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Influence of Leadership on Job Performance among Employees of Selected Government Secondary Schools in Lagos Nigeria

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Abstract

This study examines the influence of leadership on job performance among employees of selected government secondary schools in Lagos Nigeria. The study is a quantitative research which employed the stratified sampling technique, this criterion suits the present study because the employees in this study are already in sub-groups within stratified respectively. The participants selected for sampling were heterogeneous and stratified sampling ensured equal opportunity of the participants. with sample size of 108 employees for the study. Data were collected using online google form and were analyzed using statistical tool (SPSS 25.0). Pearson Chi-square test of independence and Multiple Regression were used to analyze the data. Findings of the descriptive analysis revealed that, the level of job performance and leadership were good. However, the level of job satisfaction was moderate. The study recommended amongst other, that in other to minimize the limitation of self-reporting data, further study is required to adopt a qualitative research technique, future researches should include other state holders such other agency as respondents.

Keywords: Job Performance, Leadership, Job Satisfaction.

Introduction

It is well established that the shifting current economy is posing new difficulties to businesses and is expected to have a substantial impact on their prospective efficiency (Khan et al., 2019). In today's world of global competition, firms face new problems in the form of job performance accomplishment and efficiency. Companies are facing heightened rivalry as a result of globalization, as a result, most organizational management have acknowledged the importance of employees due to their contributions towards achieving organizational goals and objectives (Hawajrh and Al-Mahasneh, 2015; Inkinen, 2016). No organization can advance in achieving value far beyond the effectiveness of its employees charged with the assignment and organizing the actions needed to demonstrate expertise; however, it is also correct that

there have been factors that connect to enhance workplace effectiveness; such factors may fall between external and internal factors (Hijry & Haleem, 2017). Job performance play a critical role in today's ever-changing modern organization seeking to obtain a strategic advantage in the global and domestic labor markets. The performance of employees is therefore viewed as a crucial resource in every organization for strategy creation and delivery. Today, corporations all over the globe realize the value of a productive workforce.

Employee performance remains a key factor in enabling organizational long-term sustainable development, with the feedback mechanism used by an organization having a particular impact on his employees (Ntagu & Onuorah, 2020). Efficiency has been a major concern for firms in the globalized economy to maintain their competitiveness and ensure their success. Performance, therefore, provides a crucial function in any organization and is a crucial characteristic that most scholars are interested in (Imran et al., 2015) every business sets particular aims and targets to achieve. An organization's ability to accomplish its strategic goals depends on a variety of elements, one of which is the competent and productive performance of its workforce. Today, businesses in the same industry compete ferociously with one another, the success of coordination is regarded to affect employee performance, and thus there is stronger attention to the individual accomplishment of the performing worker (Mousa & Mark, 2021).

Business environments are fundamentally changing due to social influences and individual's choice to assume leadership roles and responsibilities, although many factors influence the performance of an organization, there can be little doubt that the quality of the leadership is high (Cortellazzo et al., 2019). It is undeniable that the majority mostly conceived job performance as an influential human factor, in which employees contribute more of their entire lives. Job performance in an organization is an essential aspect in which companies need to analyse the variables that lay the foundations for high performance. Since no organization can succeed due to the actions of one or two individuals, all stakeholders have made joint efforts in the success of an organization. Performance is an essential multidimensional framework intended to deliver results and has a close correlation with the strategic goals of the company (Mwita, 2000).

Job performance refers to measures taken into account in assessing employee performance, such as productivity, effectiveness, reliability consistency, profitability and quality of employees. Astriche (2004); Kenney et al (1992); Ahuja (1992); as cited in Nassazi (2013) Indicate that the performance of employees is assessed by the organization's performance indicators. Job performance is the ability to deliver the desired results while using minimum resources, while effectiveness is the ability of employees to accomplish the desired goals or objectives (Stoner, 1996). Productivity expressed as the ratio of output to that of input (Stoner et al., 1995). While quality is the characteristic of products or services to meet or satisfy the stated or implied needs (Kotler & Armstrong, 2002).

