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Autocratic Style Of Leadership And Organisational Performance (A Case of Mushin Local Government Education Authority, Lagos, Nigeria)

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ABSTRACT
The study examined the impact of autocratic leadership style an organization and employee performance. Employee performance is measured by their level of output, initiative and productivity. The study employed descriptive survey design method through the use of a structured questionnaire. The data for this study was obtained by administering questionnaire on personnel in Mushin Local Government Education Authority, Lagos. The data collected from the respondents were analyzed with the help of chi-square statistical tool to test the hypothesis. Finding from this study shows that the calculated chi-square (X^2) at 0.05 level of significance, is higher than the tabulated chi-square (X^2) .Therefore, the null hypothesis is rejected which shows that autocratic leadership style has a positive impact on employee performance. It is recommended that leaders and managers should combine various leadership styles in proportions that produce a positive result when administering their leadership duties.
Keywords*:* Autocratic, Performance, Leadership, Organization

INTRODUCTION
The business environment is changing radically as a result of major societal forces. Technological advances, globalization, deregulation, consumer awareness and the competition are leaching their toll on organizational performances and creating new behaviours and challenges (Mosadhegrad, 2013). Although many factors may influence the performance of an organisation, there can be little doubt that the quality of leadership available to it will be one of the most critical determinants of ultimate success. Leadership behaviour plays a very important role in enhancing employee job satisfaction, work motivation and work performance. In recognition of this fact, tremendous effort and resources have been expanded, with varying degrees of success, to identify and develop personnel who will occupy the positions of leadership needed to meet present and future organisational requirements. Good leadership behaviour accelerates the development of most organisations. It therefore plays a critical role in the performance of organisations (Dubin, 2008).

On the other hand, employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by depending on one or two individuals‟ effort, it is collective effort of all the members of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). Many employees in the

workplace today seek a better understanding of the mind of a leader in an organization. However, employees are curious about the special traits, behaviours and styles that the leader exhibits at the workplace. Is there any correlation then between the ways leaders in an organisation lead and manage employees and the performance of employees? If so, in what ways does leadership behaviour influence employee performance?

In the world of global economy people are becoming more eloquent and more educated; they require an environment of participation and more involvement indecisions (Stewart, 1994). There are different styles of leadership ranging from autocratic, charismatic, participative, situational, bureaucratic, democratic, laissez-faire, transactional, and transformational leadership (Mosadeghrad, 2013). Every leader should know about the different styles for the different situations and should be familiar with time of demonstration of a particular style (Rad &Yarmohammadian, 2006). None of the early mentioned styles is fit for every situation , a leader may seems to be highly effective and proficient in one situation but may not be as effective in the other.

Statement of the Problem

The major concern of this study is that, we often think of a manager or leader is expected to exhibit a right behaviour towards employees or subordinates. Yet it is realised that in most organisations work schedule are task-focused and routine, with no flexibility, and yet decisions and policies are imposed on subordinates. In such organisations where the leadership perceives employees as mere hands to get job done, employees would pretend to do well due to the standards and measure being assigned to them.

Based on this premise, this study intends to assess the impact of autocratic style of leadership on the performance of the staff of Mushin Local Government Education Authority, Lagos state, Nigeria.

Research Hypothesis

Ho: Autocratic style of leadership impacts negatively on the performance of organisational members.

Hi: Autocratic style of leadership impacts positively on the performance of organisational members.

LITERATURE REVIEW

Concept of Leadership

Leadership is a concept that originally developed in folk psychology to explain social influence on groups. Many people believe that leadership is simply being the first, biggest or most powerful. Leadership in organizations has different and more meaningful definitions. Very simply put, a leader is interpreted as someone who sets direction in an effort and influences people to follow that direction. Leadership is the process by which a person exerts influence over people and inspires, motivates, and directs their activities to help achieve groups or organizational goals (Jones and George, 2004). Therefore leadership is the ability to influence a group towards the achievement of goals.

The source of this influence may be formal as a result of one possessing a managerial rank in an organization or informal such as non- `sanctioned leadership, which is the ability to influence that arises outside the formal structure of the organization. The informal structure of leadership is as important if leadership is the result of the interaction among leaders, the followers and the leadership situation. The leadership process contains all these elements. Leadership generally is regarded as essential to group and organizational effectiveness. Thus, leadership contributes significantly in the success and failure of organization. It tends to be based on position, authority and seniority. According to Daniel, (2012), Effective leadership in organization, therefore, creates vision of the future that considers the legitimate long term interest of the parties involved in the organization to develop a strategy for moving forward towards that vision enlists the support of employees to produce the movement and motivates employees to implement the strategy.

