

INFLUENCE OF LEADERSHIP STYLES ON ORGANISATIONAL EFFICIENCY IN THE PUBLIC AND PRIVATE SECTOR IN NIGERIA

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Abstract

This paper examined how leadership styles influence organisational efficiency in both private and public sector in Nigeria. Secondary and primary data on the subject matter of leadership styles, organisational efficiency in the public and private sector pace in Nigeria were sourced and analysed for this study. The paper found among others that first, co-creation and innovation play vital roles in instilling good leadership qualities in individuals. Second, corruption remains an impediment to the nation's economic progress. The paper concluded that leadership still remains a critical missing element to effectively drive the crucial objective of organisational growth and progress though it has a significant effect on organisational efficiency and to a large extent determine public and private sector growth.

Keywords: Organisation, Leadership, Civil Service, Management, Employees.

1. Introduction

Leadership is a critical factor that drives organizational growth. Whereas the situation is often more complicated at the level of political leadership, micro studies have variant of leadership theories that highlights attributes of leadership that produces results by way of organizational growth. Though leadership is a topic that continues to stimulate considerable attention in common and scholarly literature (see Waldman, Ramirez, House & Puranam, 2001), developing an understanding of what constitutes effective leadership, however, has been a complex undertaking (Alabi&Alabi, 2014).

According to Cebula, Craig, Eggers, Fajardo, Gray and Lantz (2012), leadership is one of the eight domains in the Achieving Performance Excellence (APEX) model and is critical in determining how an organization accomplishes its legal, ethical, and societal responsibilities, including public safety and responsible stewardship of public resources. Leadership is also concerned with the responsibilities involved in running and guiding the organization and all of its staff members. With depleting revenue and higher need for government spending, proper leadership is vital in helping private and public owned enterprises to grow and operate efficiently.

During the 1950s and 1960s, the Nigerian civil service was regarded as one of the best in the Commonwealth, and up till the mid-1980s (see Eke, 2016). Unfortunately from the mid-1980s, the Nigerian civil service was far from being ideal. The Nigerian public service is strategically located in roles, functions, activities, resources and services that their performance determines the state and level of development (Igbokwe, 2017). Yet the service has been riddled with

inefficiency, ineffectiveness, mismanagement, shoddiness, inertia, routine, poor responsiveness, conflicts, corruption, sectionalism, incompetence, and low productivity. According to Fatile and Adejuwon (2016) Public service reflects the state of the nation and no nation has been able to advance beyond its public service. The need for innovation in the public service therefore cannot be underestimated. Whereas leadership has been identified as one way of enhancing organizational and governance effectiveness, the kind of leadership required is not contextualized. This paper argues that leadership with excellence, and not just leadership, serves as effective driver of business growth and enhances efficiency in public service delivery.

2. Conceptual Framework

Leading with excellence means different things to different persons and organizations. To McKinsey & Company (2019), it implies setting the strategy, aligning organization structures, leading teams, working with the board, being the face of the company to external stakeholders, and managing one's own time and energy. Another of leading with excellence also involves co-creating for a better society and organizational performance through Innovation and Change Management. The traditional way of doing things has been superseded by a much more dynamic and open approach to innovation. Co-creation is part of this next-generation approach. Organizations are bringing stakeholders into the innovation process to help create new products, services and projects and to work out how to deliver value in new ways. Part of the shift to co-creation involves a move from a solutions-based approach to a collaborative one. It involves working together to create and sell solutions

According to Bason (2010) Co-creation is a model of innovative design in which solutions are conceived and constructed with people, not for them. Co-created innovations provide two crucial benefits: (1) Divergence, and (2) Execution (see Doughty, 2010). Divergence: Inclusion of citizens in the definition of problems and the design of solutions, while Execution presumes that people who are authentically involved in innovation will not be resistant to it. At the core of the concept of social innovation lies the active involvement of citizens into public service delivery. Although Voorberg, Bekkers & Tummers (2013) argued that this involvement is often referred to as 'co-creation' or 'co-production', Osborne, Radnor & Strokosch (2016) defer.

Co-production is intrinsic to the process of public service delivery and is linked directly to the co-creation of value both for service users and for society. This conception of value is sometimes denoted 'public value' derived from the work of Mark Moore (2002) and articulates the links between the outputs and outcomes of public services and what they contribute to society as whole, rather than to individual service users. In the context of co-creation, other benefits of leadership with excellence include:

- It transforms organization's approach to innovative one (working with stakeholders rather than working in isolation);
- It reduces the cost of developing products and services in their businesses;
- It enabled production of more successful new products and services;
- It improves financial performance;
- It creates new commercial opportunities; and
- improves their business's social impact

There is also a close relationship between leadership with excellence and innovation. Ability to drive innovation is therefore critical. It can be done by: Leading Innovation; Enabling Innovation; and Informing Innovation. Leading innovation implies establishing programmes to empower and network innovative public leaders through 'deep-dive innovation' workshops. It also involves establishing a 'Right to Challenge' mechanism, whereby public organizations, local governments and even Member States could apply for an exemption from an existing rule or regulation. To be granted this right, applicants have to show how they would be better able to innovate to deliver improved public outcomes with this 'Right to Challenge'. In the public sector, this can involve establishing a desk office in MDAs to support, facilitate and foster more innovation.

In terms of enabling innovation, this involves enhancing the public procurement process through reviewing the Public Procurement Act to facilitate innovation that attracts low-cost innovation in the procurement process. It also involves the use of Digital Innovation in public services by identifying agencies that have a radical transformative potential to act as pilots and supporting their full digitisation through technology investments. Another way is to encourage more experimentation and innovation activities in the public sector by providing easy and fast access to small-scale funding for trying out more risky solutions to problems.

