THE EFFECT OF LEADERSHIP AND ORGANISATIONAL BEHAVIOUR ON PERFORMANCE – A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Corporate Organisations are set up with conscious objectives that are encapsulated in their Vision and mission. Though, the responsibility for achieving the objectives drops on Leadership but the activities, structures, behaviour of the human resource elements and their interactions within the social structure have been touted to influence organisational outcomes.

This Literature review is a synthesis of various published works such as journals, books, and other published materials on the effect of Leadership and Organisation behaviour on Performance and the review analyzed concepts, theories and empirics on the theme and after analysis of a wide range of renowned literatures, it was found that effective leadership has a significant positive influence on Organisational behaviour as moderator of corporate performance. Empirical evidences further showed that Organisation behaviour is shaped by the style of communication of the strategic plans and programmes by the leadership to employees.

The literature review also revealed that transformational leadership style has positive effect on trust in leadership, organizational commitment and employee's job satisfaction as panacea for corporate performance and a positive highly significant relationship exists between transformational and transactional leadership but that Transformational leadership positively affects the level of organizational citizenship more than transactional leadership.

The review revealed that there is no significant relationship between innate drive for performance and profit level, between employees' commitment and market share, but the relationship between leadership strategy of management by exception and business survival appear to stand alone and will require further testing in different industrial sector and or geographical area.

Research concluded that the style of leadership a manager adopts has a direct effect on the organizational performance of employees and that participation in leadership and delegation of duties enhances employees performance hence leaders must evolve deliberate strategies of influencing organisation behaviour for performance synergy towards efficient achievement of corporate goals and objectives. However, other variables of measurement of Organisation Behaviour like empowerment, work motivation and organisation culture which have not been researched need to be tested as well hence the findings may be useful for future similar studies.

Key Words: Leadership, Organisation Behaviour. Performance, Leadership Communication, Transformational Leadership

INTRODUCTION

Leadership is a management function, which is mostly directed towards people and social interaction, as well as the process of influencing people so that they will achieve the goals of the organization (Rad, 2006; Hair, Risher, Sarstedt & Ringle, 2019).

ONKremer, Villamor and Aguinis (2019), noted that there are many ways to define leadership based on different kinds of leadership perspectives in focus. Stogdill (1957),;Fry (2003);Almatrooshi, Singh, and Farouk (2016) noted that a leader's ability to motivate others towards a common goal by inspiring their motive for growth and development, add up to effective leadership.

It is noteworthy that amongst the various tools used by the leader to influence group members or subordinates is effective communication and they use this tool with appropriate strategies to introduce their objectives to the actualizers of shared objectives which is a panacea for efficiency and effectiveness in goal attainment.

Communication is an essential leadership skill (Jermsittiparsert & Urairak, 2019). However, communication skills are not the only important skills for effective leadership. Babalola (2016) found that being accountable, taking responsibility, learning, and adapting to change, along with communication, are some of the essential leadership skills.

Leaders can use a variety of leadership skills and styles to accomplish their missions. Leaders demonstrate their leadership skills with the use of different leadership styles, and the effectiveness of each style could depend on positions, industries, and different situations (Xie, Wu, Xie, Yu & Wang, 2019).

Tripathi & Agarwal (2017) maintain that Organizational leaders should employ the leadership styles appropriate for their desired outcomes. Babalola (2016) concluded that leaders can meet organizational objectives quickly by using an appropriate leadership style or by combining leadership styles based on the situation.

Leadership styles and theories.

Omar and FauziHussin (2013) project three leadership styles as dominant styles viz; laissez-faire, transactional, and transformational leadership styles. Other source project classical styles based on the use of power (Babalola, 2016), namely autocratic (authoritative), democratic (participative), and liberal.

These leadership styles are funneled by certain theories developed over the years. Transactional and transformational leadership are under the leader-follower relationship theories (Stokes et al., 2019). Behavioural leadership mainly focuses on task-oriented and relations-oriented leader behaviours (Wirba, 2015).

Some leaders are referred to as Experts. These are leaders who are interested in contributing their expertise, and they are usually not interested in collaboration or opinions that they deem beneath their level of expertise while other are called achievers as they are leaders with crave for achieving results and who support and positively influence others to achieve this goal (Kremer, Villamor & Aguinis (2019).

Wirba, as cited in Newman (2021), states that Strategists are leaders who are interested in change and the creation of a shared vision resulting in the encouragement of transformations, and strategists are good at handling others' resistance to change; alchemists are leaders who exhibit high moral standards and are interested in the reinvention of themselves and their organizations. The individualists focus on the self, the strategists demonstrate an invitational style to ideas, and the alchemists develop transformations for reflection and action (Kremer, Villamor & Aguinis (2019).

