

Original Research Article

## Establishing the Basis for Organizational Success through Effective Leadership

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**Abstract:** Effective leadership is crucial for establishing the foundation of organizational success. Leaders play a pivotal role in guiding, inspiring, and motivating their teams towards achieving common goals. Effective leaders possess a diverse set of qualities such as strong communication skills, emotional intelligence, adaptability, decisiveness, and the ability to empower and develop their team members. Leadership directly impacts various aspects of organizational success including employee engagement, productivity, innovation, and overall performance. A strong leader can create a positive work culture that fosters collaboration and growth. Organizations can invest in leadership development programs, mentorship opportunities, feedback mechanisms, and continuous learning to nurture and enhance the leadership skills within their workforce. Challenges in developing effective leadership include resistance to change, lack of alignment between leadership styles and organizational culture, and the need for ongoing evaluation and adaptation of leadership strategies. In conclusion, effective leadership serves as the cornerstone for organizational success. By cultivating strong leaders who embody key qualities and continuously strive for improvement, organizations can build a solid foundation for sustainable growth and achievement.

**Keywords:** Laying the Foundation, Organization, Success, Effective, Leadership, Vision, Strategy, Communication, Team Building, Decision Making, Continuous Learning.

## INTRODUCTION

Effective leadership is essential for establishing solid foundation of organizational success. Leaders are fundamental in guiding, inspiring, and motivating their teams towards achieving common goals. Effective leaders possess a diverse set of qualities such as strong communication skills, emotional intelligence, adaptability, decisiveness, and the ability to empower and develop their team members.

Leadership directly impacts various aspects of organizational success including employee engagement, productivity, innovation, and overall performance. A strong leader can create a positive work culture that fosters collaboration and growth. Organizations can invest in leadership development programs, mentorship opportunities, feedback mechanisms, and continuous learning to nurture and enhance the leadership skills within their workforce.

Challenges in developing effective leadership include resistance to change, lack of alignment between leadership styles and organizational culture, and the need for ongoing evaluation and adaptation of leadership strategies. Effective leadership is the cornerstone for organizational success. Cultivating strong leaders who embody key qualities and continuously strive for improvement can build a solid foundation for sustainable growth and achievement.

Building a solid foundation for sustainable growth and achievement is the backbone of a functioning culture in modern global organizations. For that reason, good leadership is an essential factor towards building a sustainable and shared culture. However, it is a very difficult situation to explain. It is not that leaders lead by example or surround themselves with the right people, with good leadership, things are bound to happen in the positive direction, because

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leadership is about the long-term direction of the organization as a whole. A leader's role is not just to direct or lead but to cultivate a culture that drives efficient performance and outcomes.

According to Ololube (2024), the goal of an organization is to build a work culture which yields high production, performance or outcome. Organizations have the ability to attract and retain highly skilled staff and inspire them to work at all levels towards a common goal, which in turn, largely affects both the staff and the customers. In order to create an effective culture, organization needs to have strong leadership. Leadership an important function in management helps to maximize efficiency and achieve organizational goals.

### **Statement of the Problem**

Globally, in the dynamic and competitive business environment, the role of effective leadership in ensuring organizational success cannot be overstated. Effective leadership is the cornerstone upon which all other organizational functions and activities hinge. However, despite its critical importance, many organizations struggle with defining and implementing effective leadership practices that can consistently drive success.

One of the primary issues facing organizations is the ambiguity surrounding what constitutes effective leadership. The definition of effective leadership varies across contexts and cultures, making it challenging for organizations to adopt a universal framework that aligns with their specific goals and values. This lack of clarity often leads to confusion among the leaders and employees, hindering the establishment of a cohesive and impactful leadership strategy.

Significantly, the challenge of the rapid pace of change in today's globalized economy have prompted leaders to navigate the increasingly complex landscape characterized by technological advancements, shifting consumer preferences, and geopolitical uncertainties. This constant flux demands that leaders possess not only strong decision-making abilities but also the agility to adapt and innovate in response to emerging challenges and opportunities.

Effective leadership is not innate but rather cultivated through training, mentorship, and hands-on experience. However, many organizations struggle to identify clear vision and mission, nurture strong leadership team, and positive organizational culture that have led gaps in leadership continuity and strategic direction.

Therefore, this study is aimed at establishing the basis for success in organizations through effective leadership required to hinder or promote the several interconnected answers to the challenges facing organizations, because effective leadership is not merely a desirable trait but an essential catalyst for organizational growth, innovation, and resilience in the face of adversity.

### **Purpose of the Study**

The purpose of this study is to establish the basis for success in organizations through effective leadership. Specifically, the study's objectives are:

- Examine if leaders who establish a clear vision and mission promote organizational success through effective leadership.
- Evaluate if leaders who build strong leadership teams promote organizational success through effective leadership.
- Explore if leaders who nurture positive organizational culture promote organizational success through effective leadership.

### **Research Questions**

The following research questions were raised to guide the study:

- To what extent do leaders who establish a clear vision and mission promote organizational success through effective leadership?
- To what extent do leaders who build strong leadership team promote organizational success through effective leadership?
- To what extent do leaders who nurture positive organizational culture promote organizational success through effective leadership?

### **Hypotheses**

The following hypotheses further guided the study:

- Leaders' who establish clear vision and mission does not significantly promote organizational success through effective leadership.
- Building strong leadership team does not significantly promote organizational success through effective leadership.
- Leaders that nurture positive organizational culture do not significantly promote organizational success through effective leadership.

## CONCEPTUALIZATION

### Theoretical Framework (Transformational Leadership Theory [TLT])

Transformational Leadership Theory (TLT), developed by James MacGregor Burns (1978) and further expanded by Bernard Bass (1985) as cited in Ololube (2024), represents a powerful framework for the understanding and practice of effective leadership in organizations. This theory posits that leaders can inspire, motivate, and empower their followers to achieve extraordinary outcomes by fostering a shared vision, promoting innovation, and cultivating a supportive organizational culture.

