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**THE INFLUENCE OF LEADERSHIP STYLES ON THE
COMMUNICATION BEHAVIOUR OF WORKERS:
A STUDY OF UNION HOMES SAVINGS
AND LOANS PLC, NIGERIA**

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(Business communication)

Union Homes Savings and Loans Plc Nigeria

Abstract

The study set out to investigate the extent of influence leadership styles have on the communication behaviour of staff of Union Homes Savings and Loans Plc. In the pursuit of this goal, six (6) research questions were raised, in addition to two hypotheses. The survey research technique was employed with the questionnaire and the interview as primary and secondary instruments respectively. The questionnaire was designed for two sets of respondents in the population. The sets were for the management and non-management staff. Each of the sets contained nineteen (19) core issues related items, excluding three (3) items on the demographics of the subject. Both sets were also structured into five (5) parts. Part 1 contained questions on the demographics. Part 2 contained six (6) questions on the task related activities of Leadership. Part 3 contained six (6) questions on the people/relationship related tasks of leadership. Part 4 contained three (3) questions on leadership styles and part 5 contained four (4) questions on communication behaviour resulting from the leaderships tasks in parts 2, 3 and 4. All items were set in the close-ended form. With particular use of the Likert's five (5) point scale in parts 2 – 5. The interview instrument contained three questions, with the first two questions meant to establish the interviewee's experiential background in the establishment. The third question focused on the structure and responsibilities of persons occupying the various offices. A total of 624 subjects formed the population as well as census sample. Data were analysed using simple

percentages while the hypotheses were tested for significance in perceptions, using the chi-square statistical measure at .05 level of confidence and at 4 degrees of freedom. Findings from the study show that; the leadership styles of leaders in Union Homes Savings and Loans Plc have a significant positive influence on the use of communication behaviour by workers of the organization; that the leaders (management) perception of their styles of leadership significantly differ from the subordinates (non-management) perception of their leaders style of leadership. The study concluded that leadership and communication are mutually influential in determining the direction and extent of task and people's activities that lead to organizational goals. The study recommended, among others that; subordinates should be effectively used as complementary corporate mirrors by leaders of organization and; charismatic leadership traits should be encouraged to boost some level mentoring in organizations.

Introduction

Organizations are settings created by persons to drive people towards the achievement of corporate goals, and by extension, satisfy individual aspirations and visions. In achieving this, organizations rely on such elements as messages, networks, interrelationships and above all, people. The people in the organization, therefore, become the dependent factor upon which all other factors are hinged. No wonder then that Goldhaber (1990) sees an organization communication as a network of interdependent relationships.

The people in organizations carry out functions in different capacities defined by the organizational structure and goals of the system concerned. While some people serve as managers moderating conceptual skills over technical skills, others serve as supervisors and then technicians. In all of these roles, people find themselves exercising leadership roles, which sometimes become difficult to distinguish from managerial role. As Mchanne and Glinow (2000:434) note, leadership is one of the most observed and least understood phenomena on earth. While some people lay claim to the fact that they cannot define leadership but they know it when they see it, others argue that leaders are not people in specific positions, rather, leaders are defined by the people they serve. Fafunwa (2007:25) speaking through a reporter states that:

A leader is not necessarily the man physically leading others, of course, leadership must have followership, but a leader is not necessarily the best man in the lot. A leader helps others to do the right thing. He guides others to the right path.

Fafunwa's position is corroborated by Miller, Ket de Vries and Toulouse (1982) when they stress that effective leaders help groups of people define their goals and find ways to achieve them. Cautiously therefore, Mcshanne and Glinow define leadership as the process of influencing people and providing an environment for them to achieve team and organizational objectives. The process itself manifests in different perspectives notably among such being: competency, behavioural, contingency, transformational and romantic".

The competency perspectives identifies the characteristics of effective leaders. Recent writing suggests that leaders have drive, leadership motivation, integrity, self-confidence, above-average intelligence, knowledge of the business, and high emotional intelligence. Kirkpatrick and Lock (1991), Morrison and Black (1998).

The behavioural perspective of leadership identifies two clusters of leader behaviour: people oriented and task oriented. People-oriented behaviours include showing mutual trust and respect for subordinates, demonstrating a genuine concern for their needs, and having a desire to look out for their welfare. Task-oriented behaviours include assigning employees to specific tasks, clarifying their work duties and procedures, ensuring that they follow company or organisational rules, and pushing them to reach their performance capacity. The "hi-hi" leadership hypothesis states that the most effective leaders exhibit high levels of both types of behaviours, but this hypothesis has since been cast into doubt.

The contingency perspective of leadership is of the view that effective leaders diagnose the situation and adapt their style to fit that situation. The path goal model is the prominent contingency theory that identifies four leadership styles - directives, supportive, participative and achievement oriented-and several contingencies relating to the characteristics of the employee and of the situation. A recent extension of path goal theory adds more leadership styles and

moves the model from a dyadic set up to a team and organizational level, Mchanne and Glinow (2000).

Two other contingency leadership theories include the 'situational leadership model' and Fiedler's Contingency theory'. A lasting element for Fiedler's theory is that leaders have natural styles and, consequently, companies need to change the leader's environment to suit his or her style. Leadership substitutes identify contingencies that either limit the leader's ability to influence subordinates or make that particular leadership style unnecessary. This idea will become more important as organizations remove supervisor and shift toward team-based structures, House (199b).

Transformational leaders create a strategic vision, communicate that vision through framing and use of metaphors, model the vision by "walking the talk" and acting consistently, and build commitment towards the vision. This contrasts with transactional leadership, which link job performance to valued rewards and ensures that employees have the resources needed to get the job done. The contingency and behavioural perspectives adopt' the transactional view of leadership.

According to the romance perspective, people inflate the importance of leadership through attribution, stereotyping, and a fundamental need for human control, Robbins (2006). Regardless of the leadership style that persons may choose to adopt or identify with, the fact still remains that all the leadership perspectives have far reaching communication implications in the general climate of organizational behaviour. While some leadership styles may allow for a high flow of information across networks of messages, others restrict the volume of flow, the pattern of flow and the content of flow. For now, the kind of leadership style that allows a wider ambience of flow and the one that restricts the flow pattern appears quite uncertain. It is therefore against this background of uncertainty that the concern in this study is established, and the consideration of Union Homes Savings and Loans Plc expedient.

