

## Evaluating The Effectiveness of Leadership Styles and Management Practices Within an Organization

(A Case Study of GT Bank Damaturu)

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### Abstract

The importance of effective and green leadership style software which is standard towards the success of organizational desires and targets cannot be overemphasized. This is due to the fact the character of leadership style followed in a corporation could be the yard stick to measure the success or dilemma of the company in the attainment of its goals and targets this study tested the application of leadership style on the control of presidency owned organization with unique interest on GT Bank Damaturu. The research dwelt at the introductory element of the studies and reviewed associated literature to the observe to be had as secondary assets of information to be used along the primary uncooked statistics. This uncooked records became accrued via survey work by way of using questionnaire, administrated to the personnel of the agency as said. Also the studies attempt to present their statistics and analyze them and take a look at the kind the hypothesis the use of chi-square and frequency distribution tables the result was provided and end were drawn and additionally summarized, end and made recommendation based at the findings. To this quantity, the researcher hoped that this piece of contribution to the sector of this field will pass a protracted manner in achieving the relevance of the observe.

**Keyword:** *leadership, management, organization, effectiveness, leadership styles*

## Introduction

Effective leadership does not come about informally. It is important to mention that all successful leaders. A manager must possess certain leadership qualities or be able to exhibit certain leadership styles in order to get along well with his subordinates.

## Meaning and Role of Leadership Style

Wolinski (2010) leadership can be defined based on how you see it to be. That is some see leadership as a series of specific traits or characteristics; others see it as comprising of certain skills and knowledge while others think of leadership as a process. He then went on to say that, the view of leadership as a process, places an emphasis on social interaction and relationship. This is the idea that leadership is a type of relationship, one that typically includes influencing others in a certain direction. He finally came out with a definition that leadership is a relationship that approves mobilizing, influencing, and guiding of others toward desired goals.

Leadership is the capacity to instill a sense of confidence and zeal in others and to arouse their desire to follow. A manager needs vision, desire, initiative, self-confidence, and personal integrity in order to be a great leader.

## The Roles of Leadership Style

According to Salin D., Helge and Crber and Guneser, Gulaye (Nov.2013) highlighted the roles of leadership style through the following rector to be considered as follows:

**Authoritarian or Autocratic:** leaders keep strict, close control over followers by keeping close regulation of policies and given to followers.

**Paternalistic:** leaders work by acting as a further figure by taking group members and by practicing social equality.

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**Democratic:** consist of leader sharing the decision making care of their subordinates as a parent would making/problem solving, processing paper work,

Monitoring/controlling, disciplining/punishing, interacting with outsiders, managing conflict, socializing/politicking. All these are discussed in earlier management works, also they are grouped into the following categories.

**Routine communication:** exchange information, handing paper work, Traditional management planning decision making controlling.

**Networking:** Interacting with outsiders, socializing politicking.

**Human resources management:** Motivating /reinforcing, disciplinary / Punishing managing conflict, staffing training /development.

## Theories of Leadership

Leadership theories explain the concept and practice adopted to become a leader. It gives precise information on the leadership qualities and attributes one must have to become a leader.

Stoner et al (1995) just as many other writers believe that there are as many trait of leadership as possible but for the sake of this research, we will be limited to only three (3) leadership theories which includes:

- The trait theory
- The behavioral theory
- Contingency theory

**The Trait Theory:** Trait theory of leadership assumes that leaders have inherited traits in them which make these people suitable for leadership. Many say that leaders are people who can fully express themselves while others cannot, and this is what makes them different from other people.

**The Behavioral Theory:** When it became evident that effective leaders do not seem to have a particular set of distinguishing traits, researchers

tried to isolate the behaviors characteristic of an effective leader. In other words, rather than try to figure out who effective leaders are, researchers tried to determine what effective leaders do, how they delegate tasks, how they carry out their tasks, and so on.

**Contingency Theory:** The researchers using the trait and behavioral approaches showed that effective leadership depended on many variables such as organizational culture and nature of tasks. No one trait style was common to all effective leaders. These theories focus on the following factors:

- Task requirements
- Peers' expectations and behavior
- Employees' characteristics, expectations, and behavior
- Organizational culture and policies

### Statement of The Problem

The major problems faced by the workers of the bank is that of autocratic method of leadership that their managers are operating. Most of them the leadership does not seek the opinion of the workers before and when taking decision regarding the welfare of their subordinates. The leadership takes decision that the subordinates performance the task to satisfy them (manager). It also does not matter to them whether the subordinates derive satisfaction from the task assigned to them or not.

These problem will be addressed in the court of the rich.in lure of the above stated

### Research Methodology

The methodology used to conduct this research consist of two essential methods, the first is the use of secondary literature such books seminar paper, newspaper, articles and magazines etc.

The second method is the use of primary source such as official document, interview with

problems the researchers come up with the followings objectives these are:

1. To assess how leaders, utilize the limited resources available at their disposal in running organization with respect to GT Bank Damaturu.
2. To examine the various theories of leaderships.
3. To identify the impact of leadership style on the effect of transportation in the organization.
4. To identify general challenge of leadership.

