

Nexus between Environmental Influences and Leadership Style in Manufacturing Firms

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Abstract: *The study assessed environmental influences on leadership style. The study sought to ascertain the extent to which leadership style influences performance, determine the nature of the relationship between environment and leadership style; evaluate how culture influences leadership style in organizations, as well as how gender influences leadership style. The population for the study was nine hundred and ninety six (996) respondents from the three manufacturing firms in Enugu State, namely: Hardis and Dromedas Limited, Emenite Limited, and Nigerian Bottling Company Limited. A sample size of two hundred and seventy (270) was drawn, using Taro Yamane formula. The instruments for data collection were structured questionnaire and oral interview. The questionnaire was structured in Five Point Likert Scale. The instrument was checked for validity through a pilot study (survey). Data were presented in frequency tables. Multiple linear regression, correlation coefficient, Friedman chi-square and Z-test were used to test the hypothesis. The findings indicate that leadership style has significant influence on performance; there is a significant relationship between environmental factors and leadership style; actions of competitors bring about dynamic change in the strategic plan of organizations and influence leadership style; norms and values of any given society vary and thus influence leadership style. Based on these findings, it was recommended that to gain competitive advantage in the ever changing business environment, managers should adopt a leadership style that is flexible and responsive to change. Training of the management/senior staff on leadership style should be regular in order to equip them on the need to be proactive and responsive to today's dynamic work environment.*

Key words: *Environmental Influence, Leadership style, Performance*

1. Introduction

1.1. Background of the Study

The business environment today is vitally affected by economic, social, legal, technological and political factors. These factors collectively form business environment. Business environment, as such, is the totality of all the forces, which affect the organization and its operations. Every organization has a particular operating environment, which dictates to a considerable degree how its leaders respond to problems and opportunities. An organization's environment influences the

functioning of its business system

In today's business environment, possessing management skills alone is no longer sufficient to be successful, contemporary business practices required that managers have knowledge and experience regarding the differences between management and leading and how both activities must be integrated for business success. Today's dynamic business environment calls for strong leadership skills, clear strategic objectives and a shared vision. When an organization faces an uncertain environment, it demands strong leadership (Kotter, 2000).

The study of leadership and the demand for good leaders has fascinated people throughout the ages. In fact, thousands of articles and books have been published on the subject, leadership styles and environmental influences (both internal and external) on performance. (Hughes Lewis 2007).

Business environment offers benefits and as well poses challenges to an organization. The strengths and opportunities are the benefits of environments to the organization and are trends which the organization can capitalize on to improve its competitive advantage. Weaknesses and threats are the challenges in an organization's environment that jeopardize the organization's ability to prosper in the long term (Lewis et'al 1998). Trends in the organization's environment might affect an organization's strategic plans (Wheelen & Hunger 2006). This is because when an organization is viewed as an open system, subjects in its environment influence the behaviour of the system's part and the relationships among parts.

Leadership can be defined here as the effort to influence the behaviour of individuals or group members in order to accomplish organizational, individual or personal goals. It is an essential component of organizational effectiveness. Leadership is an effective instrument by which a manager can establish a feeling of mutual objective and unity in a group, thereby ensuring maximum efficiency of the group. To achieve this, managers must have special skills in understanding impersonal and group behaviour, establishing interactions and communication, and promoting cooperation. The quality of leadership determines the success or failure of an organization.

1.2. Statement of the Problem

Leadership in today's organizations is a challenging one. Organizational leaders face a number of challenges as their jobs and the world around them are becoming increasingly complex, Trends, such as organizational "delaying", rapid technological advances, cultural complexity and increasing demand for employee empowerment require that managers adopt techniques and style of leadership to meet these new challenges; but such is yet to be realized in real life situation of most organizations.