Union Homes Savings and Loans Plc is a subsidiary of the Union Bank of Nigeria Plc. By virtue of this, description the perceptions of Union Bank of Nigeria Plc, in terms of operational index, quality of service, and standards of corporate culture, rub perhaps inadvertently, on Union Homes Savings and Loans Plc. For

instance, while the Union Bank of Nigeria Plc had before now prided itself with such qualifiers as big, strong and reliable, banking institution, recent developments in the banking subsector of the economy have raised doubts about the tenacity of such claims. Besides, the dynamics of 'the financial business, mostly pioneered by the operational mechanics of what is now called the 'the new generation' investment and financial institutions, have further challenged the reality of Union group claims in business, especially today that the stigma of 'Old generation' phrase cannot be denied of the Union group. Whereas, several trends in business, some external and other internal, may be responsible for these observed patterns of corporate operations of the Union group, it still remains uncertain whether or not leadership styles may have significantly contributed to these observed trends. Consequently, such a questions as: what leadership styles in Union Homes Savings and Loans Plc elicit what communication behaviour among members of the corporate system becomes pertinent. This study therefore is concerned with unraveling the extent to which leadership styles influence the communication behaviour (message content, direction/volume of flow, network of flow interrelationship dynamics) of workers in Union Homes Savings and Loans Plc.

This study sought to achieve the following objectives:

1. To identify the leadership structure and leaders in Union Homes Savings and Loans Plc.
2. To ascertain the leaders perception of their leadership styles in Union Homes Savings and Loans Plc.
3. To compare leaders perception of their leadership styles with the follower's perception of the leadership styles of their leaders.
4. To assess the influence of leadership styles on the communications behaviour of people in Union Homes Savings and Loans Plc.
5. To assess the influence of leadership styles on the network of communication structures / patterns in Union Homes Savings and Loans Plc.

6. To assess the influence of leadership style on the volume/frequency of communications in Union Homes Savings and Loans Plc.

Research Hypotheses

The following hypotheses were tested.

H₀: Leaders (management) perceptions of their leadership styles and the subordinates (followers) perception of their leaders leadership styles do not significantly differ.

H₁: The style of leadership used by leaders have significant positive influence on the communication behaviour (content, network, volume) of staff in Union Homes Savings and Loans Plc.

Delimitations of the Study

This study acknowledged the myriad perspectives of leadership styles in existence, but the study did consider, as paramount, perspectives that emphasize people and task orientations. This is not to say that managers of both perspectives were totally incompatible. In terms of coverage, the Union Homes Savings and Loans Plc in Nigeria was covered. Other Union subsidiaries or adjuncts did not form part of the study's scope. Besides, only staff of Union Homes Savings and Loans Plc, and not customers were considered in this study.

However, it was assumed that this purposeful delineation of boundaries in the study did not adversely affect with the findings and conclusions of this study.

Theoretical Framework

Path-Goal Theory

The contingency theory is based on the premise that appropriate leadership style depends on the situation. Martin Evans (1970) and Robert House (1974) pioneered the development of path-goal theory of leadership. The thesis of the theory is that;

Effective leaders influence employee satisfaction and performance by making their need satisfaction contingent on effective performance. Thus, leaders strengthen the performance to outcomes by ensuring that employees who

perform their jobs well have a higher degree of need fulfillment than employees who perform poorly. ... by providing the information, support and other resources necessary to help employees complete their task (Mcshanne and Glinow 2000).

In essence therefore, the path-goal theory maintains that employees productivity can be positively or negatively influenced when the key contingencies of leaders behaviours, employees skills and experiences, environmental variables and leaders effectiveness are properly mixed to achieve desired goals. With particular reference to the leaders behaviour, a leader would be perceived to be transformational, charismatic or transactional when an appropriate combination of the directive (task oriented), supportive (human relations) and participative (employee involvement and team dynamic principles are generated to bring about peak performance. The desired interplay of the contingency factors also has far reaching implications for the kind of communication climate existing in an organization. A mixture that provides for supportive and open climate would be more desirable than a mixture that produces defensive communication climate.

Findings and Discussion

Data Presentation and Analysis

Data from Questionnaire Instrument

Table 1: Distribution of Respondents by Gender

| Items | | 0-5 years | 6-10 years | 11-15 years | 16- above | Total |
|--------|----|--------------|---------------|----------------|--------------|--------|
| Male | No | 48 | 42 | 20 | 90 | 120 |
| | % | (32) | (28) | (13) | (13) | (80%) |
| Female | No | 16 | 8 | 4 | 2 | 30 |
| | % | (16) | (8) | (4) | (2) | (20%) |
| Total | No | 64 | 50 | 24 | 12 | 150 |
| | % | (43) | (33) | (10) | (8) | (100%) |

Table one displays data on both the gender distribution of respondents as well as their years of service in the organization studied. Analysis indicates that 80% of the respondents were of the male gender, while the outstanding 20% distributes captures the distribution of the female gender.

From the total distribution of respondents by gender, 43% of them have been in the employ of the organization between 0 – 5 years. This was followed by respondents with 11 – 15 years experience, thus, leaving the remaining 8% responses to those with 16 years and above experience in the employ of the organization. It may be safe to infer that the obvious disparity in the distributions by gender, could be attributed to the male dominant socio-cultural philosophy of the people. By this, the female folks are not expected to abandon or distract themselves from the cultural system's designed role of home making, to engage in corporate affairs, let alone leadership roles outside the confines of home tending and nurturings.

Table Two: Leaders' Perception of their task orientations in Leadership

| Item | | SA | A | N | D | SD | Total |
|------|----|------------|------------|-----------|-----------|----|------------|
| 1. | No | 120 | 30 | - | - | - | 150 |
| | % | 80 | 20 | | | | 100 |
| 2. | No | 75 | 75 | - | - | - | 150 |
| | % | 50 | 50 | | | | 100 |
| 3. | No | 72 | 78 | - | - | - | 150 |
| | % | 38 | 62 | | | | 100 |
| 4. | No | 78 | 42 | 15 | 15 | - | 150 |
| | % | 52 | 28 | 10 | 10 | | 100 |
| 5. | No | 48 | 84 | 18 | - | - | 150 |
| | % | 32 | 56 | 12 | | | 100 |
| 6. | No | 102 | 36 | 12 | - | - | 150 |
| | % | 68 | 24 | 8 | | | 100 |
| | No | 495 | 345 | 45 | 15 | - | 900 |
| | % | 55% | 38% | 5% | 2% | | |

The above table presents data on what leaders, by virtue of their organizational structuring, perceive to be indicative of their task orientations in leading. Analysis show that 80% of the subjects 'strongly agree' that they explain and clarify performance task to those they lead. The remaining 20% responses simply "agree" to the same terms.

