LEADERSHIP STYLE AND GOVERNANCE OUTCOMES IN NIGERIA; AN APPRAISAL

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ABSTRACT
Leadership is the most essential and vital component of every organisation and the society at large. No organisation or government succeeds, without a good leadership style. Most organizations and indeed governments have collapsed, over the years due to poor leadership style. The objective of this paper is to critically appraise the concept of leadership and its styles in Nigerian industrial organizations and the larger Nigerian society. This is with a view to identifying the best leadership style that would solve the mirage of leadership crises bedeviling the country both at organizational level and the government at large. The paper reflects on the different leadership styles like democratic, autocratic and laisser-faire, in relation to performance and productivity in governance and organizational effectiveness, for sustainable national development. The paper argues that democratic style of leadership remains the best and viable leadership style that would drive the economy of the Nigerian State. The country has suffered leadership crises arising from poor leadership style, corruption among others which have affected all sectors of the Nigerian economy and sustainable national development. These leadership crises could be seen in the various constitutional amendments and changes of government, from 1966-1999 when democratic governance resonated with president Obasanjo's Presidency. Having critically appraised the leadership question in Nigeria holistically, the paper recommends among other measures, a re-orientation and attitude change towards public service for improved performance and productivity.
Keywords: Leadership, Leadership style, Democratic, Autocratic, Liaises faire, governance, performance.

INTRODUCTION
In every organized group, there has to be a form of leadership that guides, regulate, direct and supervise and coordinate the group's activities toward achieving the group's objective and goals. The concept of leadership has generated a lot of controversy and interest among scholars, politicians and human resource management experts. The success or failure of any organisation is dependent on the type and style of leadership in that organisation. The objective of this paper is to critically appraise leadership style and governance outcomes in Nigerian organizations and the larger society in general; it is a holistic approach to leadership style. The paper examines and appraises the different leadership styles viz: democratic, autoritatic and laisser-faire styles of leadership and identify which of these styles best fit organizational effectiveness, performance and productivity, which is the aim of every organisation. Organizations are set up for different purposes; public organizations are set up to provide social services

like health care, security, transport, etc. The organized private sector is also set up to provide services but with the main objective being that of profit maximization. But how can the broad objectives of organisation to accomplish these objectives, lies squarely on effective leadership style. Poor or bad leadership cannot actualize the dreams, vision and mission of a result oriented and productive organisation. Leadership crises both at the organizational level and political level have undermined the sustenance of such an organisation. A good leader must be transparent, honest and be ready to take responsibility for the success or failure of the organisation or polity. Some organizations have collapsed due to autocratic tendencies in the governance of such organizations by imposing their will, instead of carrying everyone along, and giving a sense of belonging to stakeholders in the organisation. Whereas democratic style of leadership gives room for participation of group or organisation members by consultation and contribution of inputs in the decision making process, an autocratic leadership does not and this can cause dissention, disaffection and counter-productive work behaviour among other grievances.

On the other hand, a weak leader or laisser-faire would not be able to assert, or demonstrate the appropriate mental capacity to pilot the affairs of the organisation. In the larger society, the issue of leadership style has been a challenge that is why, most democratic governments have structured governance in such a way that ensures checks and balances, in this regard, you find the executive, legislative and the judiciary, for effective and democratic governance, based on the rule of law as against dictatorship. Defining the scope and intent of the terms leadership and governance is elusive (Davila et al, 2012). Although leadership can be defined simplistically as the influence of others towards a collective goal. (Mumford, 2010). Van Wart (2005) argues that leadership is a complex process involving numerous traits and skills. Leaders must refine and modify their styles for different situations, as they continually self-evaluate their own performance, to meet emerging challenges. Organizations need governance structures to determine their direction and achieve optimal performance outcomes (Carcello, 2008). Governance structures also maintain an organisation's accountability, reputation and integrity (Broni & Velentzas, 2012), Duplessis, Hargovan and Bagario (2011) define corporate governance as a system that regulates and oversees corporate conduct; considers the interest of both internal and external stakeholders; Ensures responsible behaviour by corporations; and achieves the maximum level of efficiency and productivity. A leader is a strategist, a visionary and someone who inspires to greatness (Arrison & Donohoe, 2010). Leaders emerge depending on situational factors and have personal power to lead by influencing others (Tripathi & Reddy, 2008). Leaders, have mutual objectives with their followers (Tripathi & Reddy, 2008), finally, leaders are innovative, proactive and command compliance without invoking

position, Khan, 2008), and of course, a leader can initiate change by communicating a vision or goals and seeking to inspire others into action (Mumford, 2010). With the right leadership organizations and indeed the political system will attain the height in corporate governance, efficiency, honesty and maximum productivity and quality service delivery.

Styles of Leadership
Leadership is defined as the process of enabling an individual to influence a group of individuals to achieve a common goal (Norhousa, 2013). Also, leadership determines the direction in which an organisation finds itself. The performance of the organisation is determined by the success of the leadership style (Germano, 2010). Leadership style can be defined as the behaviour pattern that the person exhibits when attempting to influence the activities of others as perceived by those of others (Ramkanth, 1991).

Conceptual and Theoretical Framework
Democratic style of leadership entails involving stakeholders in the organisation in the decision making process. in this regard each employee or member is given the opportunity to contribute and make inputs on issues affecting the organisation in terms of policy, welfare and governance. This style entail consensus building and thus slow and cumbersome before decision is eventually arrived at (Germano, 2010).

Autocratic leadership style
The autocratic style of leadership does not take into consideration the views, feelings or inputs from followers, but sees things only from his own point of view. This approach often does not elicit cooperation from the followership.

