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ASSESSEMENT OF LEADERSHIP STYLE ON JOB PERFORMANCE AMONG WORKERS WITH SPECIAL NEEDS IN OYO STATE

Preliminary communication

Abstract

This paper takes a look into the assessment of leadership style on job performance among workers with special needs in Oyo State with the purpose of identifying the contributions of leadership style to the job performance among workers with special needs, examining the relationship that exist between the leadership style and job performance. The data were collected using questionnaire method. The findings show that, there is a significant contributions of leadership style to job performance and the relationship between leadership style and job performance among workers with special needs cannot be overruled. The study recommends that management must ensure that, the needs of their workers are taking into consideration for optimum performance at their various duty posts.

Keywords: *Leadership Style, Job Performance, Workers, Special needs*

JEL: M12, M14

1. INTRODUCTION

In every organization both private and public, the job performance of their workers irrespective of whether they have special needs or not are determined by the kind of leaders they are working with coupled with the kind of leadership style adopted by the management. Leadership styles ranges from democratic, autocratic, laisse-faire, strategic, transformational transactional, coach-style and bureaucratic leadership. Individual with special needs are not different from their colleagues working in either at private or public organization. People with special needs is anyone who has a physical or mental impairment, has a record of such impairment who is regarded as having an impairment that limits one or more major life activities such as self-care, performance of manual task, seeing, hearing, speaking and walking.

The main goal of any organization is to enhance the job performance of its employees so that it could survive in this highly competitive environment. In contemporary times, the employees of organizations are classified as the human capital, and are therefore the most important asset of every organization. The basic step that must be taken by any organization to meet its goals and accomplish its objectives is to maintain and cater for the needs of the human beings. Making the employee satisfied and fulfilled should be the most important objective of the organization. The management of an organization also plays a crucial role in human development and the organization achieving its objectives and goals. The type of leadership put in place in an organization plays a prominent role (Babatunde, 2015).

Kumar (2014) observed that, leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent" . These are accomplished through the application of leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Leadership is the integrated sharing of vision, resources, and value to induce positive change. It is the ability to build up confidence and zeal among people and to create an urge in them to be led. Basically every leader has a different behavior in leading his followers. It is called leadership style. Mulero, Cuadrado, Navas, and Morales (2007) described leadership style as consistent set of behaviors /patterns, proposing two dimensions in leader's behavior, structure initiation which includes task oriented leaders and consideration which includes relation oriented leaders.

A leadership style is the manner and approach of providing implementing plans, direction and motivating people. According to employees, it includes all explicit and implicit actions performed by their leader. The very first concentrated study

of leadership styles was performed in 1939 by Kurt Lewin who led a group of researchers to result in different leadership styles. (Lewin, Lippit, & White, 1939). This primary study has remained powerful as it leads to the major three leadership styles:

Autocratic or authoritarian – leaders order their followers on what they have to do and how it should be done without receiving any feedback or advice. Democratic or participative - the leader takes in one or more employees when decision making is a must, but the leader normally takes all decisions and leaves himself with the last decision that is followed and this makes the authority of this leader. Delegating – employees are the ones who make decisions; however, the leader is still accountable and responsible for the decisions that are made. All three styles should be used so a leader becomes effective, with none of them really dominant, inexperienced or ruling leaders tend to stick to one style, usually, the autocratic. Usually, in police sector there are certain commands that are executed without negotiation because it is related to security and safety issues.

Hurduzue (2015) proclaimed that effective leadership style could promote excellence in the development of the members of the organization. According to Skoogh (2014), it is safe to say that leadership has played an important role since the dawn of history of mankind. The importance of leadership style is not unknown and it is shown by a significant number of studies that have been conducted on leadership style in developed and developing countries (Babatunde, 2015; Iqbal, Anwar, & Haider, 2015, Mohammed, 2014; Paracha, 2012; Zumitzavan & Udchachone, 2014). Lewin's leadership style, however, appears to be a significant subject where leadership style is concerned as various studies have been conducted on Lewin's leadership style (Bhatti, Maitlo, Shaikh, Hasmi, &, Shaikh, 2012). Khan, 2015; Leng, Yusof, Kowang, & Heng, 2014; Anbazhagan & Kotur, 2014; Yao, Woan, Li & Ahmad, 2017, Ping, 2015; Omolayo, 2007; Benjamin, 2015; Longe, 2014; Kotur & Anbazhagan, 2014).