On the need to clarify the means to reach such performance task, 50% respondents, 'strongly agree' and another 50% simply 'agree' that they clarify such terms while leading.

Analysis of item three in the table further shows that 62% of the respondents 'agree' to providing tools necessary for the led to reach their set targets of performance. 48% "strongly agree" to the same terms. On the task of explaining the criteria or standards of judging the performance of subordinates, in item number four (4), 52% 'strongly agree' to do the explanation while 28% simply 'agree' to the same terms. However, 10% of the respondents 'disagree' over explaining the standards of judging the performance, in the same manner that 10% of the respondents claim to be neutral.

Item five (5) on the table sought to generate opinions on whether or not leaders work late, and stay till the close of work officially, in order to reach set target. Analysis reveals that 56% of the respondents 'agree' they work late, and 32% 'strongly agree' they also work late. 12% of the respondents were neutral in the opinion on their subject.

On whether subjects have confidence in the task and responsibilities assigned to them as leaders, 68% of them 'strongly' agree to that fact, 24% only 'agree' and 8% claim to be neutral on the item.

Table 3: Leaders' Perception of their people/human orientations in Leadership

| ITEM | | SA | A | N | D | SD | TOTAL |
|------|----|-----|----|----|---|----|-------|
| 7. | No | 60 | 60 | 30 | - | - | 150 |
| | % | 40 | 40 | 20 | | | |
| 8. | No | 45 | 75 | 30 | - | - | 150 |
| | % | 30 | 50 | 20 | | | |
| 9. | No | 96 | 54 | - | - | - | 150 |
| | % | 14 | 64 | | | | |
| 10. | No | 120 | 45 | 3 | - | - | 150 |
| | % | 68 | 30 | 2 | | | |

| | | | | | | | |
|--------------|----|-------|-------|------|-----|-----|------------|
| 11. | No | 39 | 96 | 15 | - | - | 150 |
| | % | 26 | 64 | 10 | | | |
| 12. | No | 108 | 42 | - | - | - | 150 |
| | % | 72 | 28 | | | | |
| Total | No | 450 | 372 | 78 | 0 | 0 | 900 |
| | % | (50%) | (41%) | (9%) | (0) | (0) | 100 |

Table three displays data on what leaders perceive to be their opinions on the nature of relationship with the people they work with and at the same time lead. Analysis shows in item number seven (7) reveals that 40% of the respondents 'strongly' agree, and another 40% also simply 'agree' that they could be described as 'friendly and approachable'. 20% of the respondents were uncertain about the perception and to choose to be neutral on their opinions. On whether respondents speak and listen to themselves and their subordinates, analysis show that 50% 'agree' to the fact, 30% 'strongly' agree and 20% were neutral. On whether or not, respondents show concern towards the needs and dispositions of subordinates while striving to attain set target, analysis shows that 64% agree 'strongly' to that fact while 46% of them only agree.

On whether or not, leaders respect their own opinions even when they may not be bound by them, our data show that 68% of them strongly 'agree', 30% then simply agree, and 3% were neutral.

Respondents were further asked to disclose their perceptions on the level of encouragement they extend to subordinates to attain set targets of performance. Analysis shows that 64% of subjects simply agree, 26% of them 'strongly agree' and 10% were neutral in their opinions.

Further analysis on whether leaders welcome suggestions and consultations before taking decisions, reveals that 72% of them 'strongly' agree while 28% of them simply agree to that position.

Table 4: Leaders' Perception of their Leadership styles

| ITEM | | SA | A | N | D | SD | TOTAL |
|--------------|----|-------|-------|------|---|----|-------|
| 1. | No | 49 | 92 | 9 | - | - | 150 |
| | % | (33) | (61) | (6) | | | 100 |
| 2. | No | 109 | 41 | - | - | - | 150 |
| | % | (73) | (27) | | | | 100 |
| 3. | No | 99 | 39 | 12 | - | - | 150 |
| | % | (66) | (26) | (8) | | | 100 |
| TOTAL | No | 257 | 172 | 21 | - | - | 450 |
| | % | (57%) | (38%) | (5%) | | | 100 |

Table four (4) sought to show what leaders perceive of their leadership styles. Analysis shows that 61% of the leaders simply 'agree' to having transactional leadership attributes while 33% 'strongly' agree to have transactional leadership attributes. However, 9% of the respondents chose to be neutral on the item.

Further analysis on Transformational leadership style shows that 73% 'strongly' agree, while 27% simply 'agree' they were fit to be described as transformational leaders.

On the leaders' perception of their 'charismatic' attributes, 66% 'strongly' agree they were charismatic, 26% simply agree with that position, and 8% were neutral.

Table 5: Leaders' Perception of their Leadership influence on communication behaviour (content, network/patters, frequency/ volumes)

| Item | | SA | A | N | D | SD | Total |
|--------------|----|-----|-----|-----|----|----|-------|
| 1. | No | 78 | 72 | - | - | - | 150 |
| | % | 52 | 48 | | | | 100 |
| 2. | No | 125 | - | 18 | 3 | 4 | 150 |
| | % | 83 | | 12 | 2 | 3 | 100 |
| 3. | No | 31 | 48 | 56 | 15 | - | 150 |
| | % | 21 | 32 | 37 | 10 | | 100 |
| 4. | No | 66 | 39 | 33 | - | 12 | 150 |
| | % | 44 | 26 | 22 | | 8 | 100 |
| Total | No | 300 | 159 | 107 | 18 | 16 | 600 |
| | % | 50% | 27% | 17% | 4% | 2% | 100 |

Table 5 presents data on leadership perception of the impact of their leadership style on the communication behaviour of people within their organizational system. Analysis indicates that 52% of leaders 'strongly' agree and 48% 'simply' agree that their leadership style encourages them to freely speak and write on some issues. The emphasis on 'some' issues was to show that not all issues may need writing. Some may need speaking. Depending on the content of what needs to be communicated, the perceive appropriateness of the communication form would suffice.