Laisez-faire
The laisez-faire style of leadership entails that the leader abdicates his authority to group members on decision making process only concurs and endorses whatever decision is arrived at by the followers. It is a very weak style of leaderships that shows signs of incompetence and mediocrity in governance. An effective leader must be assertive and always be in-charge of the business and decision process, which allowing inputs from members.

Charismatic Leadership Style
The charismatic leader is efficient, effective and has a vision and the ability to persuade, motivate and inspire. He enables creativity and innovativeness. However, one weakness of this style of leadership is that not every leader is charismatic though, so when he leaves, a vacuum is created because the next leader that may replace him may not have those traits or qualities that he

possesses. It is note-worthy to mention that, there is a difference between management and leadership. Management refers to controlling, organizing, directing and supervising a group or entities to accomplish a goal. Leadership on the other hand entails the ability of an individual to influence, motivate and enables others to contribute towards organizational success, it is argued that influence and inspiration are what separate leaders from managers, not power and control (Nayar, 2013). Good managers however could be those with good leadership traits, while good leaders may also have good managerial skills.

Leadership Styles from the Political Point of View

The principles of leaderships cut across all stratum of the society aside organizations. From the political front, leadership can be viewed from the broad spectrum of national leadership. From this context, the political system is represented by the national governance in which the government is divided into executive, legislative and judicial, under a principle of separation of powers and checks and balances. At the head of government is the President and Commander in Chief of the Armed Forces, representing the executive arm of government. At the legislative arm, the Senate President and Speaker of the House of Representatives for law making and good governance of the country. The third arm of government, the judiciary is headed by the Chief Justice of the Federation, whose responsibility is that of interpreting the law and constitution of the federation. The structure of governance as designed is to ensure the independence of the arms of government for efficiency, effectiveness and avoid autocracy or dictatorship in governance. This principle is replicated at the states and local government levels, with similar features. The concept of political leadership has affected the socio-economic development of Nigeria; this has led to leadership crises beginning from the first military coup staged by a group of five majors led by Major Chukwuma Kaduna Nzeogwu which was abortive, leading to the collapse of the first republic, and subsequent coups and counter coups and instabilities. Democratic governances resonated in 1999, with the emergence of Chief Olusegun Obasanjo. Organizational leadership is a prototype of the larger political leadership of the country with similar features and approaches. In looking at leadership from the utilization of power to get results, leadership styles can be said to be bureaucratic, autocratic, democratic, or charismatic. However, if viewed from the perspective of the exchange of power and its utilization to secure outcomes, leaders are transformational (Germano, 2010).

THEORIES OF LEADERSHIP

A review of the leadership theories reveals an evolving series of schools of thought from the great man and Trait theories to transformational leadership. Early scholars tend to focus on the characteristics and behaviours of successful

leaders, however subsequent studies focus on followership and the contextual nature of leadership.

Great Man Theories

The great man theory of leadership is based on the belief that leaders are born with innate qualities exceptionally destined to lead. The use of the term 'man' was intentional since until the later part of the twentieth century, leadership was thought of as a concept that is primarily male, military and western.

Trait Theory

The trait theory of leadership avers that leaders' posses certain characteristics and attributes that stand them out for leadership such trait include intelligence, physical features like height, may be tall with commanding personality which evokes compliance.

Situational Leadership

This approach sees leadership as specific to the situation in which it is being exercised. For example, while some situations may require an autocratic style, others may need a more participative or democratic style of leadership. For example during military government or emergency rules, the autocratic style may be required, while the democratic style is required in a civil elected governance.

Contingency Theory

This is a refinement of the situational theory and focuses on identifying the situational variables that best predict the most appropriate and effective leadership style.

Transactional Theory

This approach emphasizes the importance of the relationship between leadership and followership, and mutual benefits derived from a form of contract through which the leader delivers such things as rewards or recognition in return for commitment and loyalty from followers.

Transformational Theory

The central concept here is change and the role of leadership in envisioning and implementing the transformation of organisational performance.

CONCLUSION

Leadership as a concept is central in all human organizations both in the formal and the informal sectors of endeavours. Without leadership, there cannot be success in organizations. Leadership style plays significant role in the success or failure of the organisation. At the organizational level, democratic and

charismatic leadership styles could be identified. Whereas democratic style may be all embracing, consultative and participatory, it is however criticized for being too bureaucratic, slow, lengthy and cumbersome in the decision making process. Autocratic style on the other hand may appear self centred and exclusive; this may not augur well for team spirit and cooperation between leader-followership and may undermine organisational goals and objectives. A weak leadership as represented in laisez-faire would not enhance efficiency and effectiveness. A leader has to be assertive, domineering and in-charge of affairs in the organisation. Finally, a good leader must be transparent, honest, humble and tolerant of all, take responsibility for the success or failure of the organisation and of course deploy the appropriate leadership style that would enhance efficiency, probity, accountability and optimal performance and productivity in the work place.

RECOMMENDATIONS

The principles and values that direct an individual's activities is ethics. The paper therefore recommends that a code of ethics that could guide official conduct be enforced in its programs, policies and decisions. This would project the reputation of the organisation and image, to the outside world. A re-orientation and change of attitude by organisational members to uphold the virtues of honesty, equity, fairness, accountability, transparency and commitment to the goals, vision and mission that the organisation strive to achieve, this include citizenship behaviours. Finally, the paper submits that no particular leadership style is indispensible, however depending on the situation and circumstances, the democratic leadership style may be cumbersome, bureaucratic, consultative and monotonous but remains the most appropriate and suitable in governance and so recommended.

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