TLT distinguishes itself from traditional transactional leadership approaches by emphasizing the importance of vision, charisma, and emotional intelligence in leadership effectiveness. Rather than simply exchanging rewards for performance (transactional approach), transformational leaders seek to elevate their followers' motivations and aspirations, thereby transforming organizational culture and performance.

One of the central tenets of TLT is the concept of 'Charisma and Inspirational Motivation'. Transformational leaders possess a vision that goes beyond mere operational objectives; they articulate a compelling vision of the future that resonates with their followers' values and aspirations. By communicating this vision effectively, leaders inspire and motivate their teams to commit wholeheartedly to achieving organizational goals. Charisma plays a crucial role in this process, as leaders who exude confidence, optimism, and authenticity are more likely to gain trust and followership.

Another key element of TLT is 'Individualized Consideration'. Effective leaders recognize the unique strengths, needs, and aspirations of each team member. They provide personalized support, coaching, and mentorship to help individuals grow and develop within the organization. Through the demonstration of genuine concern for followers' well-being and professional development, transformational leaders foster a supportive environment where individuals feel valued and motivated to contribute their best efforts. Furthermore, 'Intellectual Stimulation' is integral to transformational leadership. Leaders encourage creativity, critical thinking, and innovation among their teams. They challenge assumptions, encourage curiosity, and promote a culture of continuous learning and improvement. When leaders nurture intellectually stimulating environment, they empower their followers to explore new ideas, experiment with different approaches, and drive innovation within the organization.

TLT also emphasizes the importance of 'Idealized Influence'. Leaders who exemplify integrity, ethical behavior, and a strong sense of purpose inspire trust and respect among their followers. They set positive examples that align with their actions and with their words; transformational leaders establish credibility and influence organizational culture positively. Additionally, the impact of TLT extends beyond individual motivation to encompass 'Organizational Performance'. Researches (e.g., Onyekwere *et al.*, 2023; Ololube, 2018; Ololube, 2024) have shown that organizations led by transformational leaders tend to exhibit higher levels of employee engagement, satisfaction, and commitment. This heightened organizational commitment translates into improved productivity, innovation, and overall performance outcomes.

The relevance of this TLT to this study is that offers a compelling framework for understanding and practicing effective leadership within organizations, and emphasizes vision, charisma, inspiration, individualized consideration, intellectual stimulation, and ethical behavior. Transformational leaders have the potential to transform organizational culture and drive exceptional performance. As organizations navigate complex challenges and dynamic environments, transformational leadership remains a critical factor in establishing the basis for organizational success and sustainable growth.

### Establishing the Foundation of Organizational Success through Effective Leadership

Effective leadership is fundamental for laying a strong foundation for organizational success. Establishing the foundation for organizational success demands that leaders play a pivotal role in guiding, inspiring, and motivating employees towards achieving common goals and objectives. These can be done through some crucial aspects to establish successful organization through effective leadership key elements (Ololube, 2024):

**Vision and Strategy:** A clear and compelling vision is essential for leaders to articulate where the organization is heading and what it aims to achieve in the long term. A shared vision creates alignment and inspires commitment among team members (Somboonpakorn & Kantabutra, 2014). Effective leaders develop strategic plans that outline how the organization will reach its goals. They analyze market trends, assess strengths and weaknesses, and make informed decisions to steer the organization in the right direction (Chai *et al.*, 2017).

**Communication:** Transparent communication fosters trust within the organization (Musheke & Phiri, 2021). Leaders who encourage open dialogue, listen to feedback from employees, and ensure that information flows freely across all levels of the organization (Yue *et al.*, 2019). Ololube (2024) stated that leaders must be able to communicate in a way that motivates

and inspires their teams. Through stories sharing, setting examples, and providing regular updates on organizational progress, leaders can keep employees engaged and committed to the organizational mission.

**Team Building:** Effective leaders understand the importance of assembling a talented and diverse team. They focus on recruiting individuals with complementary skills, fostering collaboration, and creating a positive work culture where every team member feels valued (Jerab & Mabrouk, 2023). According to Hieu (2020), leaders empower their teams by delegating responsibilities, providing autonomy, and encouraging innovation. Ololube (2024) argued that empowered employees are more likely to take ownership of their work and contribute positively to the organization's success.

**Decision-Making:** Leaders are responsible for making strategic decisions that impact the organization's future (Nahaki & Ellitan, 2022). Through an effective method of gathering relevant information, analyzing risks, consulting with key stakeholders, and considering long-term implications, leaders should be able to make informed choices that drive growth and sustainability. In today's dynamic business environment, leaders should be adaptable and agile in their decision-making processes. They should be willing to pivot when necessary, embrace change, and lead their teams through uncertainty with confidence (Mubarak & Yusoff, 2019).

**Continuous Learning:** Effective leaders must prioritize their own personal growth and development. Seeking feedback, attending training programs, reading industry publications, and learning from both successes and failures enhances leadership skills and stay ahead of evolving trends (Jerab & Mabrouk, 2023). According to Ololube (2024), leaders should be able to cultivate a learning culture within their organizations by encouraging continuous education, providing opportunities for skill development, and recognizing achievements. A culture that values learning fosters innovation and adaptability among employees.

Therefore, establishing the foundation of organizational success through effective leadership requires a combination of vision-setting, strong communication practices, team building efforts, strategic decision-making skills, continuous learning initiatives, among other key elements. When leaders embody these qualities and principles consistently, they create an environment where individuals thrive, goals are achieved efficiently, and the organization as a whole prospers.