In society today, thousands of individuals are appointed or elected to shoulder the role and responsibilities of leadership. Leadership is practiced in schools and colleges, factories and farms, business enterprises, dispensaries and hospitals, in the civil and military organizations of a country and public life, at all levels, in short in every walk of life. These leaders should promote unity, harmony, strength, prosperity and happiness in society.

The challenges of coping with today's uncertain business environment have put many organizations on their toes to struggle for survival in the heat of competition. The driver of such strategic move towards surviving the competition is the leadership provided by managers who are expected to influence others in

achieving organizational goal and also boost employee's performance. Shafie, Baghersalimi, and Barghi (2013) explains the importance of leadership in organizations and especially on human beings who are apparently the biggest asset of any firm; "The main drivers of organizations are usually employees, they give life to the organizations and provide goals". It is very paramount to provide workers with direction and psychological satisfaction to get the best from them, this direction can only come from leaders. In fact, leadership is very critical for all organizations in realizing their set objectives. Since leadership is a key factor for improving the performance of many if not all organizations and the success or failure of an organization depends on the effectiveness of leadership at all levels. Paracha (2012) is in support of this "Leaders play essential role in accomplishment of goals and boost employee's performance by satisfying them with their jobs". Leadership is perhaps the most thoroughly investigated organizational variable that has a potential impact on employee performance (Cummings and Schwab, 1973). "It is a vital issue in every organization primarily because the decisions made by the leaders could lead to success or business failure". Notably, it has been widely accepted that effective organizations require effective leadership and that employee performance together with organizational performance will suffer in direct proportion to the neglect of this, Fiedler and House (1988). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership – effective. Leader behavior facilitates the attainment of the follower's desires, which then results in effective performance (Fiedler & House, 1988; Maritz, 1995; Ristow, 1999).

Statement of the problem

Employees with special needs often encounter unique challenges in the workplace, necessitating a nuanced examination between leadership styles and job performance. The diverse nature of special needs requires a comprehensive understanding of how various leadership approaches can either facilitate or hinder the professional development and overall effectiveness of these employees. The existing literature underscores the importance of understanding how various leadership styles influence the job performance of individuals with special needs. Limited research has been conducted in thi9s specific context, highlighting the need for a comprehensive exploration of the connection between leadership styles and the professional success of employees with special needs. This study aims to fill this gap by delving into the nuanced dynamics of leadership in a setting where accommodating diverse abilities is paramount and seeks to contribute valuable insights to the evolving field of inclusive leadership practices, fostering an environment where individuals with special needs can thrive and contribute meaningfully to their organizations.

2. METHODOLOGY

This study utilizes survey research design. Random sampling technique was used to select 100 respondents who are employees with special needs ranging from visual impairment, hearing impairment and physically challenged including male and female from different organizations in Oyo state. Data was collected through the use of questionnaire Frequency count, percentages, mean and standard deviation were used to analyses the bio data of the respondent while PPMCC (Pearson Product Moment Correlation Coefficient) was used in analyzing data collected from the field.

3. RESULTS

Demographical Characteristics of the respondents

Table 1. shows that 69.0% of the respondents were male, and 31.0% were female

Table 1. Frequency distribution of respondents by gender

Gender	Frequency	Percentage
Male	69	69.0
Female	31	31.0
Total	100	100.0

Source: Author's Computation, 2023

Table 2. shows that 23.0% of the respondents are between 20-40 years of age, 67.0% are between 41-60 years, and 10.0% are 61 years of age and above respectively.