Since the environment of business organizations is highly dynamic, the management of such organizations is usually a challenge to managers. This is because as the environment changes, there is always the need to take decisions to reflect and adapt to the changing environment; in most cases, this is not realized because of the leadership style the manager adopts. The implication of this is that such an organization does not quickly respond to change. Most often, it becomes a problem on its own to determine what becomes an appropriate style for each situation. What is an appropriate style in a circumstance might be inappropriate in another circumstance. In other cases, managers fail to empower their employees in terms of decision making to respond to environmental changes because of the leadership style they adopt. Thus, the study sought to assess environmental factors that could influence on manager's leadership

style.

1.3. Objective of the Study

The main objective of this study is to assess of the environmental influences on leadership style in the selected manufacturing firms in Enugu State, Nigeria. However specific objectives sought in the study are to:

1. Ascertain the extent to which leadership style influences performance in Nigerian manufacturing firms.
2. Determine the nature of the relationship between environment and leadership style in Nigerian manufacturing industry.
3. Examine the effect of culture on leadership style in Nigerian manufacturing industry.

1.4. Research Questions

With the above objectives in focus, the study seeks to find answers to the following questions:

1. To what extent does leadership style influence performance in Nigerian manufacturing industry?
2. What is the nature of relationship between environment and leadership style in Nigerian manufacturing industry?
3. How does culture influence leadership style in Nigerian manufacturing industry?

1.5. Research Hypotheses

1. Leadership style has positive significant influence on performance in Nigerian manufacturing industry.
2. There is positive significant relationship between environment and leadership style in Nigerian manufacturing industry
3. Norms in any given society vary and influence leadership style.

2. Review of Related Literature

2.1. Conceptual Framework

Leadership refers to the proactive seizing of new opportunities and breaking new bounds. It involves a decision to make a way where there was no way and charting a new course (Utomi 2009). Going further, Utomi states that it also involves the setting up of an efficient structure and hierarchy that did not exist. Business dictionary defines leadership as the capacity to establish direction and to influence and align others toward a common goal, motivating and committing them to action and making them responsible for their performance.

Since the early 20th century, leadership has constantly been redefined with a number of leadership theories having been proposed based on different theoretical perspectives (e.g. top down, bottom up, trait, behaviour) and grouped accordingly (Antonakis, Cianciolo & Sternberg 2004; Avolio 2009; Lowe & Gardner, 2001; Richmon & Allison, 2003).Hempshell (2014; p.383) argued that “it is becoming more evident that leaders in the twenty first century are required to navigate an increasingly complex landscape, one described by Johnsen (2007) as volatile, uncertain, complex and ambiguous. ”.Effective leadership is widely accepted as important in setting strategic goals, policy development, and practices as stated in (Bennette, Crawford, &

Cartwright, 2003, Brown, 2006).

Leadership, as a process, is both an art and science of motivating people- followers, co-workers- by influencing and empowering them. It is the ability to make a change or a difference by creating a goal, bringing in people together, raising their commitment through proper vision, conviction, influence, enthusiasm and empowerment. Leadership occurs at different levels intra-individual process, dyadic process, group process, and organizational process.

There are various styles and approaches to leadership that not only explain the characteristics of an effective leader but also highlight the context and the impacts that different leadership styles bestow on the followers as, leaders can be charismatic, transactional and or transformational. His or her style has however needs to be contingent- based on the environmental situation- in order to be more effective. A leader has to show the path and make sure the goals are SMART- specific, measurable, realistic and time bound. Many people are goal oriented once a leader shows where their efforts should be focused. They respond well to deadlines and planning. A leader has to provide his followers a job with varied tasks and ability to grow they tend to stay more motivated. Create a congenial work atmosphere. The work atmosphere in general has a lot to do with employee motivation. Typically managers that treat employees in a friendly manner are apt to get more of a positive response. A leader should create a blend of freedom and control. If an individual is not allowed to exercise his creativity and initiative, he will surely be frustrated. This applies to everyone, not just the high achiever. While not everyone elects to exercise that right all the time, managers should not get into the habit of directing personnel in certain functions, or in ways that will kill initiative. Control is also required to keep his/her team in track. Leaders can neither run their organization by fear nor fear to run it; rather, they must walk the line between these extremes.