Wirba (2015) grouped autocratic, democratic, and liberal leadership as classical styles of leadership noted for power dimensions. Autocratic, democratic, and liberal (laissez-faire) leaders influence employees, although demonstrating different styles and using different behavioural approaches. With Autocratic style of leadership, the leader makes decisions alone without his or her employees' inputs (Yahaya & Ebrahim, 2016). In addition to not encouraging followers' input, autocratic leadership characteristics include power driven behaviours and a perceived focus on only organizational goals with no concern for employee well-being or condition (Xie et al., 2019). According to Aurangzeb, (2015), Autocratic leadership has a direct association with employee demotivation.

Task-oriented and relationship-oriented leadership behaviours are leader behavioural approaches practiced in most Western countries (Begum & Mujtaba, 2016). Autocratic and democratic leadership are forms of leadership under behavioural leadership styles and theories (Xie et al., 2019). The characteristics of autocratic leadership exemplify the styles and theories of transactional leadership (Moyo, 2019).

Malik, Javed and Hassan (2017) states that the followers of autocratic leaders do not perform well without the presence of the leader; however, autocratic leaders take full responsibility for outcomes, and they reduce pressure on followers regarding making decisions and this leadership style is characterized by strict control by the leaders and no participation by the employee (Aurangzeb, 2015).

Democratic leadership - Democratic is a leadership style whereby a leader discusses and coordinates tasks with his or her employees (Xie et al., 2019). Democratic leadership involves encouraging employees' full participation in decision making (Aurangzeb, 2015). Almutairi (2016) argued that a democratic leadership approach might not lead to the prompt exchange of information and consensus by all involved for the timely execution of tasks.

Laissez-faire leadership - Laissez-faire leadership is one of the three major categories of leadership styles (Xie et al., 2019). Laissez-faire leaders give minimal guidance to employees and allow employees to make decisions on their own (Beck, 2016).

There is no consensus on the best leadership style because a leader can practice any style or a mix of styles to suit the employee in any situation or time (Asan, 2015). Leaders favor the transactional and transformational leadership styles over the laissez-faire style. Yahaya and Ebrahim (2016), describe the transactional and transformational leadership as the two most commonly practiced leadership styles, the former a much more traditional and common approach than the latter.

Transactional leaders operate on the notion of rewarding employees for their efforts (Babalola, 2016). They punish employees for their lack of effort (Andersen, Nielsen & Brinkmann, 2014). Leaders exhibit transactional leadership style by using transactions between them and their followers (Moyo, 2019).

Bartram (2007) says that Transformational leadership propels a drive for followers to behave intently with self-driving motive and consideration for efficient performance. This agrees with Yousef (2000) that there is a positive relationship between leadership behavior and organizational commitment. Dyah, Mardanung & Satyawati as cited in Yousef (2000) states that Organizational Commitment mediates the effect of leadership on job satisfaction and that the employees who work with a good leadership, will be loyal to their firm and their job satisfaction will be higher too.

However. the research conducted by Lok (2004) showed that leadership has a negative effect on job satisfaction. Savery in Lok (2004) stated that there is no correlation between organizational commitment and leader behavior. Also, Hampton in Lok (2004) stated that there is no positive correlation between leadership and job satisfaction.

Many studies carried out in several countries showed that there is a positive correlation between leadership and the job satisfaction. By applying the right leadership style, the manager can influence the employee job satisfaction, commitment, and their productivity (Dyah, Mardanung, & Satyawati, 2017).

Organisational Behaviour, Leadership and Corporate Performance

Organizational behaviour can be described as the behaviour of individuals and groups toward one another with its reflection on the organizational identity, its operations and performance (Widyanti (2020).

Viewed as a body of Knowledge, it is described as "the study and application of knowledge about how people as individuals and groups act within Organisations and it strives to identify ways in which people can act more effectively". It is a field of study that investigates the impact that individuals, groups, and structure have on behaviour within organisations, for the purpose of

applying such Knowledge towards improving organization's effectiveness (Almatrooshi, Singh & Farouk, 2016,; Almutairi, 2016).

Fiaz, Su, Ikram and Saqib, (2017) say that it is concerned with the study of what people do in an organization and how their behaviour affect the organization's performance. It is the understanding, prediction and management of human behaviour in organization (Newman, 2021).

It is important to dimension the pattern and characteristics of Organisational Behaviour (OB) in order that the leader can effectively guide it towards Organisational goal, however, 'there is no set of universal prescriptions that can predict every behaviour, team outcome, or organizational phenomenon because people are typically unique and unpredictable in some aspects of their behaviour' (Newman, 2021).