Inform Innovation. This entails establishing a dynamic innovation toolbox targeted at public managers, which will include a coherent set of tools focusing on collaborative innovation processes, building on a diagnostic of needs and including methodologies in human centred design and co-creation; and a comprehensive repository of innovative public policy and service approaches. It also involves establishing a Citizens' Scoreboard for public services, thereby providing benchmarks which would allow performance measurements and comparisons, with the objective to generate information for evidence-based decision-making.

3. Theoretical and Empirical Literature

Different studies have identified variants of leadership theories. One of such theories is the leadership by embedding of total quality ideology. According to Savolainen (1999), the embedding of quality ideology in the organization can be viewed from many vantage points including through the perspective of organizational change and quality improvement. Quality improvement is defined as organizational transformation as a multifaceted, strategic or cultural change process linked with the overall development of a business enterprise. As such, the Total Quality approach involves a profound renewal of attitudes and skills. Ideological change in organization is about adaptation to a changing environment. The ultimate question concerning this change process is how quality as a means for managerial influence can improve the success of the business. Whereas this broad aspect of the total quality ideology theory applies general to variants of leadership, it relates to leadership with excellence when it is narrowed individual level. According to Savolainen (1999), Individuals produce ideas, adopt them and spread them. Management role as a change agent is considered significant as such, management commitment is therefore pertinent to every successful to enhancing quality and creating an environment where excellence leadership strives.

An organization is only as strong as its workforce. As such, human resources should be well motivated as it plays a key role in the growth of business and in enhancing the effectiveness

of public sector work space. James (2004) cited three warning signs of a demotivated workforce; these include poor workplace atmosphere, slipping job standards and decreased productivity. He further stated that if any of these factors is observed to be trending downwards then there is a great chance that the organization is dealing with a demotivated workforce. Most businesses and organizations especially manufacturing industries have failed to recognize the importance of motivation as a concept be it intrinsic such as employee well-being, relationship with co-workers, relationship with managers, organizational policies etc. or extrinsic such as training and career development, good working conditions, compensation, promotion amongst other factors that enhance or improve employee performance as well as organizational performance levels.

Leadership is the behaviour of an individual when he/she is giving directions and activities to a group moving towards a common purpose'. A leader is seen as someone who sets the paths in an effort to influence people to adhere to those paths. Leadership is an action and not just a position. It can be shown via different people in various situations. A leader's personal characteristics are also vital for the developments and motivations of the organizations.

Motivation through factors such as employee wellbeing, adequate compensation, promotion, good relationships with co-workers and relationships with managers can enhance an employee's level of effectiveness and efficiency in the workplace. This is because good relationships with co-workers promote unity and gives the employee a sense of belonging and acceptance which in turn boosts employee performance and productivity levels. Employees who enjoy such relationships both within and outside the work environment tend to be more effective and efficient as such very productive in discharging their duties. Motivation is an important factor that drives leadership with excellence. Many scholars have postulated theories to try and understand what motivation is, and how it affects individuals (Fincham& Rhodes, 2015). One particular significant theory was developed by Abraham Maslow and is known as the Hierarchy of Needs (Riggio, 2014). At the core of Maslow's theory is a hierarchy of five categories. They are psychological, security, social, esteem and self-actualization needs (Kreitner&Kinicki, 2016).

Maslow's Needs Hierarchy: Maslow (1954) published his 'hierarchy of motives' theory that introduced the notion of individual choice and preference within Murray's essentially deterministic framework. Murray had identified twenty distinctive needs that he thought compelled people to act so as to reduce the tension caused by the unsatisfied need. Murray also distinguished between physiological needs (which he called viscerogenic needs) and affective or cognitive needs (which he called psychogenic needs). In building on Murray's framework, Maslow also extended Murray's viscerogenic-psychogenic dichotomy into a five-step model that he argued reflects different levels and types of psychological needs. Maslow's Theory claims that human needs are ordered in a hierarchy or pyramid: physiological needs, safety needs, belongingness and love needs, esteem needs, and self-actualisation needs (Maslow, 1954). This five-step model has been extensively used in the business and management literature. Maslow saw these different types of needs as being arranged in an ascendant succession, with lower-level stages always being dominant and needing satisfaction before the next level becomes a strong motivator. Therefore, lower order need have to at least partly satisfy before a higher order need become important. Additionally, he argues that the only motivating need is one that is unfulfilled. Overall, Maslow describes a

process in which individuals move from having to satisfy their primary needs onto increasingly complex secondary needs until they reach a stage of having to address issues of self-awareness or self-actualization.

In terms of motivating factors, at the lower end, the company can use extrinsic motivation as evidenced by their great reward power. With extrinsic motivation, it means that workers are motivated by tangible rewards such as high pay. Even though there is not a lot of evidence from empirical studies proving that people actually pass sequentially from one level to another, the idea that there are different levels or broad types of motives and needs appears to be a reasonable one.

McClelland's Three Motives: McClelland (1961) suggested that employees are driven by three motives: the needs for achievement, power and affiliation. Primary among these is the need for achievement, which McClelland (1961) describes as "a desire to do well for the sake of inner feeling of personal accomplishment." McClelland was the pioneer in researching this area and showed that individuals with a high need for achievement had to have more achievement satisfaction. Second, McClelland (1961) saw power motivation as the crucial element in understanding and predicting managerial success, although this power needs have to be presented within an appropriate motivational context to get the desired result.

