Review Article

Leadership Skills and Organizational Productivity in Nigeria

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Abstract: The principle point of each organization is to support competitive advantage and viewed as compelling between the requests of different partners and the needs of the employees. Leadership is defined as the ability to articulate a vision, persuade people to achieve outcomes, promote teamwork, and set an example. This study examined transformational leadership and skills which promotes autonomy, fosters relevance, accountable and self-aware on the other hand organizational productivity was also examined and factors like motivation, commitment, innovation/ creativity and profitability were discussed. Literature review method was employed to gather relevant information concerning leadership and organizational productivity. The study concluded that there is positive relationship between leadership skills and productivity in the organization. The study therefore recommended that leaders should learn how to manage relationships and communicate with subordinates /employees freely by valuing their talents and contributions they make to the organization.

Keywords: Leadership Skills, Productivity, Employees, Partners.

INTRODUCTION

Many organizations today have failed as a result of the management team's ineffective leadership style; the workers in these organizations are not well organized, controlled, or coordinated; the effect of this attitude stems from ineffective leadership style, a lack of leadership skills, low productivity, high operating costs, and an uncooperative attitude among employees, among other factors. All of this could eventually lead to the organization's dissolution.

Leadership is defined as a process in which one or more people persuade a group of others to take a specific action. The term "leadership" has been employed in a variety of contexts, including social work, academia, politics, and business. Messick and Krammer (2004) claim that an individual's ability to demonstrate leadership attributes is influenced not just by his personal characteristics and abilities, but also by the circumstance and environment in which he finds himself. So, assuming an individual trust that their personal objectives and aspirations may be realized through the organization, he or she will support it; if not, the person's interest will wane. Leadership happens when one group member alters the inspiration or capability of others in the group. Nongo (2009) opined that leadership has to do with inconsistent conveyance of power among pioneers and group individuals. Members of a group have power, but leaders typically have more. Rachin (2001) claims that leadership is inextricably linked to the practice to which people devote themselves.

Jamil, Bini, Kerry *et al.*, (2010) observed that since the employees at work are at ease in terms of professional and work mobility, managerial actions should be aimed at attracting their commitment to organizational goal. Kuang (2007) also noted the increase level of labour turnover and mobility amongst employees due to managerial modes of leadership that result to frustration and anxiety which has implication on overall performance. The ensuing level of

competitiveness across sectors require a workforce that will remain committed to strategic organizational actions encouraging innovative practices and sharing knowledge that position the organization within her environment.

Some businesses are having trouble finding effective executives with the right attitude, knowledge, intelligence, and experience to lead. There are various kinds of leadership; however the transformational leadership style is used in this study. Because both sides work toward the welfare of the business, powered by shared ideas and ideals as well as mutual trust and respect, the transformational leadership style is more effective, productive, innovative, and satisfying to followers. Transformational approach to deal with driving and improving work organizations have been emphasized as a contemporary approach to stimulated commitment at work. Iyang on his part competes compelling administration as a novel approach to coordinating representatives with the association to accomplish its vision or goals and that generally, the viability of a leader is reliant to the style embraced by supervisors which he says is key to the management of organizations. In the same vein, Edem observes that a company's failure or success affects its subordinates, consumers, and agencies both inside and beyond the business. According to McGregor (1978), leadership is perhaps the main indicator of a company's, organizations, or nation's success.

According to Ukeje and Okorie (1990), administration decides if an association, country, or endeavour succeeds or fails, earns a profit, or develops or underdevelops. Leadership, according to Arnold and Feldman (1986), is an influence process.

Essentially the discourse on the connections among administration and organizational productivity has been skewed towards the affective aspects of commitment considering the behavioural expression of the concept that are emotionally and psychologically laced. Just like Karayan (2007) had described it as an approach that centers on emotion and cognitive relationship between the manger and the employees which seeks to raise the consciousness of workers to remain committed to goals and achieving the overall performance objectives of the association. The leadership components that reflect its applicability are largely tailored towards behavioural outcomes that are emotional and not necessarily through value assessment (Jasherel, 2009) while this thinking has remained, there is a conceptual re-orientation that have insisted that though the leadership composition is an attempt to trigger an emotional employee attachment, at the long run the outcome may likely chained behavior towards achieving the desired goals of the organization in terms of improved productivity.