In physics there are laws, formulas, and mathematical procedures that apply to a wide range of situations. The speed of a vehicle traveling down a hill can be calculated, and the answer applies to similar hills, cars, and conditions but this precision is difficult to predicate in Sociology.

Organizational Commitment is akin in its outcome to translate to OB, and it has been defined differently by different scholars, depending on background focus. It is viewed as having a relative strength on the personality of organisation members and their involvement in the organization. According to the definition, there are three organizational commitment components, namely: (1) a strong belief on the organization goal and value (identification); (2) willingness to use the possible effort to be loyal to the organization (involvement); (3) and the intention or strong desire to stay in the organization (loyalty) (Mowday, et.al in Yousef, 2000).

Organizational commitment deals with the attitudes of the people toward their company (Malhotra, 2004). It consists of two constructs – affective and continuance (Feinstein, 2008). As defined by Mowday, Porter, and Steers, affective organizational commitment is "a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization." The counterpart to affective organizational commitment is continuance organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Feinstein, 2008)

What propels people to stay on in the Organisation is associated with the satisfaction they obtain on the job and the social climate. Pool (2007), states that Job Satisfaction is a behavior formed by individuals in relation to their works.

Notwithstanding the foregoing, the leader in a cooperative set-up, must be harmed with the knowledge that the individual, group and Organisational behaviour has impact on organization performance and effectiveness. In the study by Newman (2021), the Organisational behaviour focuses on individual level where job satisfaction, Organisational commitment and intention to

quit are the fundamental elements. Other studies have also shown that meaningful work and sense of community are associated with organisation commitment, job satisfaction and intention to quit (Ankomah, Kumah & Karikari, 2016).

Organizational behavior according to Ahmad, Majid and Zin (2015) is the study of human behavior in organizational settings, how human behavior interacts with the organization, and the organization itself. Although we can focus on any one of these three areas independently, we must remember that all three are ultimately connected and necessary for a comprehensive understanding of organizational behavior which is concerned with people's thoughts, feelings, emotions, and actions in a work setting.

Understanding an individual behaviour is in itself a challenge, but understanding group behaviour in an Organisational environment is a monumental managerial task. Since the Organisation's work is performed through people, individually or collectively, on their own or in collaboration with technology, the management of Organisational behaviour would appear germaine to the management task – a task that involves the capacity to "understand" the behaviour patterns of individuals, groups and organisations, to "predict" what behavioural responses will be elicited by various managerial actions and finally to use this understanding and these predictions to achieve "control" (Uçkun, Arslan & Yener, 2020).

Organisational behaviour is concerned with the characteristics and behaviours of employees in isolation; the characteristics and processes that are part of the organisation itself; and the characteristics and behaviours directly resulting from people with their individual needs and motivations working within the structure of the organization (Tarba, Ahammad, Junni, Stokes and Morag, 2019). One cannot understand an individual's behaviour completely without learning something about that individual's organisation. Similarly, the individual cannot understand how the organisation operates without the knowledge of the people who make it up. Thus, the organisation influences and is influenced by individuals (Tarba et al., 2019).

Tran (as cited in Newman, 2021), identifies key elements in the Organisational behaviour as people, structure, technology and the environment in which the organisation operates. People make up the internal and social system of the organisation. They consist of individuals and groups. The groups may be big or small; formal or informal; official or unofficial. Groups are dynamic. They work in the organisation to achieve their objectives.

Structure defines the formal relationships of the people in organisations. Different people in the organisation are performing different type of jobs and they need to be related in some structural way so that their work can be effectively coordinated.

Technology such as machines and work processes provide the resources with which people work and affects the tasks that they perform. The technology used has a significant influence on working relationships. It allows people to do more and better work but it also restricts people in various ways (Uçkun, Arslan & Yener, 2020).

All organisations operate within an external environment. It is part of a larger system that contains many other elements such as government, the family and other organisations. All of these mutually influence each other in a complex system that creates a context for a group of people (Uçkun, Arslan & Yener, 2020).

Leadership is one of the vital factors for improving organisation behaviour and firm performance. Leaders, as the key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are strong sources of managerial and sustained competitive advantage (Avolio et al.,1999; Rowe, 2001).

Leadership style and employee performance

Leadership styles can influence employee performance (Asan, 2015). According to Jabeen and Isakovic, (2018) leadership style has a direct association with employee performance and organization success and has a great influence on employee performance and attitude towards the achievement of organizational goals (Moyo, 2019),; Tarabishy, Solomon, Fernald, and Sashkin,(2005).