The revised theory states that power motivation may be manifested in behaviour in a variety of ways and that different individuals develop different characteristic modes of expression, one of which is managing. It is important to note that affiliation motivation, which in earlier formulations had received relatively little attention insofar as theoretical statements involving the field of organizational behaviour were concerned, now assumes a significant role. This is because, in the revised theory, it is argued that strong affiliation motivation interferes with and undermines effective managerial performance and so the consequences for managerial effectiveness would be negative if affiliative needs are too strong.

Herzberg's Motivation-Hygiene Theory: Herzberg's motivation-hygiene theory is also called the two-factor theory because of the dual nature of its approach to identifying the sources of job satisfaction, and eventually job motivation. From his research, Herzberg created a list of factors that contribute to satisfaction at work, which he called motivation factors, as well as an entirely separate list of factors that contribute to dissatisfaction, which he called hygiene factors. In this theory, Herzberg et al. (1959) argued that a set of intrinsic factors motivate behaviour, including responsibility, advancement, achievement, the work itself and recognition. On the other hand, he argued that extrinsic factors de-motivate workers, including salaries, company policies and relations with co-worker and quality of supervision. Overall, the main thrust of his argument is that the factors that cause satisfaction are not the same things that cause dissatisfaction. For example, the terms of assessment and promotion, the perceived fairness of the decision making process is crucial for commitment and therefore managers should clearly communicate clearly how decisions are made and why some people and not others did get promotions. Herzberg's extrinsic (hygiene) factors are similar to Maslow's physiological and safety needs and include factors such as supervision, working conditions and salary. On the other hand, Herzberg's intrinsic factors are similar to Maslow's higher order needs and include factors such as recognition, achievement and the work itself.

Overall, Herzberg argued that there are a set of features that should be built into jobs to make them satisfying and motivating. This is because an organization that removes the causes of dissatisfaction (hygiene factors, which are not intrinsic to the content of the work itself) would not lead to job satisfaction; it would only reduce job dissatisfaction. On the other hand, individuals can only be satisfied and motivated if motivation factors are used. Thus, based on this, he argues that staff motivation can be increased by introducing basic changes in the nature of an employee's job. This 'job enrichment' can be achieved by redesigning jobs to allow for increased challenge and responsibility, opportunities for advancement and personal growth and recognition.

It is important to note that Herzberg et al. (1959) argue that if the basic factors are missing (hygiene factors), such as appropriate levels of financial compensation, workers will be dissatisfied irrespective of whether other factors are present. For this reason, some people have put emphasis on financial incentives. Hicks and Adams (2003) argue that one way to motivate staff within an organization is through the use of incentives. Incentives, they argue are a means to favour certain behaviours in order to reach defined objectives and are important because they can influence key determinants of performance and can encourage people to stay on a job. Whilst this argument may be true, incentives are in various forms and different people prefer different forms of incentives. Therefore, though an organization may offer good incentive schemes such as payment of tuition fees for external courses, those staff who are no longer interested in further education may not find these as good incentives and may not be motivated to work.

Integrated Model of Work Motivation: The theory foundation for this study will be based on the integrated model of work motivation formulated by Locke and Latham (2002). The model illustrates how an individual's values and personality can be affected by his needs, which affect his choice of goals, satisfaction or dissatisfaction while determining his actions. The integrated model of work motivation formulated by Locke and Latham (2002) is a good way of discussing motivation theory in a comprehensive way. The first item in this integrated model is 'needs' and Maslow's hierarchy of needs is important here and includes growth needs (self-actualization and esteem needs) and deficiency needs (psychological, safety, social needs) that drive employees. However, it is possible for an employee to be satisfied with his need, but not be adequately motivated and so a study of motivation needed to go further than needs. The other aspects of the model are discussed briefly below.

Goal-Setting Theory posits that one's behaviour is motivated by their intentions, goals and objectives (Locke & Latham, 2002). Goal-setting theory is probably the theory of motivation that has been most useful to psychologists and organizations. In this context, feedback is important since it is difficult for an employees' behaviour to be directed by goals without receiving feedback on how well they are heading towards attaining the set goals. Vroom's expectancy theory also highlights the importance of goal setting in motivating employees. Research has proven that a person is highly motivated to achieve a goal with ample commitment. This could be because one's self-esteem and sense of self-worth are involved in achieving the goal. However, when a goal is too complicated, it could diminish the employees' motivation, as there will be a low possibility of attaining the goal. However, the more difficult the goal, the greater the sense of achievement and accomplishment the employee feels when

the goal is finally achieved. Hence, even if the probability of accomplishing a difficult goal is low, employees might tend to be more motivated in achieving these goals than the easier ones.

Self-Efficacy and Social-Cognitive Theory: As regards the effect of motivation on task performance, Bandura's concept of self-efficacy has been discovered as the strongest of all theories (Locke and Latham, 2002). Self-efficacy is the belief in one's ability or the likelihood that one will be able to perform a difficult task successfully. This term is becoming important in most modern theories of work motivation. Researchers have found that high expectancy and self-efficacy play an imperative part in spurring goal commitment and thus yielding high performance.

Psychologist Fritz Heider first developed the attribution theory. He proposed that people's actions are dictated by their perceptions and beliefs about what they saw, even if their beliefs about what they perceived were invalid. Heider proposed that what people perceived and believed about what they saw dictated how they would act, even if their beliefs about what they perceived were invalid (Locke & Latham, 2002). In a bid to distinguish types of attribution and appropriate response behaviours, Heider's proposed theory of attribution was further developed by psychologist Bernard Weiner. He proposed that achievement-motivated individuals attribute their success to themselves, their effort and hard work. While they attribute their failures to their lack of extra effort, they tend to try again if they fail because they believe that they can succeed with greater efforts. In contrast, individuals with a low drive for achievement consider hard work and effort as irrelevant. They attribute their own failures to other factors and view their success as a consequence of luck or the easy nature of the task.