### **Importance of Effective Leadership in Organizations**

Effective leadership is a personal role that requires the ability to inspire the team to move toward the accomplishment of long-term goal (Yukl, 2012). There are many personal and professional qualities required with a varying degree of importance dependent on the nature of the change, and it is one of the commonly cited quality is transformational leadership. This form of leadership is identified by an inspirational shift in the leader's conduct and views with a fervent commitment to a better future for an organization. This has been randomly associated with charismatic leadership, but the assumption is usually wrong. An effective transformational leader will undoubtedly display some degree of charisma, but the key ingredient is the ability to inspire positive changes in both the climate and the performance of the organization (Sosik *et al.*, 2014).

Evidently, effective leadership is a critical element for the successful implementation of an up and coming competitive strategy (Dhiman, 2023). In this highly competitive environment, many organizations frequently suffer from the dynamics of the internal and external environment. To realign with the fast changing consumer preferences and competitive conditions, organizations have to adjust their current strategies and structure to gain a competitive advantage. Recognizing the critical state in organizations, many leaders of today face unprecedented challenges because they require assistance in making necessary changes to revive, enhance, and implement new competitive strategies (Nahak & Ellitan, 2022). At the very heart of the matter lies the effectiveness of leaders. Organizational leaders that are effective, impactful, and above all able to surpass the adverse conditions that are prevalent in today's organizations must be proactive (Ololube, 2024).

### **Leaders Establishing a Clear Vision and Mission**

Leaders play a crucial role in setting the direction for their organizations by establishing a clear vision and mission. A well-defined vision provides a sense of purpose and direction, guiding employees towards common goals. On the other hand, a mission statement outlines the organization's core values, objectives, and strategies to achieve its vision. Effective leaders understand the importance of articulating a compelling vision and mission to inspire and align their teams towards success (Schein, 2010).

A clear vision serves as a roadmap for an organization, outlining where it aims to be in the future. It provides clarity on the long-term goals and aspirations, motivating employees to work towards a common objective. A well-crafted vision statement should be inspirational, ambitious, and achievable, instilling a sense of purpose and direction among team members. Leaders who establish a clear vision create alignment within the organization. When everyone understands the

overarching vision and mission of the organization, they can align their individual efforts towards achieving them (Ololube, 2024). This alignment fosters collaboration, teamwork, and synergy among team members, leading to increased productivity and efficiency. Moreover, a compelling vision attracts top talent to the organization. Talented individuals are drawn to companies with a clear sense of purpose and direction. A strong vision not only motivates existing employees but also acts as a magnet for prospective employees who share similar values and aspirations (Watkins, 2013).

In addition to a clear vision, leaders must develop an effective mission statement that encapsulates the organization's purpose, values, and objectives. A mission statement communicates why the organization exists, what it stands for, and how it intends to achieve its goals. A well-defined mission statement guides decision-making within the organization. It serves as a moral compass that helps leaders make strategic choices aligned with the company's core values and objectives (Tagscherer & Carbon, 2023). Adhering to the mission statement, leaders ensure consistency in actions and decisions across all levels of the organization. Furthermore, a compelling mission statement inspires employee engagement and commitment (Ololube, 2024). When employees understand the organization's purpose and how their roles contribute to its success, they are more motivated and dedicated to their work. A strong mission statement creates a sense of belonging and pride among employees, fostering loyalty and retention (Deal & Kennedy, 1982; Kouzes & Posner, 2017).

Effective leaders ensure that the vision aligns seamlessly with the mission of the organization. The vision sets the long-term direction while the mission outlines how that vision will be achieved through specific actions and values (Dhiman, 2023). Harmonizing these two elements (specific actions and values), leaders can fashion a cohesive framework that guides strategic planning, goal-setting, resource allocation, and performance evaluation (Obuba, 2022). In doing this, leaders must communicate the vision and mission clearly and consistently throughout the organization (Dhiman, 2023). Regular reinforcement of these guiding principles helps embed them into the organizational culture, shaping behaviors, attitudes, and decision-making processes at all levels. Leaders should lead by example by embodying the values expressed in the mission statement while working towards realizing the shared vision (Ololube, 2024).

Therefore, establishing a clear vision and mission is essential for effective leadership. Leaders who articulate compelling visions inspire their teams to strive for excellence while staying aligned with organizational goals. Thus, crafting meaningful mission statements that reflect core values and objectives can make leaders provide guidance for decision-making and foster employee engagement. Aligning vision with mission creates a unified direction for the organization, driving success through shared purpose and collective effort.

### **Building a Strong Leadership Team**

Leadership is an essential component of any successful organization, be it a business, a non-profit, or a government entity. A strong leadership team can inspire and guide employees towards achieving common goals, foster innovation and creativity, and navigate challenges effectively. A leader's ability to build and nurture a cohesive team is essential for organizational success by select competent individuals and also fosters a cohesive team dynamic where each member's strengths complement others. This competency involves creating a sense of unity, fostering teamwork, promoting diversity and inclusion, and motivating individuals to work towards shared objectives. Effective team building enhances employees' morale, productivity, and overall performance (Ololube, 2024).

Strong decision-making skills are vital for leaders in building teams as they often need to make timely and well-informed decisions that impact the group (Yunita *et al.*, 2023). Competent leaders assess situations, weigh options, consider input from team members, and make decisions that align with the team's goals and values (Deep, 2023).

Issah (2018) asserted that leaders with high emotional intelligence understand and manage their emotions effectively while also being attuned to the emotions of others. This competency according to Issah enables leaders to navigate interpersonal relationships within the team, resolve conflicts, and create a positive work environment based on empathy and mutual respect.