As mentioned by Sager 2012, in order to motivate someone, a leader has to know two things- Is the individual satisfied with the hygiene factors offered by the job, i.e., salary, fringe benefits, security and status, and interpersonal relationships? Second, will the individual be challenged by the job? A leader has to provide rewards/ benefits to his followers which can be extrinsic and intrinsic factors. The extrinsic- job related- include pay checks, bonuses, etc. However, Asbjornson and Benner argue that forms of extrinsic motivation often fail to solicit employees' best efforts over time. The intrinsic factors have a bigger role to play. When we operate strictly from a mind-set of soliciting performance through the awarding of pleasure or the withholding of pain, we fail to consider what researchers refer to as an individual's intrinsic motivators: the desire to engage in an activity because it is enjoyable, meaningful, and or personally satisfying. Common intrinsic motivators include a sense of belonging, feeling that one is making a significant contribution toward a worthy goal, and wanting to make a "difference." It is these motivators, the research suggests, that lead to sustained high performance.

Individuals in organizations bring intrinsic motivation to their work. Rather than trying to manufacture motivation, a leader has to inspire exceptional work by calling upon others' innate desire to make a difference. Additionally, a leader has to focus on asking the right questions and coaxing meaningful answers rather than dictating preformed solutions and in doing so balance action and reflection, recognizing that neither is sufficient to solve problems alone. Perhaps most importantly, a leader has to share a key objective: to inspire his/her audience (employee). It is only then the employees are motivated.

A leader has to be circumspect. McGregor's contribution to the study of motivation also

underlines the importance of flexibility: application of theory X or Y management techniques should depend on the individual being supervised and the circumstances. Furthermore a leader should make sure that he or she does not require things from others that he/she would not want required of him/her-self. To understand employees, a leader has to be a good example for others to follow. He/she must attempt to look at the employees' work in the same way they do.

Finally, leadership should not be based on lies, trickery, or manipulation. When leading other individuals it is important they are getting a benefit out of their own actions. It is important to be ethical and considerate of others at all times.

2.2. Theoretical Frame Work

The role of leadership has been examined in numerous empirical studies and countless articles, essays, and books. There are many leadership styles that authors have advocated over the past. However, the most prominent ones include - transactional, contingent, charismatic and transformational.

2.2.1. Transformational Leadership

Kerry Webb has analyzed four variables form Transformational, transactional and Laissez Faire leadership styles which leaders should consider to effectively increase motivation toward extra effort among their staff. He is of the opinion that by implementing the four leadership behaviours of attributed charisma, intellectual stimulation, and individual consideration, and contingent reward, leaders can elevate the motivation level and increase the production from members of their staff. He further argues that leaders need to have a combination of confidence, a willingness to take risks, and the energy and conviction to try something new. Further, the leadership style should identify the need that persons have for personal recognition and the need to affirm the unique strengths and abilities of each person in an organization. Lastly, contingent reward may be perceived as knowing your workers well enough to identify their strengths and to place persons in positions where they can make positive contributions to the organization and attain rewards and recognition. When people know what they need to do to achieve rewards and they believe they possess the skills and the training to successfully accomplish the requisite tasks, it makes good sense that these persons are more likely to be motivated toward extra effort. A leader should know his followers well enough to identify their strengths and to place persons in positions where they can make positive contributions to the organization and attain rewards and recognition. When people know what they need to do to achieve rewards and they believe they possess the skills and the training to successfully accomplish the requisite tasks, it makes good sense that these persons are more likely to be motivated toward extra effort.

Former views about leadership illustrate that it is seen as a personal capability. However, base on opinion of Mesick and Kramer (2004) that the degree to which individuals' exhibits leadership depends on the characteristics and personal abilities, characteristics of the location and environment in which he finds himself. Furthermore, Messick and Kramer (2004) explained that since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. Therefore an individual will support an organization if he believes that through it, his personal objectives and goals could be met, if not the person's interest in the organization will decline.

There are a number of different styles of leadership and management that are based on different theories. The individual's style will be use based on a combination of their beliefs,

values and preferences, as well as the organizational culture and norms which will encourage some styles and discourage others.