Harold Kelley provided a final development to attribution theory. He suggested that individuals could establish the validity of their perception by using consistency, distinctiveness and consensus (Locke and Latham, 2004). In this context, consistency refers to the steadiness of a specific exhibited behaviour in comparison to other behaviours of the individual. Also, distinctiveness refers to if the specific exhibited behaviour occurs when performing a particular task in comparison to other general task. Lastly, consensus refers to if the specific exhibited behaviour is unique to the individual or if it has been widespread amongst other individuals.

The study of attributions is essential to management because a managers' and employees' judgment and actions may be influenced by perceived causes of behaviour. Managers must frequently observe employee performance and make related judgments. If an employees' poor performance were attributed to a lack of effort, then the outcome for that employee would probably be negative. Alternatively, if an employees' poor performance were attributed to a lack of skill, the manager may assign the employee to further training or provide further instructions, which will motivate the employee to perform better. Making an inaccurate judgment about the causes of poor performance can have negative repercussions for the organization.

Job Characteristics Theory: Job characteristics theory is the eleventh element as an employees' satisfaction or dissatisfaction depends on the job itself and the organization. In 1960, a widely accepted hypothesis stipulated that employees get bored and dissatisfied with easy and

routine work, while they get motivated by complex and interesting task. This theory was developed by Hackman and Oldham based on Herzberg's hygiene theory. The model establishes the correlation between features of the job or employee and job satisfaction or performance. It also highlights the need to establish the related psychological variables.

The job characteristics model has five main elements: skill variety, task identity, task significance, autonomy and task feedback (Fincham& Rhodes, 2005). These elements are aspects of jobs that can be changed or enhanced to have positive motivational impact on the employees (Spector, 2000). The model also shows consistent validity with regards to job satisfaction and the correlation between the core job dimensions and measures of satisfaction (Spector, 2000).

Distributive and Procedural Theory (Equity Theory): The final element is based on distributional and procedural equity. An employees' level of satisfaction is also influenced by an organization's policies and procedure. In terms of discipline, employees and managers are bestowed with the responsibility for solving performance problems. This may imply that sometimes, employees need to be disciplined in some certain ways. It is pertinent for every organization to build a structure of justice in which they can exercise rules and procedures. Also, it is expected that the manager adopts harsh discipline in certain situations.

Employees will develop a feeling of fairness in treatment if rewards and punishments are applied correctly. The treatment of other colleagues is the main source of this feeling. It is on this basis that the equity approach to motivation is formulated. This is the basis for the equity approach to motivation (Aguinis, 2012). The equity theory of work motivation emanates from the balance theories of social psychological theory. Balance theories assume that individuals have a set of convictions in which they strive to maintain a balance. Imbalance is a source of motivation to attain balance.

Alabi and Alabi (2014) examined the factors that influence leadership effectiveness of deans and the concept of competence of deans using the evolution of deanship as a welfare system to a system of accountability in Ghana. The study explores what defines leadership competence in Higher Education in Ghana and how the process of becoming a dean can influence effective performance. Using a qualitative approach, data was collected from 38 respondents from three public Universities in Ghana. Five core themes for leadership competences were identified and these include personal competences, visionary competences, administrative competences, people competences and networking competences. The study found that the effectiveness of deans is largely influenced by inadequate leadership competences and grooming, absence of clearly defined and well communicated job descriptions as well as performance management practices that seek accountability of deans in Ghana. The study recommends the appointment of deans through standard recruitment practices, rather than election or selection. It also recommends leadership assessment and training for leadership competences before a dean takes office. Gupta (2013) examined the determinants of business excellence such as leadership styles, Organization type and strategies, Growth strategies adopted by successful firms, critical success factors, and perceptions of companies about what constitutes excellence. A total of 75 top listed companies were drawn from India to study various aspects of business excellence. It was found that firms

have adopted multi-tasking teams as well as strong core values, strong leadership, and customer loyalty.

4. Nigeria's Experience with Reforms for Enhanced Service Delivery

In Nigeria, several efforts to entrench the qualities of leadership with excellence in public office holders have been anchored on various reforms. For instance, the Budgeting and Budget Management Reforms commenced in 2003. The rationale for budget reforms immediately after the transitioning to a democratic regime was due to the deplorable state of public financial management in the country. The annual budget deficit was high, leading to huge government borrowing. Similarly, budget performance was low, attributed mainly to delay in budget passage and capital releases for development purposes. It therefore became imperative to launch PFM reforms to address these challenges. The objectives of the reform are to reduce the excessive share of the budget being allocated to the public service by way of personnel and overhead costs (estimated at over 60%); to reduce the cost of governance in general and improve resource management by curtailing wasteful expenditure; increasing the level of productivity and efficiency; and overall, ensure budget discipline (adherence to limits). The MDAs involved in ensuring successful operation and implementation of these reforms are the Ministry of Finance, Budget Office, Bureau of Public Procurement and Office of the Accountant General of the Federation.

Cash Management Reforms and Treasury Single Account: The need for reforms in the management of government funds arose from the anomalies which characterized the collection of revenue and disbursement of same to priority agencies, prior to the cash management reforms. The cash management system was dominated by poor cash planning, which consequently affected budget implementation. A disconnect between released funds and priorities of MDAs, and late remittances of revenue by government agencies to government coffers. The objective of the reform is to establish an efficient and effective Government cash management system so as to enhance service delivery in a transparent manner. The Institutions that play dominant role in the execution of this reform include: Office of the Accountant General, Central Bank of Nigeria and Ministry of Finance.