Conflict is inevitable in any team setting, making conflict resolution skills a crucial competency for leaders (Nunkoo & Sungkur, 2021). According to Smiley (2018), leaders must be able to address conflicts constructively, mediate disagreements, find common ground among team members, and facilitate solutions that promote harmony and productivity within the team. In today's fast-paced work environment, adaptability is key for leaders building teams. Leaders who can adapt to change, embrace innovation, pivot strategies when needed, and navigate uncertainty inspire confidence in their team members and help them navigate challenges effectively.

Most essentially, Ololube (2024) argued that one of the most critical competencies for a leader in building teams is strong communication skills. Leaders need to effectively convey information, listen actively to team members, provide feedback, and ensure that everyone is on the same page. Clear and open communication fosters trust, collaboration, and understanding among team members.



## **Nurturing a Positive Organizational Culture**

Organizational culture refers to the shared values, beliefs, and practices that influence the behavior and performance of employees within an organization. A positive organizational culture is one that enhances employee engagement, motivation, and commitment, leading to better organizational outcomes (Cameron & Quinn, 2011). Leaders can foster a positive organizational culture by modeling the behaviors they wish to see in their employees. For instance, leaders who exhibit integrity, transparency, and empathy create a work environment where employees feel valued and motivated to perform at their best (Watkins, 2013).

According to Schein (2010) and Hunt *et al.*, (2018), leaders who lead by example can bring about cultural change by altering artifacts, values, and assumptions. More so, effective leaders implement policies and practices that align with the organization's culture, values and mission. For example, companies with a strong focus on employee well-being may offer flexible work arrangements or comprehensive health benefits, and such initiatives not only attract top talent but also contribute to a positive work environment where employees feel supported and valued.

Another way leader's foster positive organizational culture is by encouraging open communication and creating an environment where employees feel comfortable sharing their ideas and concerns, which leads to greater engagement and innovation (Grawitch *et al.*, 2017; Radu, 2023). Leaders who actively listen to their employees' feedback demonstrate respect for their opinions and create a sense of trust within the organization. Furthermore, according to Jerab and Mabrouk (2023) effective leaders promote teamwork and collaboration among employees in organizations. They promote a sense of camaraderie and shared goals that can create a more cohesive workforce that works together effectively towards achieving organizational objectives. This approach not only improves productivity but also enhances employee satisfaction (Deal & Kennedy, 1982).

Ololube (2024) rightly argued that leaders who recognize and reward employees for their contributions to the organization's success gain a lot. Recognition programs that acknowledge individual achievements as well as team accomplishments help boost morale and motivation among employees. Moreover, competitive compensation packages ensure that top talent remains engaged and committed to the organization long-term. Accordingly, leaders that promote positive organizational culture by modeling desirable behaviors, implementing policies that align with organizational values, promoting open communication, encouraging teamwork, and recognizing employee contributions are termed effective (Schein, 2010; Jerab & Mabrouk, 2023). Thus, when leaders focus on leadership development, organizations create work environment where employees thrive both personally and professionally.

Jerab and Mabrouk (2023) further asserted that organizational culture, which is often described as the collective values, beliefs, norms, and behaviors that define an institution, lies at the heart of every successful organization. Organizational culture serves as the central process that guides decision-making, shapes employees' values and attitudes, and ultimately determines the trajectory of an organization's success. Nevertheless, it is imperative to note that organizational culture is not static; it evolves over time, because changes are predominantly constant when they adapt to internal and external pressures, and they reflect the values and priorities of the leadership at the organization (Ololube, 2024). The dynamic landscape of organizations, effective leadership emerges as a dominant character that plays critical role in not only preserving but also persistently transforming organizational culture.

## **METHODS AND PROCEDURE**

Researching the impact of effective leadership on organizational success is crucial for understanding how leadership practices contribute to achieving strategic objectives of the study, which is to examine if leaders establish a clear vision and mission that can promote the success in organizations through effective leadership, evaluate if building a strong leadership team can promote the success in organizations through effective leadership and explore if leaders nurture positive organizational culture that can promote the success in organizations through effective leadership.

This study adopted mixed-methods research design, which combines qualitative (literature) and quantitative approaches (data analysis). These methods provided the researchers with a comprehensive understanding of the relationship between effective leadership and organizational success. The quantitative methods applied here are surveys (self-structured questionnaire) and statistical analyses (descriptive: percentage, mean and standard deviation) and inferential analysis: Pearson Product Moment Correlation, PPMC) (Field, 2013; Pallant, 2016), which offers broader insights of section 'B' of the instrument that looks into the prevalence and impact of leaders that establishes a clear vision and mission (9 items), building a strong leadership team (8 items), and nurturing positive organizational culture (8 items), while the section 'C' of the instrument comprised (10 items). By quantifying variables item-by-item, we were able to identify the correlations and trends that contributes to organizational success. The instrument used for data gathering was validated by three Professors who are experts in Measurement and Evaluation.

The approaches adopted here is particularly valuable because we were able to explore the subjective experiences of leaders and understand how their actions influence organizational success. They also offer flexibility in exploring the unexpected findings and allowing for iterative data collection and analysis, to enhance the depth and validity of research findings.

The population of this study comprised all the Professors and Associate Professors from the Faculties of Management Sciences of twelve (6 state and 6 federal) universities in the South-South geopolitical Zone of Nigeria. The sample for the study comprised sixty Professors and Associate Professors drawn through a simple random sampling technique. The researchers personally administered the instruments to the respondents and 100% return rate was achieved. The reliability of the instrument was determined through Cronbach Alpha, using the Statistical Package for the Social Science (SPSS version 26).

The mean scores and the standard deviation scores were used to determine the extent on the rated items. In order to make decisions from the results obtained, the mean responses were computed on the basis of the 4 point Likert scale of 1 very low extent to 4 very high extent, thus,  $1+2+3+4 = 10$ .  $10 \div 4 = 2.5$ . From the above computation, any mean score that is equal to and greater than 2.5 indicates a high extent, while the mean scores that are less than 2.5 indicates a low extent. The PPMC analysis was set at  $p < .05$  significance level to determine the acceptance or rejection of the hypotheses.