Table 2. Frequency distribution of respondents by age

Age	Frequency	Percentage
20-40 years	23	23.0
41-60 years	67	67.0
61 years & above	10	10.0
Total	100	100.0

Source: Author's Computation, 2023

Table 3. shows that 32.0% of the respondents are single, 50.0% are married, 8.0% are divorced, and 10.0% had a complicated marital status

Table 3. Frequency distribution of respondents by marital status

Marital status	Frequency	Percentage
Single	32	32.0
Married	50	50.0
Divorced	8	8.0
Complicated	10	10.0
Total	100	100.0

Source: Author's Computation, 2023

Table 4. shows that 52.0% respondents are Christian, 38.0% are Muslim, and 10.0% have other religion

Table 4. Frequency distribution of respondents by religion

Religion	Frequency	Percentage
Christianity	5 2	52.0
Islam	38	38.0
Others	10	10.0
Total	100	100.0

Source: Author's Computation, 2023

Table 5. shows that 32.0% respondents had B.Sc. certificate, 8.0% had MBA/M. Sc. certificate, and 60.0% had ND/NCE certificate.

Table 5. Frequency distribution of respondents by highest educational qualification

Educational qualification	Frequency	Percentage
B.Sc.	32	32.0
MBA/M.Sc.	8	8.0
ND/NCE	60	60.0
Total	100	100.0

Source: Author's Computation, 2023

Table 6. shows that 40.0% of the respondents are visually impaired, 25.0% are hearing impaired while 35.05 have different categories of disability

Table 6. Frequency distribution of respondents by categories of disability

Categories of disability	Frequency	Percentage
Visual impairment	40	40.0
Hearing impairment	25	25.0
Others	35	35.0
Total	100	100.0

Source: Author's Computation, 2023

Answering of Research Question

Research question one: What is the contribution of leadership style to employees' job performance among workers with special needs?

Table 7. shows the perception of the respondents on the contribution of leadership style to employees' job performance.

Table 7. Leadership styles contribution to employees' job performance

s/n		SD	D	U	A	SA	$\bar{x}$	S.D
1	I received reward for outstanding job performance	28 28.0%	42 42.0%	10 10.0%	8 8.0%	12 12.0%	2.34	1.297
2	The leadership style creates enabling environment for me to work	10 10.0%	10 10.0%	18 18.0%	32 32.0%	30 30.0%	3.62	1.285
3	I feel secure that I am able to work for the company	11 11.0%	13 13.0%	6 6.0%	32 32.0%	38 38.0%	3.73	1.377

4	I have opportunities to advance in my line of function due to the leadership style	22 22.0%	23 23.0%	15 15.0%	12 12.0%	28 28.0%	3.01	1.541
5	Leadership style used in my organisation encourages employee job performance	10 10.0%	12 12.0%	3 3.0%	45 45.0%	30 30.0%	3.73	1.286
6	The leadership style adopted by the organisation I worked with is rigid	25 25.0%	45 45.0%	5 5.0%	15 15.0%	10 10.0%	2.40	1.287
7	The leadership style create room for employee s contribution in decision making	10 10.0%	22 22.0%	2 2.0%	34 34.0%	32 32.0%	3.56	1.395
8	The leadership style is autocratic	28 28.0%	42 42.0%	8 8.0%	12 12.0%	10 10.0%	2.34	1.281
9	There is mutual relationship between the management and the employee	10 10.0%	14 14.0%	6 6.0%	40 40.0%	30 30.0%	3.66	1.312

10	The leadership style is flexible	13 13.0%	22 22.0%	-	15 15.0%	50 50.0%	3.67	1.570
Weighted Mean = 3.21								

Source: Author's Computation, 2023

Table 8. Test of norm showing the contribution of leadership style to employees' job performance

Interval	Mean index	Level of contribution	Frequency	Percentage
1-25		Low	30	30.0
26-50	32.06	High	70	70.0

Source: Author's Computation, 2023

Table 8 shows the percentage level of contribution of leadership style to employees' job performance. 30.0% (n=30) respondents had low contribution of leadership style, and 70.0% (n=70) had a high contribution of leadership style. Therefore, there is a high contribution of leadership style to employees' job performance in the study.

Research question two: What is the relationship between leadership style and employees' job performance among workers with special needs?

Table 9. Pearson Product Moment Correlation (PPMC) showing the relationship between leadership styles and Employee Job performance

Variables	Mean	Std. Dev.	n	R	p-value	Remarks
Leadership styles	32.0600	12.7966				
			100	.987*	.0001	Sig.
Job performance	32.8900	13.9211				

* Correlation is significant at the 0.05 level

Source: Author's Computation, 2023

Table 9 shows that there is a significant relationship between leadership style and employee job performance (r = .987, n=100, p (.0001)<.05). Hence, leadership styles enhanced job performance in the study.