Likert (1961) identified several leadership classifications systems. First, it is the exploitative approach, which manages all decisions and informs subordinates of them? Secondly, it is the benevolent autocrat who employs a paternalistic approach to leadership. Thirdly, it is the consultation style, where the manager asks subordinate for input in decision-making and typically exercises general rather than close supervision. The participative style totally integrates workers in the decision making process. Leadership

and supervision by supervisors is presumed to be necessary in order to initiate structure and direct subordinates towards organizational goals.

Leadership styles

The business writer, Daniel O. (2002) categorized different leadership styles. They suggested that leadership styles could be explained on a scale ranging from autocratic through democratic to participative to show the degree of authority and decision makes power of leaders and employees. The autocratic style is characterized by an "I tell" philosophy. Autocratic leaders tell their staff members what to do. This can give a business a clear direction but it may also lead managers to under value or ignore input from teams. However, an autocratic approach is appropriate in some situations. It is valuable when the business faces a crisis or when an urgent problem arises that requires an immediate response. The democratic approach is characterized by an "I share" philosophy. Decisions are made within teams, with each member having equal inputs. Martin is Tesco's programmed manager for education and skills in UK. He has a range of responsibilities associated with people, process and standards. Martin style may use a democratic approach when setting training budgets. Participative leadership style is that involves all members of a team in identifying essential goals and developing procedures or strategies for reach those goals. From this perspective, participative leadership can be seen as a leadership styles that relies heavily on the leader functioning as a facilitator rather than simply issuing orders or making assignments

This type of involved leadership style can be utilized in business settings, volunteer organizations and even in the function of the home. One of the main benefits of participative leadership is that the process allows for the development of the additional leaders who can serve the organization at a later date. Because leaders who favour this style encourage active involvement on the part of everyone on the team, people often are able to express their creativity and demonstrate abilities and talents that would not be made apparent otherwise that ultimately improve the performance of employees. The discovery of these hidden assets help to benefit the work of the current team, but also alerts the organization to people within the team who should be provided with opportunities to further develop some skill or ability or future use. Although each person will have their own preferred leadership style, the most effective leaders adopt a style which appropriate for the situation. They will consider several factors in deciding which to use:

a. The task-is it business critical? Must a decision be made immediately? What will be potential impact on the business?

b. The team-does it have the right skills and resources? Is it used to making decision?

c. Tradition-what has been the norm in the past?

THEORETICAL FRAMEWORK

This study was hinged on Fiedler's Contingency Theory. Fiedler was the first to develop this leadership theory, which shows that situational variable interacts with a leader's personality and behaviour. Fiedler (1967) believes that there is no single best way for managers to lead. Situations will create different leadership style requirements for a manager. The solution to a managerial situation is contingent on the factors that impinge on the situation. For example, in a highly routine (mechanistic) environment where repetitive tasks are the norm, a relatively directive leadership style may result in the best performance. However, in a dynamic environment a more flexible, participative style may be required.

Fiedler looked at three situations that could define the condition of a managerial task:

(i) **Leader member relations**: How well do the manager and the employees get along?

(ii) **Task structure**: Is the job highly structured, fairly unstructured, or somewhere in between?

(iii) **Position power**: How much authority does the manager possess?

Managers were rated as to whether they were relationship oriented or task oriented. Task oriented managers tend to do better in situations that have good leader-member relationships, structured tasks and either weak or strong position power. They do well when the task is unstructured but position power is strong. Also, they did well at the other end of the spectrum when the leader member relations were moderate to poor and the task was unstructured. Relationship oriented managers do better in all other situations. Thus, a given situation might call for a manager with a different style or a manager who could take on a different style for a different situation.

These environmental variables are combined in a weighted sum that is termed "favourable" at one end and "unfavourable" at the other. Task oriented style is preferable at the clearly defined extremes of "favourable" and "unfavourable" environments, but relationship orientation excels in the middle ground. Managers could attempt to reshape the environment variables to match their style.

Another aspect of the contingency model theory is that the leader-member relations, task structure, and position power dictate a leader's situational control. Leader-member relations are the amount of loyalty, dependability, and support that the leader receives from employees. It is a measure of how the manager perceives him or her and the group of employees is getting along together. In a favourable relationship the manager has a high task structure and is able to reward and or punish employees without any problems. In an unfavourable relationship the task is usually unstructured and the leader possesses limited authority. The spelling out in detail (favourable) of what is required of subordinates affects task structure.