Northouse (2001) defined that the transformational leadership is a process that changes and transforms individuals. The transformational leadership is the ability to get people to improve, to change and to be led. It involves assessing associates motives, satisfying their needs and valuing them (Frances and Cohen, 1999). Hence, a transformational leader could improve the company performance and make more successful of the company objectives. Sidani (2007) mention that there are four factors to transformational leadership which are idealized influence, intellectual stimulation, inspirational motivation, and individual consideration. Each of these factors can help managers to use this approach in the workplace. Idealized influence: describes managers who are exemplary role models for associates. Managers with idealized influence can be trusted and respected by associates to make good decisions for the organization.

Intellectual Stimulation: describes managers who encourage innovation and creativity through challenging the normal beliefs or views of a group. Managers with intellectual stimulation promote critical thinking and problem solving to make improvement of organization performance. Inspirational motivation: describes managers who motivate associates to commit to the vision of the organization. Managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organization. Individual consideration: describes managers who act as coaches and advisors to the associates. Managers with individual consideration encourage associates to reach goals that help both the associates and the organization. Transformational leaders shift the values, beliefs and even needs of their followers. Transformation leaders help their organization and followers deliver an output that is far better or higher than the historical trend based estimated output.

Transformational leaders have the following characteristics, they identify themselves as change agents, they are courageous and believe in people, are value driven, they are life- long learners, they have the ability to deal with complexity, ambiguity and uncertainty, they are visionaries (have grand plans)

2.2.2. Transactional Leadership

Schneider (2002) stated that there are contrast charismatic leaders with non-charismatic leaders. Although, transformational leaders inspire exceptional performance, transactional or non-charismatic leaders aspire to achieve solid, consistent performance to achieve a goal. Bass (1985) mentioned that transactional leaders give rewards and punishments to encourage performance, making the leader relationship essentially an economic transaction.

It is important to raise the question on the importance of choosing an appropriate leadership style. This is because it directly impacts on the organizational in which in turn accounts for financial performance.

The leadership style adopted in different situations can influence both how well group of work accomplishes its goals and how well it maintains itself. Leadership style in a given situation consists of behavioural patterns as deals with the group. These patterns emerge as the group succeeds or fail in confronting group events. Several theories of leadership style were proposed during the 1970s to help leaders match style to situation. The autocrat may or may not consider what the subordinates feel about the decision. Subordinates have no opportunity to participate in decision making. On the other extreme is the laissez-faire leader who plays no leadership role at all. This leader gives the group all decision making responsibility and has no

more authority than any other group member.

Democratic leaders involve members in decision making either by reaching consensus or by using parliamentary procedure. They pursue open, trusting, follower-oriented relationships. Numerous studies have compared the impact of authoritarian vs. democratic leadership on group effectiveness. Results are mixed. In general, authoritarian styles are superior when the leader has much more information regarding the task, when time is limited, and immediate productivity is required. Democratic leadership ordinarily produces higher member satisfaction and morale. It also results in higher quality decisions when members have as much or more knowledge than the leader regarding a particular problem.

2.3. Empirical Review

Despite the commonalities and differences among leadership theories, there is consensus that leadership strongly influences both employee wellbeing (Nyberg et al., 2011; Tafvelin, et al., 2011). In the context of organizational practice and employee performance, the terms leadership and wellbeing are closely linked. Similar to the diverse conceptualization and definition of leadership, employee wellbeing has also been widely studied and produced multiple conceptualizations, definitions and measurements of wellbeing.

3. Research Methodology

The study adopted survey research design. The population of the study was nine hundred and ninety six (996) respondents from the selected manufacturing firms in Enugu State namely: Hardis and Dromedas Limited, Emenite Limited, and Nigeria Bottling Company, a sample size of two hundred and seventy (270) was drawn, using Taro Yamane formula. Sources of Data collection include primary and secondary sources. The Primary data for this study came from questionnaire and oral interview. Secondary data were obtained from the review of several publications that were relevant to the study. The instruments for data collection were structured questionnaire and interview. The questionnaire was structured in line with Five Point Likert scale. The instrument was checked for validity through a pilot study (survey). Questionnaire was administered to the management and non-management staff of each industry studied.