The New Classification and Public Accountability Reform was initiated in 2011. It laid the foundation for the establishment of the Government Integrated Financial and Management Information System (GIFMIS). This initiative mandated MDAs to adapt the new Charter of Accounts (COA) in the budget execution. The COA provides a robust mechanism for the classification of public resources under the budget. It also ensures the tracking of receipts and payments during the process of budget execution in order to minimise misappropriation. The main objective of the reform is to adopt more transparent, modern economic and financial management systems and processes that are less prone to corruption and meets key PEFA indicators.

The adoption of the International Public Sector Accounting Standards in 2015 was a major landmark in the public sector accounting system in Nigeria. The IPSAS would enhance the quality, consistency and transparency of public sector financial reporting by the tiers of government and other public sector agencies in the country. The reform was initiated to improve the quality and comparability of Financial information reported in line with the best practices by Public sector entities around the world. The main objective of IPSAS is to ensure

quality, consist and transparent standard of public sector financial reporting in the country. The MDAs responsible for the implementation of IPSAS is the Office of the Accountant General of the Federation.

The launching of the Accounting Transaction, Recording and Reporting System (ATRRS) accounting software is one of the series of reforms that have taken place in ensuring an efficient Public Financial Management in the country. The ATRRS facilitates accounting transactions and ensures that accounting reports conform to the standard Treasury practice. The objectives of the reform are the Computerization of Government Accounting System and ensuring seamless capturing of accounting transactions. Also, the reform is expected to facilitate ease of reconciliation of MDAs Accounts leading to timely production and submission of reports from them. In addition to this, it would lead to production of Annual Consolidated Financial Statement of the Federal Government. Office of the Accountant General of the Federation is the principal office handling the operation of ATRRS. The strategies put in place for implementation of the system is basically software development and upgrades which are built on access-based platform.

Modernization and Internal Audit: The motive behind the raising of the standard of the internal audit process was to ensure that the public sector internal audit improves the performance of government's operations. The main objective is to raise the level of public internal audit with a view to ensuring that the government internal audit function adds value to government's operations, thereby contributing to the success of the Economic Reform and Governance Project (ERGP). Office of Auditor General and the Ministry of Finance play crucial role in the implementation of this initiative.

The Fiscal Responsibility Act (2007) was enacted to ensure prudent management of the nation's resources through improved and efficient resource mobilization, allocation, and fiscal sustainability. The Act lays the framework for the preparation of the Medium Term Expenditure Framework (MTEF) document on which the annual budget is hinged. The objective of the Act was to promote prudent management of the country's resources, ensure long-term macroeconomic stability, and secure greater accountability and transparency in fiscal operations within the medium term fiscal policy framework. The Act also established the Fiscal Responsibility Commission. The Fiscal Federal Responsibility Commission serves as a major office that enforces the provisions of the Act.

The public procurement reforms were initiated at various periods between 2001 and 2007. The Budget Monitoring and Price Intelligence Unit (BMPIU) metamorphosed into the Public Procurement Act (2007) which gave legal backing to public procurement reforms in the country. The Act provided guidelines to the public procurement processes in order to avoid irregularities in the award and execution of contracts which characterized public procurement prior to the reforms. The objective is to establish the Bureau of the Public Procurement to harmonize existing government policies and practices on public procurement and ensuring probity, efficiency, accountability and transparency in the procurement process. The office responsible for the implementation of these reforms is the Bureau of Public Procurement.

Establishment of the Debt Management Office: The Debt Management Office was established in 2000 to centrally coordinate the management of the country's debt. Prior to its

establishment, the Federal Ministry of Finance and the Central Bank managed the public debt, thus leading to operational inefficiency and poor coordination. The main objective of the DMO is to improve the nation's borrowing capacity and manage debt efficiently to promote economic growth and development. It also prudently raises finances to fund government deficit at affordable costs. The Debt Management Office has sole responsibility of managing the debt profile of the country.

Establishment of the Excess Crude Account (ECA) (2004): The Excess Crude Account (ECA) was established in 2004 as a buffer for stabilizing the economy during periods of negative economic shocks. The difference between the prevailing crude-oil market price and the annual budget benchmark is transferred into the ECA. The main goal of the ECA is to serve as stabilization Fund and subsequent launching of the Sovereign Wealth Fund to manage the ECA.

The Strategies and Implementation Procedure of the ECA included the establishment of the Sovereign Wealth Investment Authority. The authority manages the Fund and invests in three pools of capital namely; the *Nigerian Infrastructure Fund, Future Generations Fund and the Stabilization Fund*.

Tax Reforms and National Tax Policy (2010) -enactment of the FIRS Act 2007-Tax Appeal Tribunal (2010) -Taxpayers Identification Number (TIN). Tax reforms commenced in the 2000s, with the submission of the reports of the Study Group (2002) and Working Group (2003) on the Nigerian Tax System. These reforms were aimed at improving the efficiency and effectiveness of the tax system that existed in the country. Prior to the reforms, tax system was characterized by high tax evasion and huge tax collection costs. This led to the merger of the different VAT and Area Tax offices in 2004, to be known as Integrated Tax Offices. The FIRS Act of 2007 granted financial and administrative autonomy to the agency. The introduction of electronic tax payment systems was to bridge the gap between VAT collection and remittance. The Federal Inland Revenue Service is the main office that administers these reforms.

National Planning Commission -The National Economic Empowerment and Development Strategy (NEEDS) 2004. The National Planning Commission is saddled with the responsibility for setting national priorities and goals for the economy. One major function of this agency is to ensure proper linkage between planning and budgeting. It therefore plays a key role in the budget process. National plans including the NEEDS, which was Nigeria's home-grown development strategy plan was managed by the National Planning Commission. It also oversees the Nigeria Vision 20:2020 and the Transformation Agenda. The objectives are to monitor and evaluate the report of MDAs performances. This is done through a Scorecard. It also makes sure that Budget performance report is published regularly in order to track the performance of the budget and ensure greater transparency in implementation.