Technically, it might be said that productivity has long been the long-term goal of every work organization, from the smallest to the largest; the desire to be productive is meant to be the goal of everyone in the workplace. As indicated by TANGEN (2002), the idea of efficiency has been a subject of enquiry among intelligent people since more than two centuries before now and has been applied in a wide range of conditions on different degrees of collection in the financial framework.

Besides, the human relations scholars like Elton Mayor (1880-1949); Hosfede (1980, 1991, Oloko (1977) are of the view that efficiency in the work environment is because of humanistic factors, for example, the way of life, the group type, bunch standard, the educational foundation of the workers. To some, the causal factors for increased productivity in the workplace could be found in leadership, gender factors, political economic factors, and so on (McGregor 1987; McClelland, 1997), and to others, motivational packages could be a factor deciding individuals' way of behaving in the working environment (McGregor 1987; McClelland, 1997; Adam, 2001).

OBJECTIVES OF THE STUDY
The objectives of this study are to:
i)   To determine the impact of leadership in organization and productivity
ii)   To examine the relationship that exists between leadership skills and organizational productivity.

CONCEPTUAL FRAMEWORK
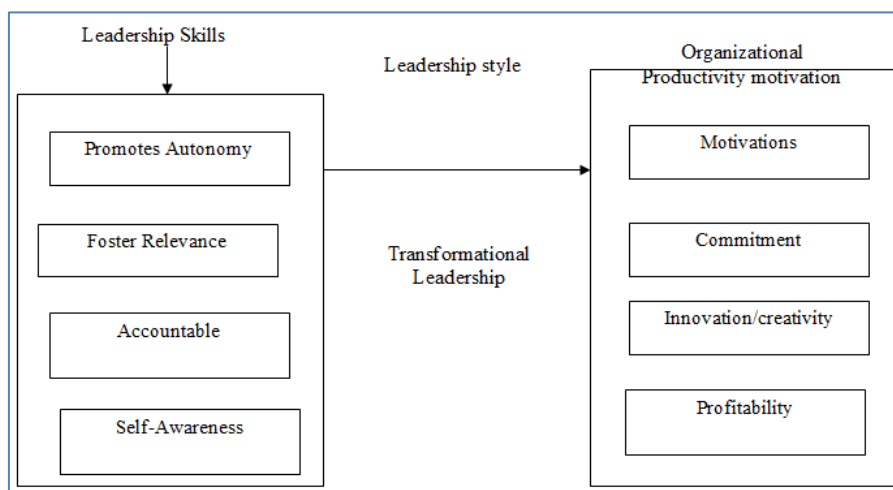
Source: Researcher's conceptualized data 2021

CONCEPTUAL REVIEW

Leadership means inspiring people to do their best to come up with a desired result. It has to with developing and communicating a dream for what's to come, motivating people and securing their engagement.

As defined by Dixon (1994:214): 'Leadership is nothing more than exerting such power over others that they tend to act in concert towards achieving, a goal which they might not have achieved so readily had they been left to their own devices. Leadership skills include the ability to:

- Inspire others
- Persuade others willingly to behave differently
- Clarify what needs to be done and why
- Communicate a sense of purpose to their team
- Understand as established by research conducted by Tamkin *et al.* (2010), that they cannot create performance themselves but are conducts for performance through their influence on others;
- Get their teams into action so that the task is achieved

To inspire, influence, and guide others is to lead them. Leadership is defined as the ability to persuade people to change their behavior freely. It is the process of motivating others to perform their best in order to attain a goal. Leadership, according to Stogdill (1950:3), is a "influencing process directed towards objective achievement."

What leaders do

Adair provided the most convincing analysis of what leaders do (1973) These important duties of leaders, he explained, are to:

1) Define the work: They make it crystal apparent what the group's responsibilities are.
2) Achieve the task – That is why the group exists, and its leaders ensure that the group's mission is carried out. If it isn't, the result will be frustration, discord, criticism, and, maybe, the group's collapse.
3) Maintain effective relation – between themselves and other members of the group, as well as among the group's members. These connections are useful if they aid in the completion of the task.

He suggested that demands on leader are best expressed as three areas of need which they must satisfy.