4. Presentation, Analysis and Interpretation of Data

This segment presents, analyzes and interprets the data collected for the study. Data were presented in frequency table and interprets the data collected for the study. Data were presented in frequency table and percentages were used for data analysis. From a total of two hundred and eighty five (285) copies of the questionnaire which were distributed to the respondents, two hundred and seventy (270) representing 9.7% were duly completed and returned, while fifteen (15) representing 5.3% copies were not returned.

4.1. Distribution and Return of the Questionnaire

| Organizations | No. Distribution | % | No. Returned | % | No Not Returned | % |
|------------------------------|------------------|------|--------------|------|-----------------|------|
| Hardis and Dromedas Limited, | 87 | 30.5 | 85 | 29.8 | 2 | 0.70 |

| | | | | | | |
|----------------------------------|-----|------|-----|------|----|-----|
| Enugu | | | | | | |
| Emenite Limited, Enugu | 86 | 30.2 | 83 | 29.1 | 3 | 1.1 |
| <i>Nigerian Bottling Company</i> | 112 | 39.3 | 102 | 35.8 | 10 | 3.5 |
| Total | 285 | 100 | 270 | 94.7 | 15 | 5.3 |

Source: Field survey 2016

Table 4.1 above shows that 94.7% of the distributed copies of the questionnaire were returned, 5.3% were not returned.

Sex Distributed of Respondents

| | ORGANIZATIONS | | | | | | Freq. | % |
|--------|------------------------------------|---------------|------------------------|---------------|---|---------------|-------|------|
| | Hardis and Dromedas Limited, Enugu | | Emenite Limited, Enugu | | <i>Nigerian Bottling Company, Enugu</i> | | | |
| Sex | Mgt. Staff | Non-mgt Staff | Mgt staff | Non-mgt Staff | Mgt Staff | Non Mgt staff | | |
| Male | 13 | 56 | 8 | 57 | 9 | 75 | 218 | 80.7 |
| Female | 4 | 12 | 5 | 13 | 2 | 16 | 52 | 19.3 |
| Total | 17 | 68 | 13 | 70 | 11 | 91 | 270 | 100 |

Sources: Field Survey 2016

Table 4.2 reveals that 218 respondents representing 80.7% were male while 52 respondents representing 19.3% were female. The implication is that there are greater ratios of male to female in the organizations.

Marital Status of Respondents

| | ORGANIZATIONS | | | | | | Freq. | % |
|----------------|------------------------------------|---------------|------------------------|---------------|----------------------------------|---------------|-------|------|
| | Hardis and Dromedas Limited, Enugu | | Emenite Limited, Enugu | | <i>Nigerian Bottling Company</i> | | | |
| Marital Status | Mgt. Staff | Non-mgt Staff | Mgt staff | Non-mgt Staff | Mgt Staff | Non Mgt staff | | |
| Married | 12 | 43 | 11 | 59 | 8 | 67 | 200 | 74.1 |
| Single | 5 | 25 | 2 | 11 | 3 | 24 | 70 | 25.9 |
| Total | 17 | 68 | 13 | 70 | 11 | 91 | 270 | 100 |

Sources: Field Survey 2016

Table 4.3 shows that 74.1% of the respondents were married while the remaining 25.9% were single. This implies that many of the respondents are married.

Age distribution of respondents

| | ORGANIZATIONS | | | | | | Freq. | % |
|--------------|------------------------------------|---------------|------------------------|---------------|----------------------------------|---------------|-------|------|
| | Hardis and Dromedas Limited, Enugu | | Emenite Limited, Enugu | | Nigerian Bottling Company, Enugu | | | |
| Age range | Mgt. Staff | Non-mgt Staff | Mgt staff | Non-mgt Staff | Mgt Staff | Non Mgt staff | | |
| 20-30 | - | 32 | - | 23 | - | 47 | 102 | 37.8 |
| 31-40 | 11 | 25 | 9 | 32 | 7 | 31 | 115 | 42.6 |
| 41 and above | 6 | 11 | 4 | 15 | 4 | 13 | 53 | 19.6 |
| Total | 17 | 68 | 13 | 70 | 11 | 91 | 270 | 100 |

Sources: Field Survey 2016

From table 4.4 above, 37.8% of the respondents were between the ages of 20-30 years. 42.6% were between 31-40 years while 19.6% of the respondents were in the ages of 41 years and above. This implies that greater proportion of the respondents fall within the ages of 31-40 years.