The Strategies and Implementation Procedure for NEEDS was tied to both sectoral and fiscal targets in the annual budgets. Furthermore, state governments were directed to develop their own version of the development strategy, known as SEEDS.

The NV 20:2020 is a long term for driving Nigeria's economic growth, launching the country into a sustained and rapid socio-economic development. By the year 2020, the country is

expected to be ranked among the 20 most vibrant economies of the world. The GDP is projected to reach a minimum of \$900 billion and per capita income at \$4,000 per annum.

The plan was launched in 2009 and the blue print articulates the economic growth and development strategies for the 11-year period (2009-2020). This long-term plan is hinged on medium-term national development plans. The NV 20:2020 builds on the principles and thrusts of the National Economic Empowerment and Development Strategy (2004-2007) and the Seven-Point Agenda which commenced in 2007. The objectives of the NV 20:2020 focus on optimal human and natural resources required to achieve rapid economic growth and translating same into equitable social development. The emphasis is the promotion of an inclusive economic growth. The plan is built on four dimensions.

Transformation Agenda: The TA was launched in 2011 by the President Jonathan's administration and the plan is meant to run from 2011 to 2015. The plan identifies key policies, programmes and projects to be embarked upon during the five-year plan. The TA is hinged on the Vision 20:2020 and the first National Implementation Plan (NIP). The objective of the programme is to provide direction for the government during the 2011-2015 administration by focusing on key sectors of the economy.

ERGP (2017 – 2020). Nigeria's slide into a recession in 2016, which has been attributed to poor resource mismanagement of past administration, motivated the need for a policy framework to coordinate policy and programme implementation. This gave rise to the Economic Recovery and Growth Plan of the Federal Government (ERGP) 2017 – 2020. The broad strategic objectives the ERGP are:

- To restore growth;
- Invest in our people; and
- To build a globally competitive economy

The document recognized the effect of the drop in global crude oil price as a major source of macroeconomic instability in Nigeria. Declining foreign reserves, weakening purchasing power of the naira, rising inflation rate and unemployment rate, were other sources of macroeconomic instability identified in the document. The document adequately emphasizes the factors that contributed to macroeconomic instability, and situates them within the context of the objectives of the ERGP (2017-2020).

The ERGP (2017-2020) has the following objectives:

- (1) To restore macroeconomic stability;
- (2) To pull the economy out of the current recession, and re-launch it on a path of sustained economic growth,
- (3) To stabilize the monetary, external and fiscal environments, and
- (4) Create enough jobs to reduce the rate of unemployment

Against the backdrop of the objectives, the document spells out three scenarios for the Nigerian economy going forward. The three scenarios, each of which has different implications for the goals of early economic recovery, job creation and for enhancing inclusive/sustainable growth are: (i) Do nothing scenario; (ii) Introduce basic macroeconomic reforms; and (iii) Implement the ERGP.

Despite efforts by the present administration to tackle corruption, recent evidence from reported cases and rankings by anti-corruption institutions, shows that there is need for more innovation to tackle the menace.

Table 1: Corruption Perception Index for Nigeria: 2000 – 2018

Year	Old ranking (scale of 0 - 10)	New ranking (scale of 0 - 100)	out of countries
2000	1.2	12	90 out of 90
2001	1	10	90 out of 91
2002	1.6	16	101 out of 102
2003	1.4	14	132 out of 133
2004	1.6	16	144 out of 145
2005	1.9	19	152 out of 158
2006	2.2	22	143 out of 163
2007	2.2	22	147 out of 179
2008	2.7	27	121 out of 180
2009	2.5	25	130 out 180
2010	2.4	24	134 out of 178
2011	2.4	24	143 out of 182
2012	2.7	27	139 out of 176
2013	2.5	25	144 out 177
2014	2.7	27	136 out of 175
2015	2.6	26	136 out of 168
2016	2.8	28	136 out of 176
2017	2.7	27	148 out of 180
2018	2.7	27	144 out of 180

Source: Transparency International Corruption Perception Index, 2018

Nevertheless, Nigeria's ranking in 2018 improved to 144 out of 180 countries from 148 out of 180 countries in 2017.

Data for 2012-2017 on Corruption Perception Index shows that effort the ECOWAS sub region have not demonstrated serious commitment in tackling corruption the region. While this general view reflects the position of countries like **Nigeria, Ghana**, Liberia, Cape Verde, Guinea-Bissau, Mali, Benin and Niger; the consistency in tackling corruption in **Burkina Faso, Cote D'Ivoire** and **Togo**. When compared to countries in the BRICS, the general picture is also one that reflects inconsistent effort in tackling corruption. **India**, however, stands out in recording consistent efforts in talking corruption.