## RESULTS

### Respondents Demographic Information

**Table 1: Frequency and percentage data for respondents demographic information**

Demographic Variables		Frequency	Percent
Age	30-40 years	2	3.3
	41-50 Years	27	45.0
	51-60 years	25	41.7
	61-70 years	6	10.0
Gender	Male	48	80.0
	Female	12	20.0
Rank	Professors	33	55.0
	Assoc. Professors	27	45.0

The data in Table 1 revealed that the respondents demographic information based on age shows that 2(3.3%) aged between 30-40 years, 27(45%) aged between 41-50 years, while 25(41.7%) were aged between 51-60 years, and 6(10%) were aged between 61-70 years. The data for gender revealed that 48(80%) were male, while 12(20%) were female. The figures for respondents rank depicts that 33(55%) were Professors, while 27(45%) were Associate Professors otherwise known as Readers.

### Answer to the Research Questions

**Research Question One:** To what extent do leaders who establish a clear vision and mission promote organizational success through effective leadership?

**Table 2: Descriptive statistic for respondents answer to the extent do leaders who establish a clear vision and mission promote organizational success through effective leadership**

S/N	Items on leaders who establish clear vision and mission promote organizational success through effective leadership	Mean	SD.	Decision
1.	Leaders play a crucial role in setting the direction for their organizations by establishing a clear vision and mission.	2.8500	.48099	High Extent
2.	A well-defined vision provides a sense of purpose and direction, guiding employees towards common goals of the organization.	3.2667	.44595	High Extent
3.	A mission statement outlines the organization's core values, objectives, and strategies to achieve its vision.	3.5500	.50169	Very High Extent
4.	Effective leaders understand the importance of articulating a compelling vision and mission to inspire and align their teams towards success.	3.0333	.66298	High Extent
5.	A clear vision serves as a roadmap for an organization, outlining where it aims to be in the future.	3.5000	.50422	Very High Extent
6.	A well-crafted vision statement should be inspirational, ambitious, and achievable, instilling a sense of purpose and direction among team members.	3.3500	.48099	High Extent

S/N	Items on leaders who establish clear vision and mission promote organizational success through effective leadership	Mean	SD.	Decision
7.	When everyone understands the overarching vision and mission of the organization, they can align their individual efforts towards achieving them.	3.0667	.73338	High Extent
8.	Adhering to the mission statement, leaders ensure consistency in actions and decisions across all levels of the organization.	2.8667	.53573	High Extent
9.	For effective leadership to take place, leaders must communicate the vision and mission clearly and consistently throughout the organization.	3.1333	.74712	High Extent
	<b>Grand Mean</b>	<b>3.1796</b>	<b>.56589</b>	<b>High Extent</b>

Information in table 2 depicts that respondents agree to a high extent that leaders play a crucial role in setting the direction for their organizations by establishing a clear vision and mission ( $M = 2.8500$ ,  $SD = .48099$ ), they equally settled that a well-defined vision provides a sense of purpose and direction, guiding employees towards common goals of the organization ( $M = 3.2667$ ,  $SD = .44595$ ), and they agreed to a very high extent that a mission statement outlines the organization's core values, objectives, and strategies to achieve its vision ( $M = 3.5500$ ,  $SD = .50169$ ). Respondent's approved to a high extent that effective leaders understand the importance of articulating a compelling vision and mission to inspire and align their teams towards success ( $M = 3.0333$ ,  $SD = .66298$ ), also, they established to a very high extent that a clear vision serves as a roadmap for an organization, an outlining where it aims to be in the future ( $M = 3.5000$ ,  $SD = .50422$ ). The respondents further agreed that to a high extent that a well-crafted vision statement should be inspirational, ambitious, and achievable, instilling a sense of purpose and direction among team members ( $M = 3.3500$ ,  $SD = .48099$ ).

Furthermore, the respondents to a high extent opined that when everyone understands the overarching vision and mission of the organization, they can align their individual efforts towards achieving them ( $M = 3.0667$ ,  $SD = .73338$ ). They equally agreed to a high extent that adhering to the mission statement, leaders ensure consistency in actions and decisions across all levels of the organization ( $M = 2.8667$ ,  $SD = .53573$ ), they likewise accepted to a high extent that for effective leadership to take place, leaders must communicate the vision and mission clearly and consistently throughout the organization ( $M = 3.1333$ ,  $SD = .74712$ ). Overall, the respondents on a corresponding note revealed to a high extent with a grand mean of 3.1796 and a standard deviation of .56589 that leaders who establish clear vision and mission promote organizational success through effective leadership.

**Research Question Two:** To what extent do leaders who build strong leadership team promote organizational success through effective leadership?

**Table 3: Descriptive statistic for respondents answer to the extent do leaders who build strong leadership team promote organizational success through effective leadership**

S/N	Items on leaders who build strong leadership team promote organizational success through effective leadership	Mean	SD.	Decision
10.	A strong leadership team can inspire and guide employees towards achieving common goals, foster innovation and creativity, and navigate challenges effectively.	2.9333	.68561	High Extent
11.	A leader's ability to build and nurture a cohesive team is essential for organizational success	3.0833	.78744	High Extent
12.	Leaders who nurture effective team building enhances employees morale, productivity, and overall performance	2.9833	.81286	High Extent
13.	Strong decision-making skills are vital for leaders in building teams as they often need to make timely and well-informed decisions that impact the group	3.3167	.77002	High Extent
14.	Competent leaders assess situations, weigh options, consider input from team members, and make decisions that align with the team's goals and values	2.9167	.88857	High Extent
15.	Leaders with high emotional intelligence understand and manage their emotions effectively while also being attuned to the emotions of others.	2.8167	.81286	High Extent
16.	Leaders to navigate interpersonal relationships within the team, resolve conflicts, and create a positive work environment based on empathy and mutual respect.	3.3500	.68458	High Extent
17.	One of the most critical competencies of a leader in building teams in organization is strong communication skills.	3.6500	1.00549	Very High Extent
	<b>Grand Mean</b>	<b>3.1312</b>	<b>.80592</b>	<b>High Extent</b>