Academic Qualifications of Respondents

| | ORGANIZATIONS | | | | | | Freq. | % |
|-------------------|------------------------------------|---------------|------------------------|---------------|-----------------------------------|---------------|-------|------|
| | Hardis and Dromedas Limited, Enugu | | Emenite Limited, Enugu | | Nigerian Bottling Company Limited | | | |
| Qualifications | Mgt. Staff | Non-mgt Staff | Mgt staff | Non-mgt Staff | Mgt Staff | Non Mgt staff | | |
| OND | - | - | - | 10 | - | 18 | 18 | 6.7 |
| HND | 3 | 26 | 2 | 35 | 4 | 45 | 115 | 42.6 |
| B.Sc | 4 | 30 | 6 | 20 | 4 | 38 | 102 | 37.7 |
| M.Sc, MBA | 6 | 12 | 5 | 5 | 3 | - | 1 | 0.4 |
| Professional Cert | 3 | - | - | - | - | - | 3 | 1.1 |
| Total | 17 | 68 | 13 | 70 | 11 | 91 | 270 | 100 |

Sources: Field Survey 2016

Table 4.5 above reveals that 6.7% of the respondents hold OND, 42.6% were HND holders, 37.7% were B.Sc degree holders, M.Sc /MBA degree holders constitute 11.5% of the respondents. 0.4% of the respondents holds Ph.D, while 1.1% of the respondents hold professional certificate. This implies that majority of the respondents hold HND followed by B.Sc holders.

Research Question 1: To what extent does leadership style influence performance?

Leadership style has significant influence on performance.

| | ORGANIZATIONS | | | | | | Freq. | % |
|-------------------|------------------------------------|---------------|------------------------|---------------|---------------------------|---------------|-------|------|
| | Hardis and Dromedas Limited, Enugu | | Emenite Limited, Enugu | | Nigerian Bottling Company | | | |
| Rating | Mgt. Staff | Non-mgt Staff | Mgt staff | Non-mgt Staff | Mgt Staff | Non Mgt staff | | |
| Strongly agree | 14 | 61 | 11 | 40 | 9 | 65 | 200 | 74.1 |
| Agree | 3 | 5 | 2 | 27 | 2 | 24 | 63 | 23.3 |
| Undecided | - | 2 | - | - | 3 | 2 | 7 | 2.6 |
| Disagree | - | - | - | - | - | - | - | - |
| Strongly disagree | - | - | - | - | - | - | - | - |
| Total | 17 | 68 | 13 | 70 | 11 | 91 | 270 | 100 |

Sources: Field Survey 2016

Table 4.6 reveals that 74% of the respondents indicated strongly agree, 23.3% of the respondents indicated agree, while 2.6% of the respondents indicated undecided. There were no responses on disagree and strongly disagree. This implies that leadership style has significant influence on performance.

Research Question 2: What is the nature of relationship between environment and leadership style?

There is significant relationship between environment and leadership style

| | ORGANIZATIONS | | | | | | Freq. | % |
|----------------|------------------------------------|---------------|------------------------|---------------|---------------------------|---------------|-------|------|
| | Hardis and Dromedas Limited, Enugu | | Emenite Limited, Enugu | | Nigerian Bottling Company | | | |
| Rating | Mgt. Staff | Non-mgt Staff | Mgt staff | Non-mgt Staff | Mgt Staff | Non Mgt staff | | |
| Strongly agree | 10 | 28 | 6 | 30 | 4 | 48 | 126 | 46.6 |

| | | | | | | | | |
|-------------------|----|----|----|----|----|----|------|------|
| Agree | 7 | 35 | 7 | 36 | 7 | 36 | 12.8 | 47.4 |
| Undecided | - | 2 | - | 2 | - | 4 | 8 | 3 |
| Disagree | - | 1 | - | 1 | - | 2 | 4 | 1.5 |
| Strongly disagree | - | 2 | - | 1 | - | 1 | 4 | 1.5 |
| Total | 17 | 68 | 13 | 70 | 11 | 91 | 270 | 100 |