These are

1) Task needs: To get the job done
2) Individual needs: To harmonize the needs of the individual with the needs of the task and the group, and
3) Group maintenance needs to build and maintain team spirit

James MacGregor Burns coined the term "transformational leadership" in 1978 (Burns, 1978), and it is defined as "optimistic, trustful, and positive leaders who emotionally promoted teamwork and set innovations."

According to Dvur, Kass and Shamire (2004) transformational leadership includes the idea of commonly helpful objectives, motivation, emotional, connection, vision and common values.

Transformational leadership assists firms to attain/reach their objectives more proficiently by linking job performance to valued rewards and by making sure that employees have the resources needed to get the job done. Transformational leaders create a strategic vision, communicate that vision through enclosing and use of symbol, model the vision by "walking the talk" and acting consistently, and build commitment towards the vision (Avalia Basss and Jung 199) Mcshane and Van Elinow).

Transformational leadership joins with positive results on person as well as hierarchical levels. Transformational leaders inspire followers to pursue higher-order needs such as self-actualization and self-esteem (Bass, 1985), and they are powerful in shifting followers' motivation toward "self-sacrifice and organizational goals over personal interests" (Bass, 1995). Leaders with idealized influence show increased concern for and awareness of their followers' needs, as well as a sense of shared risk-taking" (Jung *et al.*, 2008). Intellectual stimulation stimulates followers to be more creative and imaginative in their problem-solving skills, whilst inspirational motivation provides a source of encouragement and challenges them to attain the stated goals.

Transformational leaders place a great value on their followers' relationships and show individualized concern when it comes to addressing their requirements for empowerment, achievement, increased self-efficacy, and personal growth. According to Cummings, Midodzi, Wongi, and Estabrooks (2010), "leadership style alone could not be linked to "patient mortality"; instead, the researchers looked at how patient mortality decreased when the organization had an associated and consistent organizational culture. Cummings *et al.* (2010) found that "leaders who practiced relational and transformational styles had better quality outcomes than those who demonstrated autocracy" regardless of style.

Idealized Influenced
This is a quality of a leader who inspires followers to look up to (and emulate) him or her. Idealized influence can be replaced with charisma. Idealized influence produces principles that inspire, make sense, and give individuals a feeling of purpose.

Idealized influence has a motivating effect. It shapes people's perspectives on what matters in life. Charismatic leadership is linked to idealized influence (Yuki 1999: Shamir *et al.* 1993). Leaders who are charismatic instill confidence in others. Their show of confidence in an adherent's readiness to make selflessness and capacity to accomplish exceptional objectives is a persuading animating power of glorified impact and job demonstrating conduct (House and Shamir, 1993). Pioneers that have confidence in their staff can accomplish extraordinary things. Pioneers who have glorified impact have a solid self-awareness assurance.

Maintaining self-esteem is a powerful and persistent social demand, according to Shamir (1993). These people have strong convictions and use regular contact to influence their followers, presenting themselves as role models and urging them to "achieve the company's vision and goals." They possess the necessary emotional stability and control. "These leaders direct their capacities to be masters of their own fate, transcending inner tensions." As indicated by Jhon Marshall (CEO, Solaris power). Job displaying, explanation, and values-creation are essential parts of idealized impact, furnishing adherents with a sensation of direction, meaning, confidence, self-assurance, passionate control, and certainty.

ii) Inspirational motivation: Instead of zeroing in on the leader's personality, inspirational motivation focuses on the principles of organizational life." (According to Bass and Avolio, 2004) Instead of smothering employees, the leader encourages them to participate in the organization's mission, which brings out the best in them. Preventing "experimentation and stifling originality merely frustrates employees who wish to contribute positively to the organization's productivity." Leaders that utilize this style empower their staff by giving them more authority and equipping them with the tools they need to pursue choices without management. Leaders who exhibit this kind of behaviour establish a high bar for their followers, as well as setting out open doors for individual and hierarchical development (House and Shamir 1993). By encouraging, working with, and granting autonomy to tough people, persuasive inspiration conduct produces vision, establishes communication, and manages them.

iii) **Intellectual Stimulation:** Intellectually stimulating leaders are those who "intellectually excite devotees, cause imagination, and acknowledge demands as a feature of their profession." They retain emotional equilibrium while dealing with complex issues rationally. They instill similar abilities in their employees as well. "The mentoring counseling, morale-building strengths of personalised consideration are emphasized in great part by the intellectual stimulation leadership method." Coaches and challengers (House and Shamir, 1993). "In other words, leaders who use this leadership strategy must first decipher the complexities of the undertaking, produce an internal compass for how it affects them and their employees, and then promote workers' participation in the challenge."