Research question three: What are the measures that can be employed by the organisation to improve leadership style in an organisation?

Table 10. Measures of improving Leadership Style

s/n		SD	D	U	A	SA	$\bar{x}$	S.D
1	There should be code of conduct for the leadership style	5 5.0%	5 5.0%	13 13.0%	34 34.0%	43 43.0%	4.05	1.104
2	Leadership style should be flexible	4 4.0%	6 6.0%	13 13.0%	44 44.0%	33 33.0%	3.96	1.034
3	Training and retraining of leaders in the organisation will help the organisation to grow	10 10.0%	8 8.0%	2 2.0%	38 38.0%	42 42.0%	3.94	1.293
4	There should be compensation for good leaders	7 7.0%	13 13.0%	1 1.0%	46 46.0%	33 33.0%	3.85	1.218
5	There must be periodic appraisal of leadership style	10 10.0%	10 10.0%	2 2.0%	43 43.0%	35 35.0%	3.83	1.288
6	Leadership style should not be autocratic	15 15.0%	6 6.0%	4 4.0%	32 32.0%	43 43.0%	3.82	1.431

7	The employee must be allowed to pass their comment on the leadership style	6 6.0%	14 14.0%	6 6.0%	42 42.0%	32 32.0%	3.80	1.206
8	There should be a form of punishment for bad leaders	10 10.0%	10 10.0%	19 19.0%	20 20.0%	41 41.0%	3.72	1.356
9	The leadership style must be opened for check and balances	18 18.0%	17 17.0%	15 15.0%	21 21.0%	29 29.0%	3.26	1.488
10	There must be quarterly review of the leadership style	24 24.0%	26 26.0%	3 3.0%	24 24.0%	23 23.0%	2.96	1.550
Weighted Mean = 3.72								

Source: Author's Computation, 2023

Table 10 shows the measures that can be employed by the organisation to improve leadership style in an organisation. "There should be code of conduct for the leadership style" ($\overline{x}$=4.05) was ranked highest by the mean score rating as the main measure to be employed by the organization to improve leadership style, and was followed in succession by "Leadership style should be flexible" ($\overline{x}$=3.96), "Training and retraining of leaders in the organization will help the organization to grow" ($\overline{x}$=3.94), "There should be compensation for good leaders" ($\overline{x}$=3.85), "There must be periodic appraisal of leadership style" ($\overline{x}$=3.83), "Leadership style should not be autocratic" ($\overline{x}$=3.82), "The employee must be allowed to pass their comment on the leadership style" ($\overline{x}$=3.80), "There should be a form of punishment for bad leaders" ($\overline{x}$=3.72), "The leadership style must be opened for check and balances" ($\overline{x}$=3.26), and lastly by "There must be quarterly review of the leadership style" ($\overline{x}$=2.96) respectively

Discussion of Findings

The findings show that, there is a high contribution of leadership style to employees' job performance of employees with special needs in the study. This was corroborated by Behn 2015, who opined that, the employee job performance in an organization could be seen through the output of such organization. These outputs are predetermined by the type of leadership style. It was observed that an organization where there is disharmony between the leadership style and employee, such organization are placed at a great disadvantage which hinders their productivity. Leadership style contributes to the development and underdevelopment of an organization. The influence of leadership style on performance of employees has been a debatable topic among researchers worldwide. He stressed further that, for example, points out that the issues of leadership styles in influencing employee's performance is one of the question which needs to get proper answer in organization management. It is propagated that performance in different sectors has been fluctuating depending on the leading individual. The leader may influence subordinates to perform or underperform. However, it is also noted that the performance of the organization does not only depend on the leading leader rather than employee attitude towards work. Also, various reports show that the performance of employees in many of the organizations in many countries including Nigeria has been fluctuating depending on the type of organization leader in place while others reports point out that employee job performance is not influenced by leadership style practiced in certain organization. Leadership is the process of motivating, influencing and directing others in that, there is a significant relationship the organization to work productively in the pursuit of organization goals.