Data in Table 3 revealed that respondents to a high extent that established that a strong leadership team can inspire and guide employees towards achieving common goals, foster innovation and creativity, and navigate challenges effectively ( $M = 2.9333$ ,  $SD = .68561$ ). They equally opined to a high extent that a leader's ability to build and nurture a cohesive team is essential for organizational success ( $M = 3.0833$ ,  $SD = .78744$ ), also, the respondents settled to a high extent that leaders who nurture effective team building enhances employees morale, productivity, and overall performance ( $M = 2.9833$ ,  $SD = .81286$ ). In addition, they agreed to a high extent that Strong decision-making skills are vital for leaders in building teams as they often need to make timely and well-informed decisions that impact the group ( $M = 3.3167$ ,  $SD = .77002$ ).

The respondents to a high extent opined that competent leaders assess situations, weigh options, consider input from team members, and make decisions that align with the team's goals and values ( $M = 2.9167$ ,  $SD = .88857$ ). Furthermore, the respondents agreed to a high extent that leaders with high emotional intelligence understand and manage their emotions effectively while also being attuned to the emotions of others ( $M = 2.8167$ ,  $SD = .81286$ ), they equally accepted to a high extent that Leaders to navigate interpersonal relationships within the team, resolve conflicts, and create a positive work environment based on empathy and mutual respect ( $M = 3.3500$ ,  $SD = .68458$ ), and they established to a very high extent that one of the most critical competencies of a leader in building teams in organization is strong communication skills ( $M = 3.6500$ ,  $SD = 1.00549$ ). Finally, with a grand mean of 3.1312 a standard deviation of .80592, revealed to a high extent that leaders who build strong leadership team promote organizational success through effective leadership.

**Research Question Three:** To what extent do leaders who nurture positive organizational culture promote organizational success through effective leadership?

**Table 4: Descriptive statistic for respondents answer to the extent do leaders who nurture positive organizational culture promote organizational success through effective leadership**

S/N	Items on leaders who nurture positive organizational culture promote organizational success through effective leadership	Mean	SD.	Decision
18.	Organizational culture refers to the shared values, beliefs, and practices that influence the behavior and performance of employees within an organization.	3.5333	.62346	Very High Extent
19.	A positive organizational culture is one that enhances employee engagement, motivation, and commitment, leading to better organizational outcomes.	2.7833	.86537	High Extent
20.	Leaders who exhibit integrity, transparency, and empathy create a work environment where employees feel valued and motivated to perform at their best.	3.2333	.67313	High Extent
21.	Leaders who lead by example can bring about cultural change by altering artifacts, values, and assumptions.	3.2667	.57833	High Extent
22.	Effective leaders implement policies and practices that align with the organization's culture, values and mission.	3.2333	.42652	High Extent
23.	Leader's foster positive organizational culture by encouraging open communication and creating an environment where employees feel comfortable sharing their ideas and concerns.	3.1500	.63313	High Extent
24.	Organizational culture serves as the central process that guides decision-making, shapes employees' values and attitudes, and ultimately determines the trajectory of an organization's success.	2.9167	.67124	High Extent
25.	Organizational culture is not static; it evolves over time, because changes are predominantly constant when they adapt to internal and external pressures, and they reflect the values and priorities of the leadership at the organization.	2.9833	.50394	High Extent
	<b>Grand Mean</b>	<b>3.1374</b>	<b>.62189</b>	<b>High Extent</b>

The data in Table 4 shows that respondents to a very high extent accepted that organizational culture refers to the shared values, beliefs, and practices that influence the behavior and performance of employees within an organization ( $M = 3.5333$ ,  $SD = .62346$ ), they also approved that a positive organizational culture is one that enhances employee engagement, motivation, and commitment, leading to better organizational outcomes ( $M = 2.7833$ ,  $SD = .86537$ ). The respondents to a high extent opined that leaders who exhibit integrity, transparency, and empathy create a work environment where employees feel valued and motivated to perform at their best ( $M = 3.2333$ ,  $SD = .67313$ ), there were of the opinion that leaders who lead by example can bring about cultural change by altering artifacts, values, and assumptions ( $M = 3.2667$ ,  $SD = .67313$ ). In addition, the respondents to a high extent established that effective leaders implement policies and practices that align with the organization's culture, values and mission ( $M = 3.2333$ ,  $SD = .42652$ ), they agreed to a high extent that leader's foster positive organizational culture by encouraging open communication and

creating an environment where employees feel comfortable sharing their ideas and concerns ( $M = 3.1500$ ,  $SD = .63313$ ). The data revealed to a high extent that organizational culture serves as the central process that guides decision-making, shapes employees' values and attitudes, and ultimately determines the trajectory of an organization's success ( $M = 2.9167$ ,  $SD = .67124$ ). the respondents agreed to a high extent that organizational culture is not static; it evolves over time, because changes are predominantly constant when they adapt to internal and external pressures, and they reflect the values and priorities of the leadership at the organization ( $M = 2.9833$ ,  $SD = .50394$ ). On the whole, the respondents opined to a high extent that leaders who nurture positive organizational culture promote organizational success through effective leadership ( $M = 3.1374$ ,  $SD = .62189$ ).