Positioning power measures the amount of power or authority the manager perceives the organization has given him or her for the purpose of directing, rewarding, and punishing subordinates. Positioning power of managers depends on the taking away (favourable) or increasing (unfavourable) the decision-making power of employees.

The task-motivated style leader experiences pride and satisfaction in the task accomplishment for the organization, while the relationship-motivated style seeks to build interpersonal relations and extend extra help for team development in the organization. There is no good or bad leadership style. Each person has his or her own preferences for leadership. Task-motivated leaders are at their best when the group performs successfully such as achieving a new sales record or outperforming the major competitor.

MEFHODOLOGY

The study used a descriptive survey design. The purpose of descriptive design according to Ogundele (2012) is to collect detailed and factual information that describes an existing phenomenon. The target population of the study was the staff of Mushin Local Government Education Authority, Lagos, Nigeria, totaling, eighty six (86). This study area is made up of six (6) sections namely: Human resources, Account and finance, School support services, Social mobilisation, Quality assurance and Planning, research and statistics.

A structured questionnaire was administered randomly on the entire staff, cutting across all the sections. At the end of the exercise, only fifty (50) pieces of the questionnaire were correctly filled, returned and subsequently used for analysis. Descriptive statistics like tables, frequency percentages etc were used to analyse the data obtained for the study while inferential statistics represented by Chi-square $9X^20$ was used to test the formulated hypothesis.

Hypothesis Testing

Ho: Autocratic style of leadership impacts negatively on the performance of organisational members.

Hi: Autocratic style of leadership impacts positively on the performance of organisational members.

Table 1: Summary of the respondents' responses on the impact of Autocratic leadership style on organisational performance.

Questions	STR AGREE	AGREE	UNDECIDED	DISAG	STR DISAG	TOTAL
1	12	8	10	14	6	50
2	18	6	6	8	12	50
3	15	12	5	8	10	50
4	8	15	8	12	7	50
5	15	8	5	10	12	50
6	10	6	4	12	18	50
TOTAL	78	55	38	64	65	300

Field survey, 2018

Table 1 above shows that, of the total number of questions raised for the study, 26% (78) of the respondents strongly agreed with the statements, 18% (55)agreed, 13% (38) were undecided, 21% (64) disagreed with the statements while 22% (65) of the respondents strongly disagreed.

Table 2: Summary of chi-square (X^2) analysis on the impact of Autocratic leadership style on organisational performance

Responses	O	E	O-E	$(O-E)^2$	$(O-E)^{2/}E$
STR AGR	78	60	18	324	5.4
AGREE	55	60	-5	25	.42
UNDECI	38	60	-22	484	8.1
DISAGR	64	60	4	16	0.2
STR DIS	65	60	5	25	0.42
TOTAL	300	300			14.54

Field survey, 2018

$$X^2 = \frac{\sum(O-E)^2}{E} = 14.54$$

As shown in the Table2 above, O represents observed value which is the frequency of responses to the questions while E represents the expected value which is the average responses i.e 300/5 = 60. Statistically, the study agrees with the fact that where the expected value is greater than the observed value, then such result should be accepted as a positive result. The table value of our X^2 at 0.005 and 4 degrees of freedom is 9.488 while the calculated $X^2$is 14.54, Since the calculated X^2 is greater than the tabulated X^2, we reject the null hypothesis that says Autocratic style of leadership impacts negatively on the performance of organisational members and accept the alternative.

FINDINGS, CONCLUSION AND RECOMMENDATIONS

The essence of this study was to determine the effect of autocratic leadership style on organizational performance. Only one hypothesis was formulated. The findings from the study shows that the calculated X^2 (14.54) is greater than the tabulated X^2 (9.488) 4 degrees of freedom. As a result of this, we reject the null hypothesis that says Autocratic style of leadership impacts negatively on the performance of organisational members and accept the alternative. By contrast, transactional leadership style, which focuses on economic and instrumental exchanges, can be effective in pure business situations; it has a *negative* effect in shaping employees' perception of the organization.

It is recommended among other things that leaders and managers should combine various leadership styles in proportions that produce a positive result when administering their leadership duties, also regular performance feedback should be encouraged across all levels of the organization.

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