On whether leadership style influences communication patterns/network, analysis shows in item number 2, in the table, that 83% of the respondents 'strongly' agree. 12% of the respondents were neutral while 3% and 2% of them 'strongly' disagree and simply 'disagree' respectively.

On whether leadership styles have any influence on their use of informal channel or pattern of communication, 37% were neutral, 32% simply 'agree', 21% 'strongly' agree and 10% 'just disagreed'.

On whether leadership styles influence the volume and frequency of communication, 44% strongly agree, 26% simply disagree, 22% respondents were neutral while 8% of them showed strong disagreement.

Data from Non-Management Staff

Table 6: Distribution of Respondents by Gender and Years of Experience

| Items | | 0-5 years | 6-10 years | 11-15 years | 16-above | Total |
|--------|----|-----------|------------|-------------|----------|-------|
| Male | No | 147 | 81 | 52 | 38 | 318 |
| | % | (31) | (17) | (11) | (8) | (67) |
| Female | No | 66 | 43 | 28 | 19 | 156 |
| | % | (14) | (9) | (6) | (4) | (33) |
| Total | No | 213 | 124 | 80 | 57 | 474 |
| | % | (45) | (26) | (17) | (12) | (100) |

Table 6 above, captures the analysed data on the gender distribution and years of experience of non-management staff of the organization studied.

From a total 474 respondents 67% were males and 33% were females. Again, the variation can only be attributed to the fact that the men folk are by nature in Nigeria saddled with the responsibility of fending for the rest of dependant. Thus, long and strenuous working hours typical of such organization as the one under study showcase certainly interfere with the society ascribed roles of the female folk in home making.

Further analysis of the distribution shows that 45% of the respondents had spent at least 5 years in the service of the organization, 26% of them claim to have serviced the organization between six (6) to ten (10) years, 17% claimed to have been with the organization between 11 – 15 years, and 12% had been in the same system for 16 years and above.

Table 7: Respondents Perception of the task orientations of their Leaders

| ITEM | | SA | A | N | D | SD | TOTAL |
|------|----|-----|-----|-----|-----|----|-------|
| 1. | No | 114 | 204 | 156 | - | - | 474 |
| | % | 24 | 43 | 33 | | | 100 |
| 2. | No | 34 | 312 | 128 | - | - | 474 |
| | % | 7 | 66 | 27 | | | 100 |
| 3. | No | 30 | 350 | 56 | 38 | - | 474 |
| | % | 6 | 74 | 12 | 8 | | 100 |
| 4. | No | 38 | 365 | 71 | - | - | 474 |
| | % | 8 | 77 | 15 | | | 100 |
| 5. | No | 30 | 227 | 113 | 104 | - | 474 |
| | % | 6 | 48 | 24 | 22 | | 100 |
| 6. | No | 181 | 194 | - | - | 99 | 474 |
| | % | 38 | 41 | | | 21 | 100 |

Table 7 displays data of non-management staff perceptions of the task orientation elements of their leaders.

Analysis shows that 34% of the subjects agree their leaders explain and clarify performance targets; 33 percent could neither agree nor disagree, and 24% strongly agree to the proposition in item 1.

On leaders clarification of the means to reach subordinates performance task, 66% agrees with the statement, 27% are uncertain about their agreement and 7% strongly agree with the statement. On leaders provision of the tools for subjects to achieve their set targets, 74% merely agree, 12% are neutral on their perception of the statement, 8% outrightly disagree and 6% strongly agrees with the statement in the item 3. On leaders explanation of the criteria/standards of judging performance, 77% simply agree, 12% were neutral about the statement, 8% merely disagree and 6% strongly agree.

On leaders' disposition to work till late in order to achieve set target, 48% respondents agree they do. 24% were uncertain, 22 outrightly disagree and 6% strongly agree with the statement in item 5. On whether leaders display confidence in the task and responsibility assigned to respondents, 38% strongly agree and 41% merely agrees. However, 21% strongly disagree with the same statement.

Table 8: Respondents Perception of their human relations (peoples) orientation of their Leaders

| ITEM | | SA | A | N | D | SD | TOTAL |
|------|----|-----|-----|-----|----|----|-------|
| 7. | No | 30 | 251 | 193 | - | - | 474 |
| | % | 6 | 53 | 41 | - | - | 100 |
| 8. | No | 52 | 261 | 16 | - | - | 474 |
| | % | 11 | 55 | 34 | - | - | 100 |
| 9. | No | 56 | 293 | 94 | 30 | - | 474 |
| | % | 12 | 62 | 20 | 6 | - | 100 |
| 10. | No | 109 | 275 | 90 | - | - | 474 |
| | % | 23 | 58 | 19 | - | - | 100 |
| 11. | No | 30 | 227 | 109 | 65 | 43 | 474 |
| | % | 6 | 48 | 23 | 14 | 8 | 100 |
| 12. | No | 10 | 256 | 123 | 85 | - | 474 |
| | % | 2 | 54 | 26 | 18 | - | 100 |

Table 8 shows the distribution of subject's perception of the peoples (human relation) orientations of their leaders 537 of subjects agreed that their leaders were friendly and approachable 41% neither agreed nor disagreed on the issue. 6% however had strong agreement towards their leaders friendly and approachable disposition.

On whether their leaders speak and listen to them irrespective of the positive or negative disposition of the leader at the point in time, analysis further shows that 55% agreed with the statement. 11% had strong agreement and 16% were neutral.

Further probings on whether leaders show concern about subject's needs and dispositions, analysis shows that 62% agreed with the statement, 12% had strong agreement, 20% were neutral and 6% simply disagreed with the statement.

On the statement about leaders respect for subject's opinions, irrespective of whether or not they are binding on them, analysis equally shows that 58% were in agreement. 23% however showed strong agreement and 19% chose to be neutral on the issue.

On the issue of leaders encouraging subjects to attain their set goals, the analysed data indicate that 6% showed strong agreement, 48% merely agreed, 23% were neutral, 14 simply disagreed and 8% strongly disagreed.

Subjects' perception of their leaders welcoming of suggestions and consultation before decisions are taken, shows that 54% were in agreement, 2% were in strong agreement, 26% neutral and 18% disagreement with the statement.