### Test of Hypotheses

This study's hypotheses were framed in line with the research questions as outlined in the questionnaire and they provided responses to the specific items in the questionnaire. The purpose of this study and its hypotheses directed the data analysis using PPMC.

**Hypothesis One:** Leaders' that establish clear vision and mission does not significantly promote organizational success through effective leadership.

**Table 5: PPMC analysis for clear vision and mission and organizational success through effective leadership**

		Clear vision and mission	Effective leadership	Decision
Clear vision and mission	Pearson Correlation	1	.557**	
	Sig. (2-tailed)		.000	Rejected
	N	60	60	
Effective leadership	Pearson Correlation	.557**	1	
	Sig. (2-tailed)	.000		
	N	60	60	
**. Correlation is significant at the 0.01 level (2-tailed).				

The PPMC analysis as presented in Table 5 showed significant relationships between variables of leaders' that establish clear vision and mission, and organizational success through effective leadership. This is reflected in an  $r$  of .559\*\*, and  $p < .000$ . These figures account for the ever pertinent role of leaders in establishing clear vision and mission for their organizations through effective leadership. This is so because a well-defined vision provides a sense of purpose and direction, guiding employees towards common goals of the organization, knowing that a mission statement outlines organization's core values, objectives, and strategies to achieve its vision, and a well-crafted vision statement is inspirational, ambitious, and achievable, by instilling a sense of purpose and direction among organizational team members. Therefore, hypothesis one which states: "leaders' that establish clear vision and mission does not significantly promote organizational success through effective leadership" was rejected because leaders' who establish clear vision and mission significantly promote organizational success through effective leadership.

**Hypothesis Two:** Building strong leadership team does not significantly promote organizational success through effective leadership.

**Table 6: PPMC analysis for building strong leadership team and organizational success through effective leadership**

		Building strong leadership team	Effective leadership	Decision
Building strong leadership team	Pearson Correlation	1	.359**	
	Sig. (2-tailed)		.005	Rejected
	N	60	60	
Effective leadership	Pearson Correlation	.359**	1	
	Sig. (2-tailed)	.005		
	N	60	60	
**. Correlation is significant at the 0.01 level (2-tailed).				

Information derived from the PPMC analysis as presented in Table 6 revealed significant relationships between variables of building strong leadership team and the success of organizations through effective leadership as reverberated in an  $r$  of .359\*\*, and  $p < .005$ . These data explained the endless and germane role of leaders in building strong leadership team and the success of organizations through effective leadership, because one of the most critical competencies of a leader in building teams in organization is strong communication skills and a strong leadership team can inspire and guide employees towards achieving common goals, foster innovation and creativity, and navigate challenges effectively.

Consequently, hypothesis two which states: “building strong leadership team does not significantly promote organizational success through effective leadership” was rejected because building strong leadership team significantly promotes organizational success through effective leadership.

**Hypothesis Three:** Leaders who nurture positive organizational culture do not significantly promote organizational success through effective leadership.

**Table 7: PPMC analysis for nurturing positive organizational culture and organizational success through effective leadership**

		Nurturing positive organizational culture	Effective leadership	Decision
<b>Nurturing positive organizational culture</b>	Pearson Correlation	1	.762**	
	Sig. (2-tailed)		.000	Rejected
	N	60	60	
<b>Effective leadership</b>	Pearson Correlation	.762**	1	
	Sig. (2-tailed)	.000		
	N	60	60	
**. Correlation is significant at the 0.01 level (2-tailed).				

Information derived from the PPMC analysis as presented in Table 7 revealed significant relationships between variables of leaders who nurture positive organizational culture and organizational success through effective leadership as resounded in an  $r$  of .762\*\*, and  $p < .000$ . The data as obtained from the analysis described the never-ending and connected role of leaders who nurture positive organizational culture and the success of organizations through effective leadership. This is evidence when the respondents held that organizational culture is the shared values, beliefs, and practices that influence the behavior and performance of employees in an organization, and leaders who exhibit integrity, transparency, and empathy create a work environment where employees feel valued and motivated to perform at their best.

Therefore, hypothesis three which states: “leaders that nurture positive organizational culture do not significantly promote organizational success through effective leadership” was rejected since the nurture positive organizational culture significantly promotes organizational success through effective leadership.

## DISCUSSION

### Leaders’ that Establish Clear Vision and Mission, and Success of an Organization through Effective Leadership

The study’s findings revealed that effective leadership that establishes a clear vision and mission is central to the success of any organization, because clear mission and vision provides direction and purpose, guiding all stakeholders towards a common goal. Similarly, a well-defined mission outlines the organization's core objectives and values, aligning efforts and promotes a cohesive organizational culture. These findings are in line with Schein (2010) who noted that effective leaders understand the importance of articulating a compelling vision and mission to inspire and align their teams towards success.

Leaders who excel in articulating and communicating a compelling vision and mission inspire and motivate their teams. They create a sense of purpose that transcends individual tasks, motivating employees to work towards a shared future. This finding is in line with Obuba (2022) and Ololube (2024). According to Obuba (2022) and Ololube (2024), effective leaders not only communicate their vision but also align it with the values and aspirations of the organization, ensuring buy-in and commitment from all levels. Moreover, clear vision and mission statements serve as a benchmark for decision-making and strategy formulation. They provide a framework within which leaders can evaluate opportunities and challenges, ensuring that every action contributes towards the overarching goals of the organization (Tagscherer & Carbon, 2023)

Furthermore, the study revealed that effective leadership establishes and maintain a clear vision and mission fosters organizational success by promoting innovation and agility. When employees understand the broader purpose of their work, they are more likely to think creatively and adaptively in response to changing circumstances. Kouzes and Posner (2017) and Ololube (2024) study align with this finding.