The study also reveals that there is a significant relationship between leadership style and employee job performance among employees with special needs. This was supported by Hurduzue (2015) who proclaimed that study also reveals between leadership style and employee job performance among employees, effective leadership style could promote excellence in the development of the members of the organization. Skoogh (2014) also maintained that, it is safe to say that leadership has played an important role since the dawn of history of mankind. The importance of leadership style is not unknown and it is shown by a significant number of studies that have been conducted on leadership style in developed and developing countries

The study also shows that; different measures can be employed by the organisation to improve leadership style in the organisation. This was in line with the view of Babatunde, 2015 who asserts that, the main goal of any organization is to enhance the job performance of its employees so that it could survive in this highly

competitive environment. In contemporary times, the employees of organizations are classified as the human capital, and are therefore the most important asset of every organization. The basic step that must be taken by any organization to meet its goals and accomplish its objectives is to maintain and cater for the needs of the human beings. Making the employee satisfied and fulfilled should be the most important objective of the organization. The management of an organization also plays a crucial role in human development and the organization achieving its objectives and goals. The type of leadership put in place in an organization plays a prominent role. The study reveals that, leadership style influence employee job performance and enhance productivity in that strong leader's influence subordinates to perform and weak leaders influence subordinates to underperform. The great part of the literature shows that transformational leadership generates higher performance than transactional leadership. Other researchers in United States of American scholars in organizational behavior, transformational leadership is the most suitable leadership style for leading modern organizations. The today world business environment requires this type of innovative kind of leadership style; a style that empowers employees, motivates employees, realizes their contribution and raises employee performance as an effort to improve organizational performance and continue existence in the business (Kotter, 2008).

Contribution to knowledge

The contributions of this study to the body of existing knowledge is immensed. On a general note, it has added to the existing literature on the leadership style and employee job performance in relation to employees with special needs. It has also brought to the fore, some of the salient points that has to do with employee job performance among employees with special needs.

4. CONCLUSION

The findings show that, there is a high contribution of leadership style to employees' job performance of employees with special needs in the study. The job performance of workers in an organisation is the yardstick to measure the leadership style in the organisation. Performances are bound to be strong when the leadership style favours or meet the workers demand and weak or low when the leadership style does not favour the workers. It should be noted that, leadership style has significant influence on worker's job performance and it is the wheel that drives home the good and active performance of workers to a successful home. The study also reveals that there is a significant relationship between leadership style and employee job performance among employees with special needs. The

study also shows that; different measures can be employed by the organisation to improve leadership style in the organisation. Based on the findings of this study, it is recommended that:

♦ Management of an organization must ensure that, the wellbeing of their workers with special needs must be at the forefront of their policies and it should not be something that will push them to one corner or other side of the world in their organization but rather the one that will include them, give them sense of belongings and afford them the opportunity to display their potentialities noting that, disability is not inability.

♦ Worker with special needs must always see themselves as part of the organization they are working for and should try as much as possible to ensure that they discharge their duties and expected roles without any lapses. This will help in giving them more respect as an employee in the midst of others in the organization.

♦ There should be from time to time the appraisal of the leadership style used in organizations. This will help in knowing the strength and weaknesses of such leadership style and gives room for further improvement.

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PROCJENA STILA VOĐENJA NA USPJEŠNOST NA POSLU ZAPOSLENIKA S POSEBNIM POTREBAMA U DRŽAVI OYO

Prethodno priopćenje

Sažetak

Ovaj rad analizira utjecaj stila vođenja na uspješnost na poslu zaposlenika s posebnim potrebama u državi Oyo sa svrhom identificiranja doprinosa stila vođenja na uspješnost na poslu među radnicima s posebnim potrebama, ispitujući odnos koji postoji između stila vođenja i uspješnosti na poslu. Podaci su prikupljeni metodom upitnika. Rezultati pokazuju kako postoji značajan doprinos stila vođenja uspješnosti na poslu, a odnos između stila vođenja i uspješnosti na poslu među radnicima s posebnim potrebama ne može se zanemariti. Studija preporučuje kako rukovodstvo mora osigurati razmatranje potreba njihovih zaposlenika pri optimiziranju performansi na različitim radnim mjestima.

Ključne riječi: *stil vođenja, performanse posla, zaposlenici, posebne potrebe*

JEL: M12, M14