Table 9: Respondents Perception of their Superior's Leadership Styles

| Item | | SA | A | N | D | SD | Total |
|--------------|----|------------|------------|------------|------------|-----------|------------|
| 1. | No | 123 | 181 | 76 | 47 | 47 | 474 |
| | % | 26 | 38 | 16 | 10 | | 100 |
| 2. | No | 134 | 199 | 47 | 85 | 9 | 474 |
| | % | 28 | 42 | 10 | 18 | 2 | 100 |
| 3. | No | 62 | 247 | 57 | 108 | - | 474 |
| | % | 13 | 52 | 12 | 23 | 0% | 100 |
| Total | No | 319 | 627 | 180 | 240 | 56 | 1422 |
| | % | 22% | 44% | 13% | 17% | 4% | 100 |

Table 9 indicates the data pertaining to respondents perception of the styles of leadership their superiors behaviour and activities fall into. Analysis shows that 38% of the respondents agree that their leaders are transactional i.e. can manage resources to achieve organizational goals. 26% of them have strong agreement with the same opinion. 16% of them

were neutral in their opinion while 10% each disagreed and strongly disagreed respectively with the fact that their leaders were transactional.

On the transformatory qualities of leaders, 42% of the respondents agreed with the statement, 28% strongly agreed, 18% disagreed, 10% were neutral and 2% strongly disagreed with the statement.

Further responding to the charismatic orientations of leadership qualities, 52% of the respondents agreed with the statement in item 3, 23% of them however disagreed, 13% strongly agreed and 12% were neutral.

Table 10: Respondents opinions on the influence of leadership on Communication the behavior of leaders.

| Item | | SA | A | N | D | SD | Total |
|--------------|----|------------|------------|------------|------------|----|-------------|
| 1. | No | 156 | 209 | 99 | 10 | - | 474 |
| | % | 33 | 44 | 21 | 2 | | 100 |
| 2. | No | 208 | 85 | - | 181 | - | 474 |
| | % | 44 | 18 | 0% | 38 | | 100 |
| 3. | No | 23 | 71 | 199 | 181 | - | 474 |
| | % | 5 | 15 | 42 | 38 | | 100 |
| 4. | No | 166 | 294 | 14 | - | - | 474 |
| | % | 35 | 62 | 3 | | | 100 |
| Total | No | 553 | 659 | 312 | 372 | - | 474 |
| | % | 29% | 35% | 26% | 20% | | 100% |

Table 10 provides data on respondents opinions on the influence of leadership on the communication behaviour of leaders. On the issue of whether or not the leadership styles of leaders encourage their (respondents) to speak and write freely on issues that are important to the job, 44% agreed with the statement, 33% indicated strong agreement; 21% were neutral on the issue while 2% disagreed with the statement.

On whether the leadership styles of their superiors make them use formal channels (vertical top-bottom and bottom-top) to communicate, 44% indicated strong agreement; 18% merely agreed and 38% disagreed with the statement.

Still responding to the issue of leadership style's influence on the communication behaviour, and this time, on the leaders use of informal channels, analysis shows that 42% of them were neither in agreement nor

disagreed with the statement, 38% however disagreed, 15% merely agreed, while 5% indicated strong agreement with the statement.

Further probings on whether the leadership styles increase the frequency or volume of communication, 62% of them agreed in the affirmative, 35% indicated strongly agreement while 3% were undecided about the statement.

Data from Interview Instrument

He respondent said he has put in thirteen years in the service of Union Homes Savings and Loans. He added that, before his current engagement in the service of the Union Homes, he had been a staff of the Union Bank for about ten years.

On the leadership structure of the organization, the respondent said the chairman of the board heads the entire organization, with the managing director reporting to the chairman, and the Executive Director (Banking and Corporate Resources) reporting to the Managing Director and, the Executive director (Mortgage Operations and projects) reporting to the Banking and Corporate resources executive manager. A graphic representation of the structure is reflected in the organogram in fig. 4.1.

Research Question 1

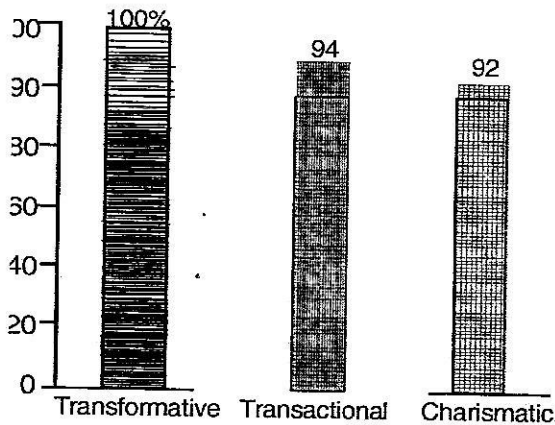
What leadership structure exists in Union Homes Savings and Loans Plc.

The answer to this question is provided by the responses of the subject interviewed. Findings show that Union Homes Savings and Loans Plc. has an organizational structure that provides for leadership growth and development. The organogram places the submanager as the least amongst the leaders and then gradually introduces steps of leadership up the ladder, graduating from a sub manager to assistant manager, deputy manager, senior manager, principal manager, AGM, DGM, and GM Executive Directors before becoming the Managing Director.

Research Question II

What leadership styles do leaders in Union Homes Savings and Loans Plc. Perceive they practice? .

The answer to this question is provided by the analysed data in tables 4, 3, and 2 of this chapter. Findings from the study clearly indicate that leaders in the Union Homes Savings and Loans Plc perceive their leadership styles to be clearly transformational (100%) transactional (94%) and charismatic (92%).



In essence, therefore, the three leadership styles were dominant in the perception of leaders of the UHSL. This finding is not unusual as many researchers have earlier asserted that leadership styles are nonetheless watertight, (Mcshanne and Glinow, 2000).

What may however create semblance of differences depends on what attributes or orientations such leadership styles are perceived to have. Notable authorities in leadership discourses like Blake and Melanse (1991), House (1996), Robbins (2006) have noted that leaders are usually rated or perceived to be authority power or task oriented or people or relationship oriented. While the former puts emphasis on productivity based on the direct principles of power and authority. The later, places emphasis on employee satisfaction and performance, contingent on providing information, support and other resources necessary to help employees complete their task. This invariably is the mainstay of path-goal leadership theory. House and Mitchell (1974). Thus, even when leaders of

the UHSL here perceived their leadership styles to include the three mentioned earlier, they (leaders) also perceive their orientations to be more task related (93%) than people related (91%). By this finding, Mcshanne and Glinow's (2000) reference to House' (1996) categorization of leadership styles is ascertained here. The reliance on more of task related orientation corroborates, the Directive and Achievement based styles. While the remaining people related styles of supportiveness and participation are subsumed in the task focus of leadership in the organization studied.