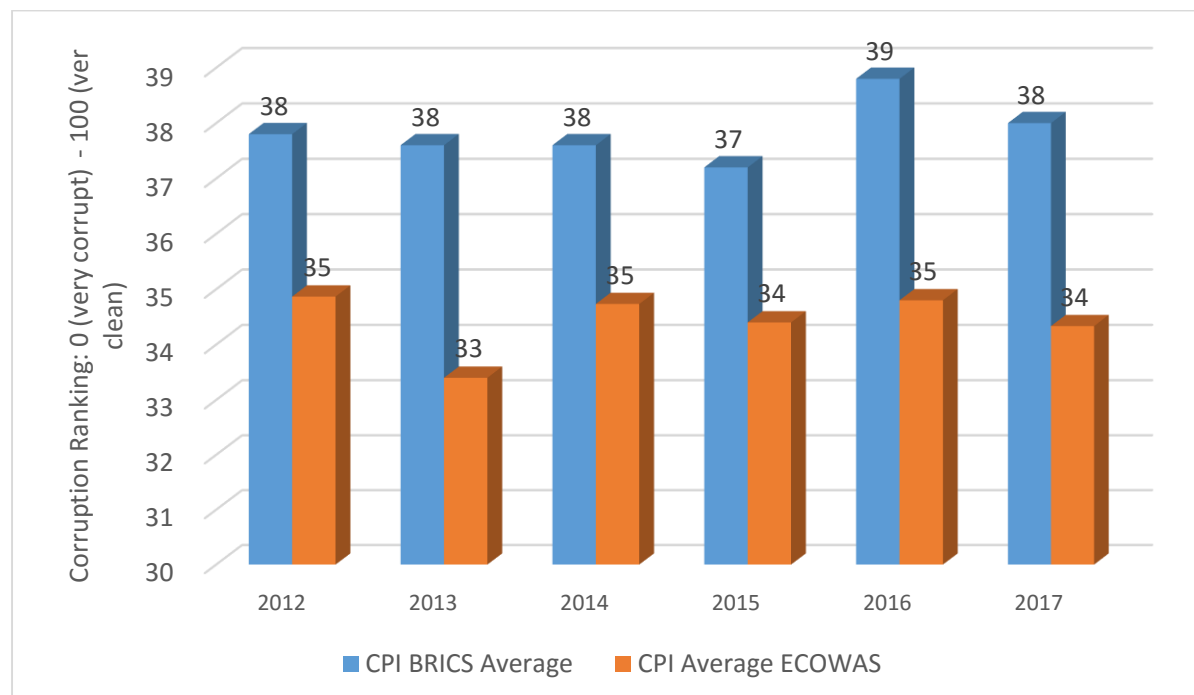


Figure 1: Corruption Perception Index in BRICS and ECOWAS Countries
Source: Transparency International, 2018

Methodology

This paper investigated how leadership styles influence organisational efficiency in both private and public sector in Nigeria. Primary and secondary data were utilized for this study. The primary sources include questionnaire, while secondary sources include textbooks, official documents, journals, magazines, publications, seminars, dissertations, internet materials and library work.

Study Population

A sample size of 100 respondents constituting a sample fraction of 10% of the respondents was selected from a proportionately selected public and private sector organisations in Lagos State, Nigeria using a simple random sampling technique from 1,001 of total population out of the 100 questionnaire administered, 99 was retrieved with 1 unrecovered. The paper analysed the effect of leadership styles on organisational efficiency in both private and public sector in Nigeria and assess the relationship between the managerial leadership style and employees' commitment to organisational efficiency in Public and Private Sector in Nigeria. Data collected were analyzed using appropriate descriptive and inferential statistics

Table 1: Effects of Leadership Style on Organizational Performance in Public and Private Sector in Nigeria

VARIABLES	STRONGLY AGREE		AGREE		UNDECIDED		DISAGREE		STRONGLY DISAGREE	
	<i>f</i>	%	<i>F</i>	%	<i>F</i>	%	<i>F</i>	%	<i>f</i>	%
Leadership styles determined positive relationships with the employees, which enhances the organizational performance	32	32.3	41	41.4	5	5.1	16	16.2	5	5.1
Leadership styles gives recognition/rewards when employees reach their goals	29	29.3	39	39.4	14	14.1	11	11.1	6	6.1
Leadership styles creates channels of communication between the management and employees enhancing quality performance	20	20.2	36	36.4	14	14.1	19	19.2	10	10.1
Leadership styles offer supervision and direction that aid achievement of organizational goals	11	11.1	42	42.4	16	16.1	15	15.2	15	15.2
Through information sharing, Leadership styles identify the needs of employees and the organization	8	8.1	41	41.4	25	25.3	13	13.1	12	12.1

Source: Field Work, 2019

In table 1, 73.7% of the respondents were of the view that leadership styles determined positive relationships with the employees, which enhanced the organizational performance. This implied that there is a cordial relationship that brought about efficiency in organizational performance. Moreover, 68.7% of the respondents averred that leadership styles gave recognition/rewards when employees reached their goals. The implied that there is always a reward for hard-work, efficiency as well as result oriented employees in the organisation. As revealed in table 1, 56.6% of the respondents noted that leadership styles created channels of communication between the management and employees thus enhancing quality performance. This implied that communication flows among employees and employers improved employees work performance. Moreover, 53.5% of the respondents were equally of the opinion that leadership styles offered supervision and direction that aided achievement of organizational goals. Impliedly, directions and quality supervision were offered by the existing leadership styles in the organisation and these facilitated achievements. Table 1 showed 76% of the respondents' agreement to the assertion that through information sharing, leadership styles identified the needs of employees and the organization. This implied that information sharing results in identification of needs for the advancement of the organisation goals and objectives through the instrumentality of employees as determined by existing leadership styles in place.