Based on the stated objectives, the research sought to ask the questions these are

1. Do leaders utilize the resources available in running organization with respect to GT Bank Damaturu?
2. Does leadership style have any impact on the transportation for the organization?
3. What are the various lips of leadership theories?
4. What are the general problem of leadership?

The research come up with the following hypothesis:

H<sub>0</sub>: There is no significant relationship between leadership styles and management practices in an organization and its overall effectiveness

H<sub>1</sub>: There is significant relationship between leadership styles and management practices in an organization and its overall effectiveness.

different personal of the corporation as well as the passengers.

The objective of this part of the research is to present the methodology approach used in conducting this research. The researcher employed both formal and informal interview techniques.

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In GT Bank Damaturu, the personal interview Conducted on a face to face basis and physical interaction situation assisted the researcher immensely in getting adequate and accurate information from various source, such as head of department, section, unit, supervisor and officials concerned.

### **Research Design**

For the objective of a research study to be achieved various source and data Collection were used in the course of research, description method is to be utilized.

This involves the use of samples, table when Necessary to give further details of the study.

The research instrument is designed in such a way that is availed the major people to be interviewed the opportunity to provide answer to questionnaire raised by the study. The questionnaire is conducted in the simple's manner and structure to allow the option given, it also allow respondent to give their own views on certain issues that required further explanation to the one already provided. The questionnaire shall take in to consideration at all categories of staff of GT Bank Damaturu.

### **Sample Population of the Study**

Oxford Advanced Learners Dictionary six edition 2000 defines population as the entire number of people on a target group or number of person living in a certain society.

The study population for this research include all staff of GT Bank Damaturu from any cadre in the organization. The study will select sample from the above defined population. The size of sixty (60) Are selected for this study as of analysis in this population of the study.

### **Sample and Sampling Techniques**

The sampling limit was considered to be sixty (60) of all department of GT Bank Damaturu.

These departments include administration, marketing, and accounting.

Due to the researchers used stratified random sampling techniques is used by divided into three (3) groups or stated, they are administrative department, accounts department and marketing department.

### **Procedure and Instrument of Data Collection**

The impossibility of the researcher to collect information from every member of the staff consulting the sundry population was attributed to cost time factor and the belief that the result obtained from population parameter. Consequently, this random sampling was adopted using stratified random sampling procedure to ensure that all categories of staff were represented.

### **Method of Data Collection**

The researcher strongly relies on both the primary and secondary method of data collection.

### **Primary Data**

These are data collected from the original source, which is properly known as first hand data collection these are data collected through questionnaires and interviews or face to face. The researcher went to GT Bank Damaturu as its case study and administered the questionnaire to the respondents and their response were used for analysis.

### **Secondary Data**

These are data which are collected from already published by another organization textbook, journal, magazines, and library research, are considered.

Secondary data are invariable cheaper to obtain because they are Information that has two sources of secondary data.

- Internal source part record of respondent.

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- External source the responses of respondent.

tabular form using chi-square method and frequency distribution tables.

**DATA PRESENTATION ANALYSIS**

The data collected through various views from respondents were presented and analyzed in a

**Table 1:** Sex distribution of respondent?

SEX	FREQUENCY	PERCENTAGE (%)
Male	40	73
Female	15	27
Total	45	100

Source: Field survey, 2023

Table 1 shows 73% of the respondents are male while 27% are female. That is to 40 males and 15

female’s respondent which gives total of 55. This is to Say that most of employees are female.

**Table 2:** How long did you serve the organization?

YEAR	FREQUENCY	PERCENTAGE [%]
1-4 year	8	15
5-9 year	28	51
10 and above	19	34
Total	55	100

Source: Field survey, 2023

Table 2 shows 8(15%) are from 1-4 year 28(51%) 5-9 year 19(34%) are 10 years and above with the organization. This gives the range of years of services with the organization it shows that the majority of employees served for less than ten

years. This indicates high rate of employees turn over, resulting from poor motivation and scheme of services. It could be detrimental to the successful operation of the organization.

**Table 3:** Are you putting in your maximum effort to increase the productivity?

OPTION	FREQUENCY	PERCENTAGE [%]
Yes	45	82
No	10	18
Total	55	100

SOURCE: Field survey, 2023

Table 3 shows 40(73%) of the respondents answered positively to the questionnaire. while 15(18%) respondents negatively, this shows that

most of the employee are putting their effort in order to enhance productivity, despite their condition of service.

**Table 4:** Is there any reward for high performance in your organization as motivation?

OPTION	FREQUENCY	PERCENTAGE [%]
Yes	7	13
No	48	87
Total	55	100

SOURCE: field survey, 2023

Table 4 shows 7 respondent's positivity which represent (13%) while 48 respondents were negatively responded which is (87%). This

indicate that the reward in the organization is not up to the expected state. Reason for law moral is poor condition of work.