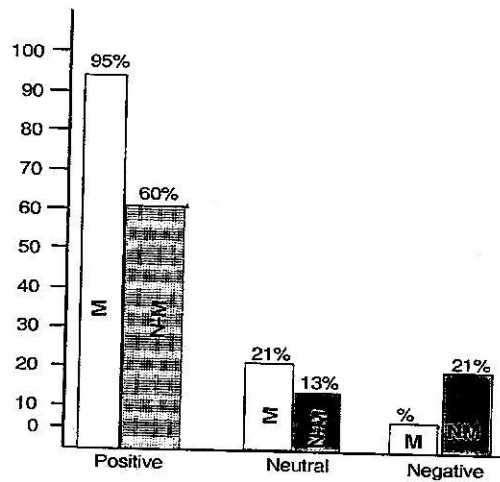
By further implications, the findings partially tally with early foundational leadership research efforts of the Ohio State School that produced the leadership Grid generally referred as the "High-High" leaders. And, contingent on the submissions of University of Michigan studies Moorhead and Griffin (1999) and (Robbin, 2006) the findings of this study generally align with the production oriented, label of the researchers as opposed to the 'employee oriented' label.

On the whole, it is adducable here that irrespective of the three broad leadership styles of (1) Transactional (2) Transformational and (3) Charismatic, the leadership orientations of leaders in Union Home Savings and Loans were more task oriented, achievement and directive loaded, mainly people oriented, participative and employee supportive.

Research Question Three

To what extent do subordinates (non management) perception of the leadership styles of their leaders compare with leaders (management) perception of their own leadership styles?

The answer to this question is provided by the analysed data in tables 4 and 8 of the management and non-management staff responses respectively. Findings from the tables generally show that the management staff of Union Homes Savings and Loans have more positive perception of their leadership styles (95%) compared to the non management staff's positive perception (66%) of their leaders.



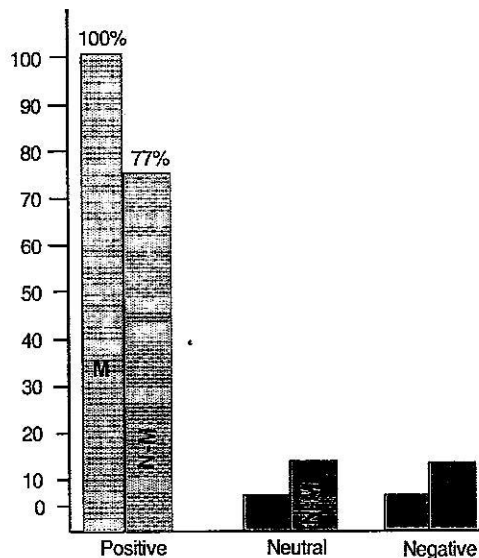
Comparative display of management and non-management perceptions of leadership styles

More specifically, the management or leaders perceptions of their leadership styles as being transactional, transformational and charismatic outweighs those of their subordinates. The findings actually become more distinctive when no leader disagreed, either strongly or nominally to the traits of the three kinds of leadership styles measured. In addition, the percentage of leaders who claim not to agree or disagree with the tilt of leadership styles outweighs those of the led (subordinates). Given that perception, it is practically plausible from the receivers' end of the percept, that is, audience or receiver based, it thus implies that the subordinates, who feel the run of leadership should be more believable than the leaders. As Meshanne and Glinow (2000), in their explanation of the path-goal theory assert, leaders drive to ensure and provide for the need fulfillment of their employees is basic to the expected outcome of performance. Thus, if subordinates say that their leaders are more transformational, transactional and charismatic, the tendency is that such perceptions would be more descriptive of the reality than the reverse. However, the fact that both leaders and the led's perceptions are positive, go to explain and clarify further that, some form of convergence exists in the relationship between the two key human structurings in the organization.

Research Question Four

To what extent do the existing leadership styles (management) influence the communication behaviour of peoples in Union Homes Savings and Loans Plc?

The answer to this question is made possible through the analysed data found in 5(a) and 10(a) of the management and non management sets of the questionnaire. Communication behaviour in this context was interpreted as activities manifest in the use of the expressive (speaking and writing) and receptive (listening and reading) skills. Findings generally show that the leadership styles perceived by workers of Union Homes Savings and Loans have a positive influence in the communication behaviour within the system. As the figure 4.4 shows below, the management responses were 100% positive compared to the 77% responses by non-management responses to the question.

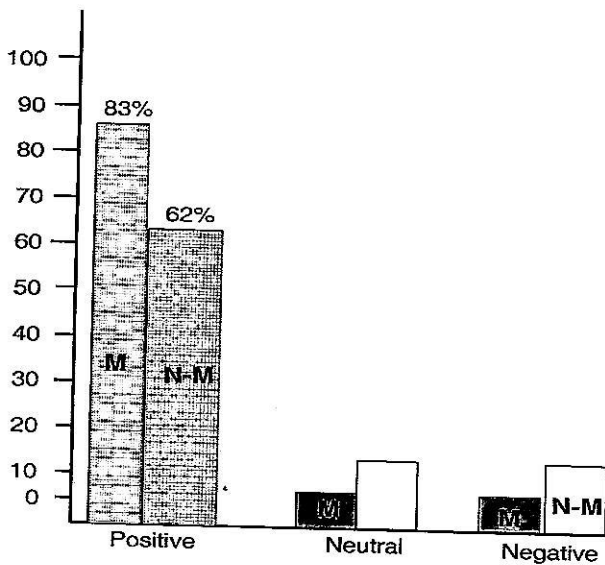


Subjects perceptions of leadership influence on communication behaviour

Research Question Five

To what extent do the existing leadership styles influence the communication patterns in Union Homes Savings and Loans Plc?

The answer to this question is still provided by the analysed data in tables 5(b) and 10(b). The question was meant to test whether or not communication is encouraged from the top to the bottom, bottom to the top and even laterally (formal channels). Findings generally indicate that respondents agreed that the leadership styles used in the system positively encouraged the use of formal communication channels in the system. The agreement was more significant on the side of management with 83% responses than the non-management with 62% response.