There are various levels of intelligence and motivation to work actively. It is the capacity to intellectually stimulate employees in addition a desire to participate actively in their profession. Rationality, innovation, consensual decision-making, mentoring, supporting, challenging, and involved are significant signs of intellectual stimulation."

iv) **Individualized consideration:** This is about the core transformational leadership trait of seeing people as important supporters of the workplace. Such leaders show concern for their employees' needs and are capable of promoting and coaching the improvement of wanted workplace behavior. Their role shifts between participative and autocratic. In a nutshell, "basic characteristics of individualized consideration" include reassurance, individual care and coaching, in addition to exposed and collaborative approach.

Leadership Skills

Leadership abilities are those that allow you to organize others to accomplish a shared objective. Motivating others to execute a sequence of tasks, typically on time, is a requirement of leadership qualities. Leadership is a combination of numerous different skills rather than a single skill. Patience, empathy, active listening, reliability, team building, inventiveness, positivism, and other qualities that create a decent pioneer are only a couple of models.

Compelling pioneers are critical to any organization's success. They help organizations develop effective teams and ensure that projects, initiatives, and other work capacities are completed successfully. Relational and correspondence capacities are essential for good leaders. Good leaders enhance employee engagement, foster a good environment, and assist their team in overcoming hurdles. Colleagues are inspired by good leadership to use positive authority abilities in their own work.

There are numerous characteristics that make a decent pioneer, however for the sake of this research; the following are taken into account.

Promotes Autonom

The leader who encourages autonomy acknowledges others' abilities, initiative, critical thinking, and commitments to the association. Individuals' strengths are recognized and trusted, and they look for methods to bring out the best in them. To foster autonomy, one must provide assistance for the individual to do things on their own, rather than doing things for them. The capacity to teach and tutor is one ability that recognizes authority from numerous different abilities. Associations can scale by successfully showing partners or direct reports how to progress in their vocations.

- **Fosters Relevance:** This leader assists others in achieving their goals. They care about boosting other people's self-esteem. They assist others in appreciating the worth of their own contributions. To develop relevance, the leader acknowledges the individual's unique value and provides feedback on the significance of their effect. People feel relevant when their expertise and skills are valued.
- **Accountable:** A responsible leader simply decides and takes action. They create clear goals for themselves and assume responsibility for the outcomes they desire. Accountability entails addressing performance difficulties and encouraging oneself and others to improve performance.
- Accountability necessitates the resolve to confront undesirable or unfavorable outcomes. When things don't go as planned, an accountable leader does not blame the external environment or others. They understand that there are always various options for getting things done in order to influence the outcome.
- **Self –Aware:** The self-aware leader has a realistic assessment of his or her own talents. They are conscious of their strong and weak points. They will confess to growing regions and seek out prospects for advancement. They know what inspires and frustrates them, as well as how to resolve these feelings. The self-aware leader seeks out and is open to criticism, regardless of whether it is favorable; they do not perceive input as a threat, but rather as a tool for growth and development. They set goals for themselves and hold themselves accountable. They take use of training, self-development, and further education possibilities to improve their talents.

Organizational productivity

Productivity is one of the most critical aspects of any work organization, and any organization that is not highly productive will not last. Productivity has been professed to be one of the most fundamental, if not the main, factors affecting monetary creation exercises (Tangen 2002). As per Tangen (2002), organization efficiency is the creation of a modern worry comparable to the materials, work, and different assets utilized.

As far as idea, the expression alludes to the relationship or inconsistency among result and information, or the distinction between what is spent on a specific item and what is returned. Productivity is so tightly tied to the usage and accessibility of assets; that's what this intends if an organization's assets are not correctly utilized, productivity suffers; it is also exceptionally connected to the age of value. At the point when activities and assets in the manufacturing change

process offer some incentive to the products, high productivity is attained (Kinnander & Grondahi 1999). Waste is the polar opposite of productivity, and it is typically produced by indolence and other counterproductive job behaviours.