Sources: Field Survey 2016

Table 4.7 reveals that 46.6% of the respondents indicated strongly agree, 47.4% of the respondents indicated agree, 3% of the respondents indicated undecided, 1.5 of the respondent indicated disagree, while 1.5% of the respondents indicated strongly disagree. This implies that there is significant relationship between environment and leadership style.

Research Question 3: How does culture influence leadership style in organization?

Culture influences leadership style in organization

| | ORGANIZATIONS | | | | | | Freq. | % |
|-------------------|------------------------------------|---------------|------------------------|---------------|---------------------------|---------------|-------|------|
| | Hardis and Dromedas Limited, Enugu | | Emenite Limited, Enugu | | Nigerian Bottling Company | | | |
| Rating | Mgt. Staff | Non-mgt Staff | Mgt staff | Non-mgt Staff | Mgt Staff | Non Mgt staff | | |
| Strongly agree | 15 | 39 | 11 | 41 | 10 | 53 | 169 | 62.6 |
| Agree | 2 | 18 | 2 | 25 | 1 | 31 | 79 | 29.3 |
| Undecided | - | 3 | - | 3 | - | 5 | 11 | 4.1 |
| Disagree | - | 5 | - | 1 | - | 2 | 8 | 3 |
| Strongly disagree | - | 3 | - | - | - | - | 3 | 1 |
| Total | 17 | 68 | 13 | 70 | 11 | 91 | 270 | 100 |

Sources: Field Survey 2016

Table 4.8 reveals that 62.6% of the respondents indicted strongly agree, 29.3% of the respondents indicated agree, 4.1% of the respondents indicated undecided, 3% of the respondents indicated disagree, while 1% of the respondents indicate strongly disagree. This implies that Culture influences leadership style in organization.

Table 4.9. Condensed outcome of the three questions administered for research question

| Organization | Category of staff | S. Agree | Agree | Undecided | Disagree | S. Disagree | Total |
|--------------|-------------------|----------|-------|-----------|----------|-------------|-------|
| Hardis and | Mgt. staff | 39 | 12 | - | - | - | 51 |

| | | | | | | | |
|---------------------------|---------------|-----|-----|----|----|---|-----|
| Dromedas Limited | Non mgt staff | 128 | 58 | 7 | 6 | 5 | 204 |
| Emenite Limited, Enugu | Mgt. staff | 28 | 11 | - | - | - | 39 |
| | Non mgt staff | 111 | 88 | 8 | 2 | 1 | 210 |
| Nigerian Bottling Company | Mgt staff | 23 | 10 | - | - | - | 33 |
| | Non mgt staff | 106 | 91 | 11 | 4 | 1 | 273 |
| Grand total | | 495 | 270 | 26 | 12 | 7 | 810 |

Source: Field Survey 2016

Aggregate Response for the three organizations

| Category of staff | S. Agreed | Agreed | Undecided | Disagreed | S. Disagree | Frequency | % |
|-------------------|-----------|--------|-----------|-----------|-------------|-----------|------|
| Mgt. staff | 67 | 38 | 1 | 4 | 13 | 12.3 | 15.2 |
| Non Mgt staff | 429 | 217 | 11 | 12 | 18 | 687 | 84.8 |
| Grand total | 496 | 225 | 12 | 16 | 31 | 818 | 100 |

Source: Field Survey 2016

Analysis of Hypothesis

This study has three hypotheses which were tested with the aid of Microsoft assisted package SPSS. Linear regression was used to test hypothesis one (1), Correlation coefficient was used for hypothesis two (2), while Z-test was the statistical tool used to test hypotheses three (3).