Subjects' perceptions of leadership influence on communication patterns

There is no doubt that the marginal difference in the agreement, though positive, may not be unconnected with the long established rule of management procedures, which specifies that task related issues be channeled through formal patterns of organizational structuring. Robbins

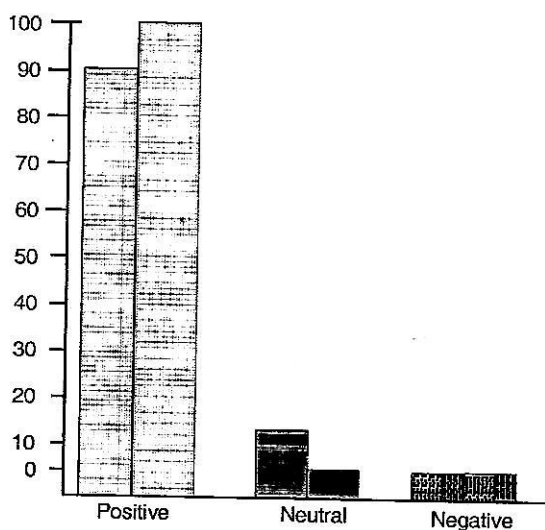
(2006), Kreitner and Kinicki (2004). That the non-management staff responses support the leaders of the communication.

That the non-management views are supportive to their leaders because the non management staff have a positive tilt of opinion towards the leaders responses also goes to give credence to the management good sense of initiatives. This fact is further confirmed in the non management staff disagreement with the fact that the existing leadership styles encourage the use of informal patterns of communication even when the management agree that the use informal communication patterns in the system was positively encouraged.

Research Question Six

To what extent do the existing leadership styles influence the volume/frequency of communication in Union Homes Savings and Loans Plc

The answer to this question was anchored by the analysed data in tables 5 (c) and 10(c). Findings clearly show that leadership styles have positive influence on the volume and frequency of communication in the organization studied. While the management staffs were in agreement with the positive influence with 70% responses, the non-management staff agreed with 97% responses.



Leadership styles influence the volume/frequency of communication
 The percentage of neutrality of agreement for both cadres of staff stood minimally at 25% (percent) while there was a zero disagreement from all respondents.

4.3.7 Hypotheses Testing

| Leaders Perceptions Non-Management Perceptions (Management) | | | | | | | | | | | | |
|--|--------------|------------|------------|----------|--------------------|---------------------|--------------|------------|------------|----------|--------------------|---------------------|
| QUESTIONS ITEM | CELL | OBSERVED O | EXPECTED E | O-E | (O-E) ² | $\frac{(O-E)^2}{E}$ | CELL | OBSERVED O | EXPECTED E | O-E | (O-E) ² | $\frac{(O-E)^2}{E}$ |
| 13 | SA | 49 | 30 | 19 | 361 | 12.03 | SA | 123 | 94.8 | 28.2 | 795.24 | 8.39 |
| | A | 92 | 30 | 62 | 3844 | 128.13 | A | 181 | 94.8 | 86.2 | 7430.44 | 78.38 |
| | N | 9 | 30 | -21 | 42 | 14.7 | N | 76 | 94.8 | -18.8 | 37.6 | 3.73 |
| | D | 0 | 30 | -30 | 900 | 30 | D | 47 | 94.8 | -47.8 | 95.6 | 24.10 |
| | SD | 0 | 30 | -30 | 900 | 30 | SD | 47 | 94.8 | -47.8 | 95.6 | 24.10 |
| | TOTAL | 150 | 150 | 0 | 6047 | 214.86 | TOTAL | 474 | 474 | 0 | 8454.48 | 138.70 |
| 14 | SA | 109 | 30 | 79 | 6241 | 208.03 | SA | 234 | 94.8 | 39.2 | 1536.64 | 16.21 |
| | A | 41 | 30 | 11 | 121 | 4.03 | A | 199 | 94.8 | 104.2 | 10857.64 | 114.53 |
| | N | 0 | 30 | -30 | 900 | 30 | N | 47 | 94.8 | -47.8 | 95.6 | 24.10 |
| | D | 0 | 30 | -30 | 900 | 30 | D | 85 | 94.8 | -9.8 | 9139.36 | 1.01 |
| | SD | 0 | 30 | -30 | 900 | 30 | SD | 9 | 94.8 | -85.8 | 171.6 | 77.65 |
| | TOTAL | 150 | 150 | 0 | 9062 | 302.06 | TOTAL | 474 | 474 | 0 | 21800.84 | 233.50 |
| 15 | SA | 99 | 30 | 69 | 4761 | 158.70 | SA | 62 | 94.8 | 32.8 | 1075.84 | 11.35 |
| | A | 39 | 30 | 9 | 81 | 2.70 | A | 247 | 94.8 | 1522 | 23164.84 | 244.35 |
| | N | 12 | 30 | 18 | 324 | 10.08 | N | 57 | 94.8 | 37.8 | 1428.84 | 15.07 |
| | D | 0 | 30 | -30 | 60 | 30 | D | 113 | 94.8 | 18.2 | 331.24 | 3.49 |
| | SD | 0 | 30 | -30 | 60 | 30 | SD | 0 | 94.8 | -94.8 | 189 | 94.8 |
| | TOTAL | 150 | 150 | 0 | 5256 | 231.48 | TOTAL | 474 | 474 | 0 | 26209.76 | 369.00 |

Ho: Leaders (management) perceptions of their leadership styles and the subordinates (followers) perception of their leaders leadership styles do not significantly differ.

Degree of freedom $df = 5 - 1 = 4$
 Level of significant = .05
 Critical value from table = 9.49

Findings and Interpretation

The critical value of 9.49 is less than the calculated values for each of the questions that tested perceptions of both the leaders and subordinates towards leadership styles. By this results, the hypothesis is rejected in favour of the alternative. This means that leaders (management) perception of their leadership styles and subordinates (non-management) perception of their leaders leadership styles significantly differs.