Table 2: Relationship between the Managerial Leadership Style and Employees' Commitment to Organisational Efficiency in Public and Private Sector in Nigeria

VARIABLES	STRONGLY AGREE		AGREE		UNDECIDE D		DISAGREE		STRONGLY DISAGREE	
	<i>f</i>	%	<i>f</i>	%	<i>F</i>	%	<i>F</i>	%	<i>f</i>	%
Managerial leadership style does not impose policies on employees	27	27.3	36	36.4	10	10.1	21	21.2	5	5.1
Managerial leadership style relies on its own judgment when passing performance requirements	26	26.3	35	35.4	19	19.2	12	12.1	7	7.1
Managerial leadership doesn't maltreat employees even when they express different view from that of management	18	18.2	30	30.3	20	20.2	19	19.2	12	12.1
Managerial leadership style offers needed support to meet employees' duties.	10	10.1	42	42.4	17	17.2	13	13.1	17	17.2
Managerial leadership offers comfort to employees in lines of duties execution	18	18.2	40	40.4	16	16.2	9	9.1	16	16.2

Source: Field Work, 2019

In table 2, 63.7% of the respondents noted that managerial leadership style does not impose policies on employees. This implied that policies are freely observed in the organisation. This was particularly done in consultation with employees during the process of policy formulation in order to guide decision making that will shape the direction of sectoral activities. Moreover, 61.7% of the respondents' view affirmed managerial leadership style reliance on self-judgment when passing on performance requirements affected relationship between management and employees. The implied that managers determined what was best for organizational efficient performance. No leader can operate in isolation of his or her members, particularly when assessment on performance requirement came up.

As revealed in table 2, an average 48.5% of the respondents affirmed that managerial leadership never maltreated employees even when they expressed different view from that of management. This implied that employees' views on work duties/roles were not punished; even when it did not conform to organizational standardize decision. Managerial leadership style gave room for information and opinion sharing, which could bring about cross-fertilization of ideas resulting in public and private sectoral advancement. Moreover, 52.5% of the respondents demonstrated consent to the assertion that managerial leadership style offering of a much needed support to meet employees' duties. Impliedly, managers offered supports to employees in the areas of performing job roles and getting expected desired results. Table 2 showed a positive 58.6% of the respondents' view on the assertion, that managerial leadership offered comfort to employees in lines of duties execution. This implied that managers made job roles and execution very easy for employees without necessarily

making supervision tedious. Indeed, there are cases where managerial leadership support needed to ensure that employees did not lack tools in carrying out their duties, which this section captured to be positive with the respondents.

Overall, the tables showed that organisational efficiency in the public and private sector in Nigeria is largely determined by leadership styles that each organisation adopts. However, it is not out of place that employees sometimes can be recalcitrant and uncontrollable thus making it difficult for leaders to provide necessary guides that will shape the development and growth of their institutions. In some cases, autocratic leadership style can also contribute negative impact. Invariably, this affects performance and extensively constraint employees' commitment to organisational efficiency as the case may be. From the foregoing, leadership style has a lot of influence on how efficient organisations in public and private outfits perform in their various field of operations.

Discussion of Findings

Findings of the study revealed that leadership style on organizational efficiency usually have a positive relationship with the employees, which in turn enhance the organizational performance. Findings equally showed that managerial leadership style affects recognition/rewards when others reach their goals. Also, there are channels of communication between the leaders and the employees, equally which enhances quality performance. It was equally discovered from findings that provision of essential developmental requisite initiation are usually prompted by the leaders. Through information sharing, their supervisors identify the needs of the employees and the organisation. On the effect of leadership style on organizational efficiency, findings showed that employees' quality of performance were relatively low as well as productivity of both public and private sector as determined by leadership style in place though the performance of leaders at their various calling coupled with managerial styles results in output and organizational efficiency. Findings of the study revealed that leaders do not impose policies on employees' in the organisation. Moreover, managerial leadership style mostly rely on its own judgment when passing on performance requirements and whenever they have a different view from that of their employee, they are not maltreated. Also revealed from findings is the fact that while employees' are given the needed support by their leaders to meet their duties, they are comfortable with their managers' leadership styles.

5. Conclusion and Recommendations

The study explored leadership style in organisation and attempted to identify factors that can be termed determinants of leadership with excellence. The traditional way of doing things has been superseded by a much more dynamic and open approach to innovation. Driving such process are persons with leadership excellence. Co-creation is part of this next-generation approach. It is this intrinsic approach that distinguishes leadership from leadership with excellence. Organizations are bringing stakeholders into the innovation process to help create new products, services and projects and to work out how to deliver value in new ways. Part of the shift to co-creation involves a move from a solutions-based approach to a collaborative one. It involves working together to create and sell solutions. However, while working together would help to provide better result, employees and persons who can deliver effective result must be at the helm of the leadership. The study concluded that leadership styles has a significant effect on organisational efficiency and to a large extent determines public and

private sector growth. To nurture and foster public and private sector business environment where excellence strives, effective leadership that is premised on the motivation of the leaders. Some suggestions to achieve involve:

Need for a new policy framework the public sector that is built on pro-active public institutions. Communication between leaders and employees is an essential requirement to foster cordial relationship that will advance efficiency in organisations of both public and private sector. Enhancing administrative efficiency: eliminate addressing administrative burdens towards experience-based and outcome-oriented focus approach, e.g. through specialised workshops and methods development. Employees' job roles and duties should be made simpler in the course of execution. This is necessary in order to enhance efficient performance. Increased use of ICT tools, e.g. the e-government Action Plan. Transparency and trust: Creating exploratory programmes to rethink how public authority, compliance and exercise of control can be balanced with end-user focus, professional service experience, and emphasis on outcomes. Prizes and research programmes for public sector excellence. Ensure, where relevant, that there are explicit award criteria focusing on public sector innovation. Mobilise public managers and staff to become stronger, more focused on positive change and innovation in the public sector. Foster open collaboration with actors outside the public sector to tackle tough societal challenges. Transform the mind-set of public agencies and develop a culture that prioritizes innovation in the Public Sector. Equip senior public servants and empower them with the right skills to innovate (technical and management skills, leadership, networking spirit); and ensure innovative approach of coaching and peer-learning.

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