Regression

| | Mean | Std. Deviation | N |
|----|--------|----------------|-----|
| MS | 1.6370 | .74781 | 270 |
| LS | 1.2852 | .50661 | 270 |

Source: Microsoft SPSS

Correlations

| | | MS | LS |
|---------------------|----|-------|-------|
| Pearson Correlation | MS | 1.000 | .720 |
| | LS | .720 | 1.000 |
| Sig (1-tailed) | MS | | .000 |

| | | | |
|---|----|-----|-----|
| | LS | 000 | |
| N | MS | 270 | 270 |
| | LS | 270 | 270 |

Source: Microsoft SPSS

| Model | R | R Square | Adjusted | Std Error of the Estimate | Durbin Wastson |
|-------|---------|----------|----------|---------------------------|----------------|
| 1 | .726(a) | .527 | .525 | .51552 | .088 |

a Predictors (Constant), LS

b Dependent Variable, MS

Source: Microsoft SPSS

ANOVA (b)

| Model | | Sum of Squares | Dr | Means Square | F | Sig |
|-------|------------|----------------|-----|--------------|---------|---------|
| | Regression | 79.204 | 1 | 79.204 | 298.023 | .000(a) |
| | Residual | 71.225 | 268 | .266 | | |
| | Total | 150.430 | 269 | | | |

a Predictors (Constant), LS

b Dependent Variable, MS

Source: Microsoft SPSS

Coefficients (s)

| Model | | Unstandardized Coefficients | | Standardized Coefficient | | T | Sig |
|-------|------------|-----------------------------|------------|--------------------------|--|--------|------|
| | | B | Std. Error | Beta | | | |
| 1 | (Constant) | .261 | .086 | | | 3.040 | .003 |
| | LS | 1.071 | .062 | .726 | | 17.263 | .000 |

a. Dependent Variable MS

b. Sources Microsoft SPSS

$$MS = 0.261 + 1.071LS$$

$$(t = 17.263)$$

Where: MS = Performance

LS = Leadership style

$$R = 0.726 \quad R^2 = 0.527, \quad R^2 = 0.525$$

$$F = 298.023 \quad DW = 0.088$$

From the above model, MS is the summation of 0.261 and the products of 1.071 and LS.

5. Summary of Findings, Conclusion and Recommendations

5.1. Summary

The results based on the descriptive statistics revealed that leadership style has significant influence on performance; there is a significant relationship between environmental factors and leadership style; actions of competitors bring about dynamic change in the strategic plan of organizations and influence leadership style; norms and values of any given society vary and thus influence leadership style. Norms and values of a given society vary and influence leadership style. Female managers adopt participative leadership style.

5.2. Conclusion

Leadership style, among other variables determines performance in organizations. The higher the degree of uncertainty in the environment, the greater the flexibility expected of a manager as regards the leadership style to adopt. This is because changes in today's business environment have made it almost impossible to adopt a particular style that would work best. Actions of competitors have created the need for continuous change in organizations.

5.3. Recommendations

Based on the findings from the study, the following recommendations are imperative: For a competitive advantage in the ever changing business environment, managers should adopt a leadership style that is flexible and responsive to change especially as it concerns studying the perceived culture of a given society will determine what leadership style to adopt and the subsequent success that will be achieved. Finally, training of management /senior staff on leadership style should be regular in order to equip them on the need to be proactive and responsive to today's dynamic work environment. It is therefore imperative that individuals at all levels should be given the authority to make decisions, so as to be effective followers and leaders in the dynamic environment of the 21st century.

5.4. Contribution to Knowledge

The study made the following contributions to knowledge. This study found that directive and supportive leadership style are predominant leadership styles used in manufacturing industry. The study discovered a new leadership approach – coalition leadership approach whereby a leader addresses subordinates as colleagues rather than by their job title. In this approach also, organizational relationship is such that everyone is addressed by his/her first name. This brings a more cordial and friendly atmosphere that will encourage teamwork.

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