Hypothesis II

The style of leadership used by leaders have significant positive influence on the communication behaviour of staff in Union Homes Savings and Loans Plc

Non Management Perceptions of leadership style influences on communication behaviour.

| QUESTIONS ITEM | CELL | OBSERVED O | EXPECTED E | O-E | (O-E) ² | $\frac{(O-E)^2}{E}$ |
|----------------|--------------|---------------|---------------|----------|--------------------|---------------------|
| 16 | SA | 156 | 94.8 | 61.2 | 3745.44 | 39.51 |
| | A | 209 | 94.8 | 114.2 | 13041.64 | 137.57 |
| | N | 99 | 94.8 | 5 | 25 | .19 |
| | D | 10 | 94.8 | 84.8 | 7191.04 | 78.85 |
| | SD | 10 | 94.8 | 84.8 | 7191.04 | 94.80 |
| | TOTAL | 474 | 474 | 0 | 2430 | 350.92 |
| 17 | SA | 104 | 94.8 | 9.2 | 84.64 | .89 |
| | A | 85 | 94.8 | 9.3 | 96.04 | 1.01 |
| | N | 104 | 94.8 | 9.2 | 84.64 | .89 |
| | D | 181 | 94.8 | 86.2 | 7430.44 | 78.38 |
| | SD | 0 | 94.8 | -94.8 | 189 | 94.80 |
| | TOTAL | 474 | 474 | 0 | 7884.76 | 175.97 |

| | | | | | | |
|----|--------------|------------|------------|----------|-----------------|---------------|
| 18 | SA | 23 | 94.8 | -71.8 | 143.6 | 54.38 |
| | A | 71 | 94.8 | -23.8 | 74.6 | 6.98 |
| | N | 199 | 94.8 | 104.2 | 10857.6 | 114.53 |
| | D | 181 | 94.8 | 86.2 | 7430.44 | 78.38 |
| | SD | 0 | 94.8 | -94.2 | 189 | 94.8 |
| | TOTAL | 474 | 474 | 0 | 18668.28 | 349.07 |
| 19 | SA | 166 | 94.8 | 71.2 | 5069.44 | 53.48 |
| | A | 294 | 94.8 | 199.2 | 39680.6 | 418.57 |
| | N | 14 | 94.8 | -80 | 160 | 68.69 |
| | D | 0 | 94.8 | -94.8 | 189 | 94.80 |
| | SD | 0 | 94.8 | -94.8 | 189 | 94.80 |
| | TOTAL | 474 | 474 | 0 | 45288.48 | 730.52 |

Degree of freedom $df = 5 - 1 = 4$

Level of significant = .05

Critical value from table = 9.49

Findings and Interpretations

The critical value of (9.49) is less than the calculated values of subordinates opinions on the influence of leadership styles on communication behaviour of subjects.

Thus, hypothesis II is upheld that is, the style of leadership used by leaders have significant positive influence on the communication behaviour of staff of Union Homes Savings and Loans Plc. The affirmative position of this hypothesis goes to support Mcshanne and Glinow's citation of Crenshaw and Lords (1987) submissions that leadership is a perception of followers as much as the actual behaviour and characteristics of people calling themselves leaders.

Summary, Conclusion and Recommendations

The purpose of this study was to assess the extent to which the leadership styles in Unions Homes Savings and Loans Plc influence the communication behaviour of workers in the organization. This direction, undoubtedly arose because of the prided leadership status of the Union

conglomerate in the financial sector of the Nigerian economy. Consequently, five objectives which gave essence to five research questions were raised, in addition to two hypotheses.

Summary of the Major Findings

Based on the analyzed and discussed data in the study, the major findings are summarized below.

- Those Leaders in Union Saving and Loans Plc have a high and positive perception of themselves as task oriented than people oriented.
- That subordinate perception of their leaders task and people orientation are not as high as their leaders perception of themselves, but the perception still remains optimally positive.
- That subordinate perceives their leaders more as transactional and transformational leaders than charismatic leaders.
- That the leadership styles of leaders in Union Home Saving and Loans Plc have a significant positive influence on the use of communication skills by workers in the organization.
- That the leadership styles of leaders in Unions Homes Savings and Loans Plc have a significant positive influence on the flow pattern of information in the organization.
- That the leadership styles of leaders in Union Homes Saving and Loans Plc have significant positive influence on the volume and frequency of communication in the organization, especially as the task orientation of the leadership demands that information be passed, monitored and seen to be effectively utilized for organizational goals.
- That leaders perception of their leadership styles significantly differ from the subordinates perception of the styles of leadership used by their leaders.

Conclusion

It could be recalled that some presumptions prompted the need to conduct this study. One of such was that the prided and unique identity of the Union consortium, symbolized in the qualifier "BIG, STRONG and RELIABLE" may have been made possible by the institution's quantitative leadership over the years. But following the changing levels in the banking industry, leaday to the polarized

conception of the 'old' and 'new' generation banks, the prided leadership strength and identity of Union Homes Saving and Loans Plc appeared to have been threatened.

It was also possible to presume that the impressive leadership recorded by the Union consortium, may not have gone unnoticed without good and positive communication influence. Thus, if the prided leadership identity of Union consortium, exemplified in the Union Homes and Saving Loans Plc, appeared threatened and challenged, then the findings of this study have not only led to the conclusions that leadership styles have significant positive influence on the communication behaviour, but that, the direction and the extent of influence is contingent on the proper mixed of the task oriented and people oriented activities. In the case of this study, the directions of influence was positive and the extent of influence significant, especially, as openness and supportiveness are implied in the communication behaviour of employees of the organization under study.

Recommendations

Based on the findings and conclusions in this study, the following recommendations are proposed.

1. Those leaders in Union Homes Saving and Loans Plc should encourage the use of informal channels as part of their communication behaviours. This is recommended in the believe that such informal channels may bring about information, to authorities that may serves as early warning alarm (whistle-blowing) system in the organization.
2. That, in line with the recommendations on the use of informal channels, the leaders in Union Homes Saving and Loans Plc should step up effort to make themselves more people oriented, balancing their task oriented efforts. This action calls for leaders to be friendly and appreciative, show concern about non task dispositions and needs of worker, appreciate the opinions of subordinates as well as welcome suggestions and consultations even if they may not be initially binding on the leaders.
3. That leaders in the Union Home Saving and Loans Plc, should cultivate the attitude of using their subordinates as additional

corporate mirrors. This will help leaders be more responsive to those they lead. This is coming against the findings that leaders scored themselves very high in virtually all the variables that demand their responses.

4. That leaders in Union Home Saving and Loans Plc should strive to attract the charismatic leadership posture as such trait would boost subordinates confidence in appreciating the "mentoring" concept of organizational personality values, and even culture.
5. It also recommended that further studies should be conducted in other institutions like the Universities where good character and professional virtues are evolved, nurtured, promoted and projected to a large society.

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