### Building Strong Leadership Team and Success of an Organization through Effective Leadership

The evidence from the findings in this study suggests that building a strong leadership team is essential for the success of an organization as it ensures effective decision-making, promotes collaboration, and cultivates a culture of innovation and resilience. Thus, the study noted that effective leadership involves not only select competent individuals but also fostering a cohesive team dynamic where each member's strengths complement others. These findings are in line

with Yunita *et al.*, (2023) and Ololube (2024) who respectively argued that strong decision-making skills are vital for leaders in building teams as they often need to make timely and well-informed decisions that impact the group, and a leader's ability to build and nurture a cohesive team is essential for organizational success through select competent individuals to foster a cohesive team dynamic where each member's strengths complement others.

Strong leadership team provides diverse perspectives and expertise, which are crucial for navigating complex challenges and seizing opportunities in today's dynamic business environment. In line with the study, and according to research by Deep (2023), diverse teams often outperform homogeneous ones by bringing a wider range of skills and insights to the table. Effective leadership within the team involves clear roles and responsibilities, which ensure that each member understands their contributions towards achieving organizational goals. Clarity in roles reduces ambiguity and enhances accountability, as highlighted in Ololube's (2024) work on team management.

This study found that leaders navigate interpersonal relationships within the team, resolve conflicts, and create a positive work environment based on empathy and mutual respect. This is in line with Nunkoo and Sungkur (2021) and Smiley (2018) who found respectively that conflict is inevitable in any team setting, making conflict resolution skills a crucial competency for leaders. Leaders, who are able to address conflicts constructively, mediate disagreements, find common ground among team members, and facilitate solutions that promote harmony and productivity within the team.

Moreover, building trust and fostering open communication among team members are fundamental aspects of effective leadership. Trust enables teams to collaborate more effectively, share ideas openly, and resolve conflicts constructively. When leaders prioritize trust and communication, they create an environment where creativity flourishes, and innovative solutions emerge. In line with Ololube (2024), who argued that one of the most critical competencies for a leader in building teams is strong communication skills. Leaders need to effectively convey information, listen actively to team members, provide feedback, and ensure that everyone is on the same page.

### **Nurturing Positive Organizational Culture and Success of an Organization through Effective Leadership**

The finding from this study revealed that nurturing a positive organizational culture is fundamental for organization success because it enhances employee engagement, fosters innovation, and promotes sustained valid performance. Effective leadership plays a pivotal role in shaping and sustaining this culture by embodying and promoting core values, fostering a supportive environment, and prioritizing employee well-being. This study emphasized the profound impact of nurturing organizational culture on various facets of organizational success. In line with the studies of Cameron and Quinn (2011), and Watkins (2013) who highlighted that organizations with a strong and positive culture consistently outperform their peers in terms of performance, employee satisfaction, and customer loyalty.

Leaders who prioritize nurturing a positive culture demonstrate authenticity and integrity in their actions. They set clear expectations, communicate openly, and ensure that decisions are consistent with the organization's values. This is in line with Schein (2010) and Hunt *et al.*, (2018) who argued that nurturing a positive organizational culture create a sense of trust and transparency that encourages employees to contribute their best efforts. Effective leaders promote inclusivity and diversity within the organization. They recognized that diverse perspectives lead to more innovative solutions and better decision-making. Leaders who actively promote diversity and inclusion initiatives demonstrate their commitment to fairness and equality, which enhances employee morale and organizational reputation.

Moreover, nurturing a positive culture involves supporting employee well-being and development. Leaders who invest in communication, engagement and innovation growth opportunities demonstrate their commitment to employee success and empowerment. In line with the findings in this study, Grawitch *et al.*, (2017) and Radu (2023) noted that leaders who foster positive organizational culture encourages open communication and creating an environment where employees feel comfortable sharing their ideas and concerns, which leads to greater engagement and innovation.

Thus, effective leadership nurtures positive organizational culture, which is essential for the success of any organization, through exemplifying values, fostering inclusivity, supporting employee well-being, and promoting a culture of innovation and collaboration. Leaders create an environment where employees feel valued and motivated to contribute their best efforts, ultimately driving sustained organizational success.

## **CONCLUSION**

Establishing the foundation for organizational success through effective leadership is paramount in today's dynamic and competitive business environment. Effective leadership sets the tone for the entire organization, influencing culture, performance, and ultimately, success. To foster a positive work environment, leaders must inspire and motivate employees, set clear goals and expectations, and lead by example. Leaders can drive their organizations towards achieving their strategic objectives through clear mission and vision.

Leaders who prioritize communication, transparency, and collaboration create a sense of unity and purpose among team members. This cohesion leads to increased productivity, innovation, and employee satisfaction. Furthermore, effective leaders understand the importance of continuous training and development, both for themselves and their teams. Investing in training programs and mentorship opportunities, cultivate and nurture a culture of growth and adaptability within their organizations.

Moreover, successful leaders possess emotional intelligence, empathy and resilience. They are able to navigate challenges through effective leadership, make tough decisions when needed, and inspire trust among their teams. Leaders who build strong relationships based on respect and integrity, nurture effective team building to enhance employees' morale, productivity, and overall performance. Therefore, leaders can foster loyalty and commitment from their teams through leading by example to bring about cultural change, altering artifacts, values, and positive assumptions.

## RECOMMENDATIONS

From the findings and discussion of this study, the following recommendations are proffered:

- Leaders can effectively leverage a clear vision and mission to guide their organizations towards sustained success, fostering a unified and purpose-driven workplace culture.
- Leaders can build a cohesive and effective leadership team that drives organizational success through collaboration, innovation, and collective achievement of strategic goals.
- Leaders can cultivate a positive organizational culture that enhances employee engagement, fosters innovation, and ultimately drives sustained success and growth for their organization.

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