the relationship between leaders and their subordinates (King, 1990; Hunt & Fedynich, 2019). The type of leadership style, skills and attribute needed is determined based on situational factors (Kumar, 2020) as the environment mattered more than the leader (King, 1990) and leadership roles were separated from the individuals (Hunt & Fedynich, 2019) and became more of a function (Middlehurst, 2008). Under the situational era, leaders are considered successful based on their ability to adapt effectively to various situations (Johns & Moser, 1989).

The fifth stage was known as the contingency stage which according to King (1990) made a significant contribution to the evolution of leadership theories. The contingency theory was dependent on either one or more factors such as personality, influence, behaviour, and situation (King, 1990). The contingency theory was given much attention by scholars as many were convinced on the identification of the source of the effectiveness of leaders which led to further expansion of the theory (King, 1990; Malakyan, 2014). Ronay&Vugt, 2014), described leadership under this theory as 'a fluid and ever-changing situation.' Other theories according to King (1990) in the contingency era in addition to the contingency theory are the path-goal theory (Evans, 1970; House and Mitchell, 1974; House, 1971), and the normative theory (Vroom and Jago, 1988; Vroom and Yetton, 1973). While the path-goal theory is more concerned with the success of followers in the organization based on the provision of an enabling environment (House and Mitchell, 1974); normative theory advises leaders on the need for good decision making despite the situation in determining the best cost of action (King, 1990).

The sixth stage which is known as the transactional era considered leadership based on social interaction and role differentiation (King, 1990) as well as addresses the influential role of leaders and subordinates. For Kumar, (2020), leadership was not based on individuals or their environment. In the seventh stage – the anti-leadership era, it was believed that there was nothing called leadership as this was based on various empirical studies which were less than conclusive (King, 1990). The cultural era – the eighth stage, had leadership considered to be 'omnipresent in the culture of the entire organization' (King, 1990) as leaders were to lead themselves based on the development of stronger culture (Kumar, 2020).

The ninth stage – the transformational stage, leaders are believed to be proactive, innovative and radical. Various qualities were required of leaders to perform optimally. This era promotes cordial relationship among leaders and their subordinates based on mutual understanding, ethical behaviour and an increase in motivation (Miska& Mendenhall, 2018). The burden of leadership does not rest on an individual (the leader) but on every member in the organization (King, 1990). According to Johns & Moser, (1989), basic characteristics of the transformational leadership era is change and adaptability. For King (1990), leaders are to be charismatic, inspiring and vision-oriented.

The final era described as the integration era by King (1990), should integrate various approaches as no single approach can determine success in organizational behavior.

1.6. Role of Leadership in Decision Making

The concept of decision making was popularized in the book 'Administrative Behaviour' by Herbert Simon in 1947 (Campitelli&Gobet, 2010; Selart 2010; Wiley, 2015). Decision making is of great importance in every organization (Albejaidi et al., 2020) although one of the major factors for decision making in an organization is the premise on which the decisions are made (Selart, 2010). He further noted that the structure of the organization influences and in the same vain influenced by the premises.

Making decisions is not just enough if they cannot lead to quality and increased performance in the organization. There are three basic levels of organizational decision making namely; strategic decisions; tactical decisions, and operational decisions (Selart, 2010). According to him, strategic decisions are basically for top leaders in the organization. They are complex and involve the formulation of new and difficult decisions that affect the overall activities in the organization including its values, philosophy and objectives. Strategic decisions are supported by tactical decisions from middle-men as they tend to moderate the impact and significance of the strategic plan while operational decision which are common at the lower level of the organization is used in supporting the tactical decisions (Selart, 2010).

As leaders, some key ethical perspectives are essential to be considered during decision making ('Changeboard team, 2019'). Some of these perspectives include

- The fairness perspective (procedural and distributive justice)

- The utilitarian perspective (focuses on profit maximization) and
- The human rights perspective (ensures that laws are in accordance with Declarations of Human Rights and other Policy Documents) (Selart, 2010).

Effective decision making demands competency and skills. Therefore, leaders must have the ability for making effective decisions in an organization thus resulting to a quality response to various demands and needs (Nicolaidis, 2019). Laissez faire leaders who are considered by scholars such as Albejaidi, et al (2020) to be passive, play negative roles in decision making which may lead to negative involvement of workers.

1.7. Comparative Findings of Selected Study on Leadership Styles in Organizations

The study of Taylor (2019) on 'A Comparative Analysis of Leadership Styles That Identifies Effective Religious Leaders' on six (6) churches in the United States – United Methodist, Apostolic, Baptist, Church of God in Christ, Christian Community and Pentecostal revealed that authentic, ethical and servant leadership are the most successful style of leadership. It further revealed that these leadership styles are needed for religious leaders to effectively manage conflicting issues among members, marital issues, as well as plan for church growth.

Finding from the study of Fallah, et. al. (2012) on 'Comparative Study of Leadership Styles among Iranian Super-Leagues Coaches showed that for organizations to remain competitive and effective, leaders are to adopt various leadership styles in the organization. The study further recommended the adoption of transformational and transactional leadership styles as they both complement each other.

Also, findings from the study of Gandhi (2016) in his study 'A Comparative Analysis of Leadership Styles in New Zealand and India' revealed that the Democratic leadership style is primarily operational in organizations in New Zealand, while the autocratic leadership style was majorly practised in India.

1.8. Possible Ways of Improving Leadership Skills and Abilities

Based on the foregoing, it can be seen that not every individual will have a perfect leadership skill or born to be a leader. This, however, does not imply that it is impossible for individuals to develop leadership skills that can help improve organizational behavior. The following recommendations can help in improving the leadership skills of every leader;

- Be a model: Some leaders do not realize that their leadership qualities are being imitated by others especially their subordinates with the purpose of improving themselves.
- Seek out feedback: no individual can analyse his or her leadership qualities and their impact in the organization. Some actions and qualities cannot be measured without seeking for feedback. By seeking out feedback from others, leaders identify their weaknesses and strength and also identify the individual and professional skills needed.
- Practice: No skill can be perfected without being practised. Through practice, the ability of leaders is improved thereby equipping them for unplanned situations. Some of the skills such as communication skills, empathy, integrity, etc. can also be practised outside the office environment.
- Involvement: when leaders involve or engage others in the leadership, it does not only build trust but also boost productivity, foster effective organizational behavior in terms of people and also increase loyalty. By involving others, their individual skill and ability is also tested.

2. Conclusion and Recommendation

The study of the concept of leadership in organizational behavior is evolving in recent times as a result of competitive pressure. This competitiveness calls for dynamism in the role of leaders in organizational behavior as well as in the application of leadership theories as the understanding of the concept evolves continually.

Advocates of some of the leadership styles such as transformational leadership believe that successful leaders are proactive hence committed to the development of a clear and compelling vision for organizations, committed towards the achievement of vision, intellectual stimulation and training of subordinates. Transactional leadership advocates in organizational behavior emphasize the need to maintain status quo, and use reward and punishment while ensuring that subordinates are motivated by considering their self-interest. For effective organizational behavior to be achieved, it becomes essential for leaders to constantly revolutionize their skills periodically, while considering some of the ethical views in decision making.

Also, leaders are to embrace ambiguity thereby overcoming fear of the unknown, network with other stakeholders in the organizational environment, as well as get acquainted with various technologies bearing in mind that the components of the organization are people, structure, environment, and technology.

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