Tangen (2002) defines productivity as an industrial concern's output comparable to the materials, labor, and other resources used. It's essentially a metric for how good an operating system works. In this way, efficiency is characterized as a proportion of how well each of the elements of production has been used (Mullns, 2004). Nonetheless, the work is liable for the use and management of any remaining variables of creation in this manner, the useful limit of the workers is typically focused on most extreme consideration in numerous researchers on productivity.

Arithmetically estimation of efficiency is typically communicated in ration from 0:1 that is the higher the mathematical worth of this proportion, the more prominent the efficiency. Subsequently, efficiency can be measured concerning yield units (input + capital + material + other). All in all, an employee's efficiency can be estimated as far as the amount the individual in question adds to the organization's productivity and development.

Motivation

Motivation is gotten from Latin word 'Movere' which signifies 'to move' (Luthans, 2002). As per the Oxford Advance Leaders Dictionary (2006), inspiration is the component that impels an individual to follow through with something or acts a specific way. Subsequently, Akinwunni (2000) characterized inspiration as the mental perspective that makes an individual demonstration in a manner that permits them to accomplish their objectives. Inspiration, as indicated by Kootz (2005), is a wide expression that envelops wants, needs, and wishes.

Cole (2002) described inspiration as the instructional and rationative processes that happen in a person while they are endeavouring to address apparent issues and needs. It is the term used to portray those cycles both instinctual and judicious by which individuals try to fulfill the essential drives, saw necessities and individual objectives which trigger overt behaviour. Oyedeji (1998) characterized inspiration as one of the approaches to putting forth individuals to place their best attempts in a proficient and powerful manner.

Motivation is described by Robert and Angelo (2004) as mental cycles that invigorate sentiments and direct behaviour. It is a crucial factor that influences a person's decision to take a particular course of action when he has several options.

Taking from the above inspiration could be depict as something which comes from inside an individual and articulates itself thoughts in different ways like work responsibility, work association, work efficiency, etc.

Commitment

Organizational commitment is defined as a view of an organization's member's psychological towards his/her attachment to the organization that he/she is working for. Organizational commitment plays a vital role as to whether an employee will stay with the organization for a longer period of time and work passionately towards the achievement of organization goal.

Organizational commitment when determined predicts worker fulfillment, worker commitment, circulation of leadership, work execution, work frailty, thus numerous different qualities.

There are three distinct component of organizational commitment.
a) **Affective commitment:** This has to do with an employee's emotional tie to the organization. Active commitment means that a worker is not only happy, but effectively engaged with organizational activities such as participation in meetings and discussions, providing valuable feedback or proposals that will benefit the association, and proactive hard working attitude, in addition to other things.
b) **Continuance commitment:** W when an employee's commitment level is consistent, they desire to remain in the organization for a more extended amount of time because they believe they have put enough energy and are emotionally and mentally engaged to it.
c) **Normative commitment:** At this degree of commitment, the person feels bound to go on in the association because they believe it is the right thing to do. It might be because someone believes in them or believes they've been treated decently, and they don't want to risk quitting the association and ending up in the middle of the deep sea. They believe they should remain in this condition.

In this circumstance, the individual may have affective commitment, in which the individual in question is happy to remain with the association, but may also have continuation commitment, in which he or she does not want to give up the pay and benefits that the work provides. Finally, due to the nature of the profession, an individual may feel compelled to continue on the job, resulting in normative commitment.

Some benefits of organizational commitment are
- High employee productivity
- Reduced absenteeism
- Strong advocates
- Excellent team players etc.

Innovation and Creativity

Innovation and creativity in the work environment have become very important that it determines the productivity, performance, success and long- term endurance of any organization. As organizations looks forward to harness the idea and suggestions of their workers. It is self-evident that the act of generating and implementing ideas has turned into a significant source of competitive advantage (Anderson, DeDreu, & Nijstad, 2004; West 2002a, Zhou & Shalley, 2003) sill, creativity and innovation are complex, multi-level and emergent phenomenon that work out over the long haul, and that require talented authority to augment the advantages of better than ever approaches to working.

For this reason, leaders of associations should be inventive and imaginative to view as new things, adopt and create new ideas that will help the organization grow beyond its competitors.