Numerous studies have stated positive relationships between transformational leadership and outcomes at the individual level and firm levels (Avolio 1999) (Kirkpatrick & Locke, 1996). Likewise, a number of relative studies (Waldman, Ramirez, House, & Puranam, 2001) have also reported that transformational leadership behaviors are more positively related to subordinate effectiveness in a variety of organizational settings than are transformational behaviors. The transformational behavior of leaders influences employee' motivation to make them more aware of their duties outcomes and develop their self-interest for the organization's performance.

As stated by Zhu, et al. (2005), in their study on the connection between the transformational leadership style and organizational performance, they identified that within 170 companies from Singapore, a positive relationship exist between the transformational leadership and the organizational performance. They also demonstrated that effective human resources management arbitrates the relationship between leadership and performance through increased commitment, higher motivation and intellectual motivation.

Based on the studies on leadership style and organizational performance, Hancott (2005) says that organizations today have to be performant and to meet the competing expectations of the stakeholders in a manner which is obvious and ethical, it is necessary that leaders adopt transformational behaviors as the survival of the organizations may depend on it.

Leadership has the most dynamic effects during individual and organisational interaction. In other words, ability of management to execute ''collaborated efforts'' depends on leadership capability (Saasongu, 2015; Lee and Chuang, 2009), explain that the excellent leader not only inspires subordinates potential to enhance efficiency but also meets their requirements in the process of achieving organisational goals.

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Many factors could account for the association between leadership style and organisational performance, amongst which are innovation-based competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies (Santora et al.,1999; Venkataraman,1997) and studies have shown that in situations like these, effective leadership can provide succor (McGrath and MacMillan, 2000; Teece, Pisano and Shuen, 1997).

On the other hand, organisational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival (Koontz and Donnell, 1993). It is also viewed in relation to the level of profit, market share and product quality vis-a-vis other enterprises in the same industry (Saasongu, 2015).Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organisation.

Understanding the effects of leadership on performance is important because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for improvement of organisational performance (Avolio, 1999; Lado, Boyd and Wright, 1992; Rowe, 2001).

Visionary leaders create a strategic vision of some future state, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision (Avolio, 1999; McShane and VonGlinow, 2000).

Zhu et al. (2005), suggest that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in new Organisational environments. Mehra, Smith, Dixon and Robertson (2006) argue that when organisations seek efficient ways to enable them outperform others; a long-standing approach is to focus on the effects of leadership.

Some studies have explored the strategic role of leadership to investigate how to employ leadership paradigms and use leadership behaviour to improve organisational performance (Judge, Bono, Ilies, and Gerhardt, 2002; Judge and Piccolo,2004; Keller,2006; McGrath and MacMillan,2000; Meyer and Hepard, 2000; Yukl,2002). This is because intangible assets such as leadership styles, culture, skill and competence, and motivation are seen increasingly as key sources of strength in those firms that can combine people and processes and Organisational performance.

Previous studies led the expectation that leadership paradigms will have direct effects on customer satisfaction, staff satisfaction, and financial performance. In general, however, the effects of leadership on Organisational performance have not been well studied, according to House and Aditya's review (1997), who criticised leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leaders perform, and to the exclusion of Organisational and environmental variables that are crucial to mediate the leadership-performance relationship.

Another problem with existing studies on leadership is that the results depend on the level of analysis. House and Aditya (1997), distinguished between micro-level research that focuses on the leader in relation to the subordinates and immediate superiors, and macro-level research that focuses on the total organisation and its environment.

Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organisational performance conclude that despite a hypothesized leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

Organizational Performance

According to Chen, et al. (2006), organizational performance means the "transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance entails the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness)".

According to Bolman & Deal (2003), DeClerk (2008) and Scott & Davis (2015), there is no general agreement in the literature on the standards to be used in measuring the organizational performance. One of such is the goal approach which says that people create organizations for a specific purpose which is determined by the stakeholders and that purpose is anchored on specified goal which is the driving force for organizational performance (Griffin, Phillips, & Gully, 2020).

Another approach, called the system resource approach centers on the relation between the organization and the environment and emphasize that an organization is effective when it takes advantage of its environment in the attainment of high value and rare resources to approve its operations (Cutler et al.,2003). Also, locating organisation within the constituency framework, Agle, et al.,(2006), maintain that an organization is effective when multiple stakeholders perceive the organization as effective and Scott & Davis, (2007) added that the organizations with more control over resources are likely to have the most influence on performance.