**Table 5:** Which of the following increase your productivity?

OPTION	FREQUENCY	PERCENTAGE [%]
Salary	15	27
Training opportunity	7	13
Promotion	10	13
Job security	3	18
All of the above	20	6
Total	55	100

Source: Field survey, 2023

Table 5 shows that 15 representing (27%) where of the opinion that salary increase their productivity, while 7 respondents which represent (13%) were of the opinion that training

opportunity will increase their productivity also 3(6%) were of the opinion that job security increase their productivity. The organization should strive towards rewarding employees.

**Table 6:** Are you normally free with your subordinate?

OPTION	FREQUENCY	PERCENTAGE [%]
Yes	28	51
No	27	49
Total	55	100

Source: field survey, 2023

Table 6 shows 28 respondents which representing (51%) were sound positively which 27 respondents sound negatively which represent

(49%) meaning that they were normally free with their subordinate.

**Table 7:** Is decision making in your organization done at the top?

OPTION	FREQUENCY	PERCENTAGE [%]
Yes	43	78
No	12	22
Total	55	100

Source: field survey, 2023

Table 7 shows that 43(78%) of the respondent are agreed that decision making starts and ends

from the top to the bottom, while 12(22%) disagreed with that.

**Table 8:** Are you satisfied by the decision made by the management?

OPTION	FREQUENCY	PERCENTAGE [%]
Yes	35	64
No	20	36
Total	55	100

Source: Field survey, 2023

Table 8 shows thirty-five 35 respondents are positively agreed which represent (64%) of the respondents while 20 respondents which

represent (36%) that they are not satisfied which the management decision

**Hypothesis Testing**

In testing hypothesis, the research will first look at the level of significant and their obtained degree of freedom. This research work is tested with the level of significant of five (5%) this was chosen because the test was made by random sampling from the calculated value of questions and numbers were used.

The researcher stated by restating the hypothesis as earliest stated.

**H<sub>0</sub>:** There is no significant relationship between leadership styles and management practices in an organization and its overall effectiveness

**H<sub>1</sub>:** There is significant relationship between leadership styles and management practices in an organization and its overall effectiveness.

**Decision rule**

in from of the alternative hypothesis (H<sub>1</sub>) and vice-versa.

The competed chi-square () it is agreed the critical value the Null-hypothesis (H<sub>0</sub>) is related

**CHI-SQUARE ANALYSIS**

Q	3	6	7	8	TOTAL
YES	45	28	43	35	151
NO	10	27	12	20	69
TOTAL	55	55	55	55	220

EXPECTED VALUE **37.75** 38

Q	3	6	7	8	TOTAL
YES	45	28	43	35	151
NO	10	27	12	20	69
TOTAL	55	55	55	55	220

EXPECTED VALUE **17.25** 17

S/N	Observed (O)	Expected (E)	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
1	45	38	7	49	1.289474
2	28	38	-10	100	2.631579
3	43	38	5	25	0.657895
4	35	38	-3	9	0.236842
5	10	17	-7	49	2.882353
6	27	17	10	100	5.882353
7	12	17	-5	25	1.470588
8	20	17	3	9	0.529412
				<b>X<sup>2</sup></b>	<b>15.5805</b>

<b>p -value</b>	<b>0.029237895</b>
<b>Test statistic</b>	<b>15.58049536</b>
<b>Critical value</b>	<b>14.06714045</b>

Table shows that the computed chi-square ( $X^2$ ) value is **15.5805** which is greater than the critical or tabulated value **14.0671** which means that all null-hypothesis (H<sub>0</sub>) would be rejected while the entire alternative hypothesis (H<sub>1</sub>) would be accepted

### Discussion of The Finding

The test of hypothesis from the analysis of the questionnaire shows that an evaluating the effectiveness of leadership styles and management practices within an organization. In the analysis of the questionnaire it was also discovered that the case in question leadership is essential for improving organizational performance.

### Summary of the finding

The essence of this work is to look the role of leadership style in private own company

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particularly attention to the private sector. To archive this, aim the work is divided in to some sections.

- general introduction of the studies, statement of the problem the aim and objective of the studies and research hypothesis. literature review on leadership style in private Own Company with topical issue and definition of leadership, concept of leadership, theory of leadership quality of leadership types and style of leadership.
- the research methodology with particular references to the research design, population of the study, sampling method, and instrument of data collection and method of data analyses. And data presentation and analyses, test of hypothesis and the research findings, summary conclusion and recommendation of the research.

## Conclusion

The research arrives at the conclusion that a man become a leader not only because of his personnel attributes but also not that basic of various situation factors.

In modern approach to leaderships traits are not only considered for attaining of leadership style. Rather if one is to grow to a position of leaderships it may be more useful to have experience, seniority, specific ability and knowledge which are directly related to the job.

## Recommendation

It is often opined by writer that management job and the characteristic of the job put limit to the application of leadership style. Therefore, the situation with GT Bank Damaturu is not an exception. Also to achieve its objective the organization will find it reasonable to stick a particular leadership style.

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