Profitability

The primary objective of a business is to maximize profit (Nimalathasian, 2009). Profit and profitability are two different terms. Profit means absolute measure of earning capacity, while profitability is relative measure of earning capacity. Lyer (1995) characterizes profit as "the capacity of a given venture to procure a return from its utilization" (Nimalathasan 2009), while profitability is characterized as "the capacity of a given speculation to acquire a return from its utilization" (Nimalathasan 2009). Profitability is made up of two words: profit and capability. Hence the word profitability might be characterized as the capacity of given speculation to acquire from its utilization.

Profitability ratios reflect a company's ability to create profits and are utilized to evaluate security, investors, and financial backers. Profitability is the essential indicator of a company's overall success.

Leadership and productivity

Many well-known companies have been acquired or have ceased to exist lately. One of the contributing elements to their upheaval is regarded to be an absence of initiative, or rather, an absence of administration. This demonstrates the significance of capable leadership in any firm. Every organization relies on its executives to shepherd them through significant changes. This means that without the right leadership, even the brightest and boldest plans will "die on the vine" and never reach their full potential.

The nature of a company's leadership skill dictates its fate, ensuring that its strategy plans are carried out properly. It also aids them preparation for an unpredictable future.

Leadership has an impact on the organization's productivity. Many studies have found that highly productive corporations have high or extremely high levels of leadership in their organizations, emphasizing the necessity of competent leadership for a successful organization.

Influence and honesty are the hallmarks of effective leadership. Successful leadership entails managing relationships and communications within a team, as well as motivating the group to achieve a common goal.

The ability to "communicate a vision, persuade others to achieve outcomes, foster team cooperation, and set an example" is reflected in leadership. It is crucial to remember, however, that someone who has previously held the position of leader may or may not exhibit leadership abilities or be capable of leading. Instead of power, leadership is primarily defined by one's talents, abilities, and degree of influence.

Leadership has an undeniable impact on the productivity of a business. Leadership behaviours affect work satisfaction, efficiency, and authoritative responsibility.

Leaders should be empowered to make crucial decisions and keep operations running smoothly and successfully, regardless of their actions or personal impact. It is imperative for executives to be aware of and capable of identifying new emerging markets that may present new business prospects into which they may wish to venture.

Gap in literature

Previous study carried out was leadership style and organizational performance. No study has been carried out on leadership skills and organizational productivity. This study will help to breach the gap in literature.

SUMMARY

Leadership implies moving individuals to give their all to accomplish an ideal outcome. As indicated by Dixon (1994:214). Leadership is something like practicing such an impact upon others that they will more often than not act in show towards accomplishing, an objective which they probably won't have accomplished so promptly had they been let be. Transformational leadership assists firms to reach their objectives more proficiently by linking job performance to valued rewards and by making sure employees have the resources needed to take care of business.

Leadership skills require motivating others to finish a progression of errands, frequently as expected. The dimensions of leadership skills considered in this study are promote autonomy, fosters relevance, accountable and self-aware. Then again, organization productivity as per Tangen (2002) is the result of a modern apprehension according to the materials, work and so forth utilized. Organizational productivity is the limit of an association, organization, or business to deliver wanted outcomes with a base consumption of energy, time, cash, faculty, material and so on. Variables like motivation, commitment, innovations/creativity and profitability were discussed.

CONCLUSIONS

Understanding the connection among leadership and organizational productivity is a crucial aspect for the improvement of productive organizations. Finding ideas and ways to increment worker efficiency as well as the organization, on the other hand, is a vital job of today's leaders. As an outcome of the literature review, there is a favorable association between leadership skills and organizational productivity. Accordingly, executives are urged to hone their leadership skills, which will aid in propelling the firm to greater heights by increasing productivity.

RECOMMENDATIONS

In view of the conclusion the accompanying is recommended:
1) Organizational leaders should manage relationships and interact openly with subordinates/employees.
2) Leaders should be aware of and capable of identifying new emerging markets that could present new business prospects for them to consider.
3) Leaders must be accountable, which means they must decide and take actions, in addition bear responsibility for the outcomes that are expected of them.
4) Leaders should promote autonomy by valuing the talents, initiative and contributions that others make to the organization.

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