An adjunct to the constituency approach is the competing values approach by Cameron and Quinn (2006) which states that organizational goals are created in different ways by the various expectations of multiple districts. Therefore, organizations may have different criteria to measure performance. According to Cameron, et al. (2014), stakeholders support the adaptability of their organizations, they want them to be flexible, stable and effective. According to Cohen & Bradford (2005), a performant and effective organization has a high degree of collaboration and commitment among stakeholders through work groups and management.

Measuring Organizational Performance

Performance can be explained as set of financial and non-financial indicators that informs the degree of achievement of objectives and results. Since performance is dynamic it requires

judgement and interpretation. Performance could also be explained by a causal model which examines how current action may affect future results. It is also necessary to understand the multiple elements that are involved and their characteristics and the areas of impact. The ability to quantify results is key for understanding organizational performance (Gavrea et al., 2011).

Bourne & Neely, (2003) said that performance measurement means the following when referred to in literature and practice: (1) a set of multi-dimensional performance measures (financial/non-financial and internal/external) that quantify performance achieved and helps in forecasting future performance; (2) performance measurement requires a reference framework against which the results of action can be judged. This framework is presently accepted as organization's strategy; (3) performance measure has an impact on the environment it operates. It is an integral part of part of management planning and control system as it influences the behavior of individuals and groups that are being measured and that means it influences Organisational behaviour; (4) performance measurement also involves assessing the impact on stakeholders whose performance is being measured. Performance might be understood differently by the different stakeholders of an organization making it subjective (Gavrea et al., 2011).

Up until the 1990's financial measures played a key role in measuring organizational performance. However, the understanding of the limitation of unidimensional financial measure triggered the move towards an integrated and multidimensional measurement approach after the 1990's. The introduction of multidimensional and interconnected variables for organizational performance measurement also bought in the idea of objective and subjective measuresFr (Thillaivasan & Wickramasinghe, 2020).

Accounting measures, financial market measures and mixed accounting and financial market measures and survival measures are considered objective and other measures are considered subjective (Singh et al., 2016). Both objective and subjective measures are used together as the subjective measures enables the managers to factor in the objectives of the organization when evaluating their performance (Singh et al., 2016).

Today every approach and model for organizational performance measurement involves leadership and human capital as two key subjective variables amongst others, showing the significant impact these variables will have on overall organizational performance (Thillaivasan & Wickramasinghe, 2020).

CONCLUSION AND RECOMMENDATION

The above studies show that effective leadership communication has a significant influence on the behaviour of Organisation members which include direct subordinates as well as other workers within the social structure. The findings further revealed that effective leadership communication entails the recognition of the dignity of employees by the leader in the process of communicating the plans and programmes to them. Leaders who respectfully communicate with people positively influence employees which elicit good organizational behaviour.

Review of the literatures revealed that transformational leaders use effective leadership communication strategies to influence employees' motivation and by extension appropriate organizational behaviour and that a focused leadership communication strategy positively influence employee motivation and engender good organizational behaviour.

Research also revealed that leadership affects (1) employee's organizational commitment (2) organizational commitment affects employee's job satisfaction; (3) leadership affects trust in leader; (4) the trust in leader affects employee's job satisfaction; (5) the trust in leader mediates the effect of leadership on employee's job satisfaction, (6) organizational commitment mediates the effect of leadership on employee's job satisfaction; (7) leadership has an effect on the employee's job satisfaction.

Further studies also concluded that transformational leadership style significantly affects Organisational performance and in respect of the relationship between transformational and transactional leadership, it was established that that a positive highly significant relationship exists between them but that Transformational leadership positively affects the level of organizational citizenship more than transactional leadership.

Research concluded that the style of leadership a manager adopts has a direct effect on the organizational performance of the employee and that participation in leadership and delegation of duties enhance employee performance and attainment of corporate goals and objectives.

However, the findings that there is no significant relationship between inspirational motivation and profit level, between employees' commitment and market share and between management by exception and business survival appear to stand alone and will require further testing in different industrial sector and or geographical area.

Many studies on the subject of Leadership, Organisation Behaviour and Corporate performance indicated that there is significant relationship between the Leadership Style, the behaviour of Organisation members and Performance of workers, driven by innate enthusiasm to excel and achieve communicated goal. Strategy managers must therefore ensure that a deliberate strategy of influencing the organisation members towards achievement of corporate goal is evolved by the leadership at all levels in the corporate sphere to ensure effective attainment of set objectives.

However, other variables of measurement of Organisation Behaviour which appear not to have been researched need to be tested as well. These include variables like empowerment, work motivation and organisation culture.

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