Job performance as a measure of the employee's financial or other result that has a direct relationship with the organization's performance as well as its accomplishment, showed that a working environment, leadership, team and co-worker relationship, training and career growth, incentive program, guidelines operating system, well-being as well as employee engagement (Anitha, 2013). The performance of an employee is a measure or predictor of the economic or other outcome of an employee who has an undeviating relationship with the performance and performance of the organization, as well as the environment in which the employee performs the tasks and other schedules, the interaction with the managers, the

connection with the co-employee and that of the team, the compensation procedure and the engagement of the employee determines the determining factors for performance.

Literature Review

Job Performance

Job performance is a key determinant of an organization's strength or weakness and is a strong factor for organizations in the achievement of the organizational aims or targets in both advanced and emerging businesses (Shafique-ur, Rapih, & Hazeline 2019). As a result, the majority of businesses are constantly looking for ways to increase employee performance, those that strive for innovation, performance, and performance maintenance can hold the winning card. To understand and track performance, one must compete in a constantly changing world (Omar & Zineb, 2019). Job performance is the outcome of a person's or group's labor inside an organization at a specific time, reflecting how well the individual or group meets the requirements of a position within the purpose of the organization's task accomplishment (Khaled & Haneen, 2017).

JB is the accomplishment of a goal by an organization rather than an individual using the least amount of assets possible (Ghalem, 2016). Job performance was emphasized by Batatineh (2017) as a combination of organizational effectiveness and the productivity of the employee's everyday responsibilities to satisfy the demands of the customers. Employee qualities, desires, aspirations, and managerial evaluations on the attainment of employee results all have an impact on employee performance, which is the foundation of organization effectiveness (Kasmir, 2018). Employees are one of the company's most important resources, and performance rises when they are happy with their current position and likely devoted to it. This implies that the effectiveness of an organization's or institution's staff is necessary for those entities to continue operating. As a result, modern firms make a considerable interest in raising employee performance levels.

Job performance has therefore gained significant emphasis in the modern study of the organizational environment given the issues with human resources (Nizam & Maqbool Shah, 2015; Radda et al., 2015; Saddam & Mansor, 2015; Siengthai & Pila-Ngarm, 2016; Uzochnikwu et al., 2016). According to Mangkunegara (2017), performance is the end consequence of getting workers to accomplish their jobs well. Each firm seeks the best and most satisfying performance from its employees, so it's critical to evaluate that performance accurately. This implies that the assessment's implementation must represent how the task was actually completed or how successfully it was completed (Bakri, 2018) Workplace satisfaction, performance, and accountability are all used as measures of employee performance in this study.

Leadership

Leadership is "the action of leading a group of individuals or organization" or "the state or position of being a leader" Leadership is one or more individuals who choose, equip and influence none or more followers with different talents, skills, abilities and cantered followers to expand spiritual, mental, emotionally and willingly and the leader achieves this power by humbly conveying a vision of the future in simple terms that resonates with the followers, principles and values in a concerted organized effort to accomplish the organizational purpose and goals, so that the followers can recognize and translate the future through present-time action steps (Winston & Bruce, 2018). Leadership refers to the role of a person

who can influence others in organizing and achieving goals and enhancing job performance, which is the catalyst for the survival of this organization (Shafie et al., 2017).

Transactional leadership, on the other hand, focuses on advancing the individual inquisitive nature of leaders and their devotees and achieving legally binding commitments in terms of both building targets and monitoring and regulating the effects (McCleskey, 2014). Transactional leadership focuses more on extrinsic motivation for the performance of job tasks. Thus, transactional leadership would lead to acceptance of innovation through reinforcement and rewards, Transactional leadership, also known as managerial leadership, focuses on the role of supervision, organization, and group performance, Leaders who implement this style focus on specific tasks and use rewards and punishments to motivate followers (Cherry & Blackburn, 2020) Transactional Leadership is based on transactions between leader and followers.

Servant leadership takes the condition of the worker into account and targets their happiness by recognizing the needs of others when followers are recipients of servant leadership conduct, so there is a change in the culture of servant leadership (Sipe & Frick, 2015). Relationships in work environments are often more likely to occur because there is an emphasis on structuring the leadership potential of workers through followers of servant leaders in their work environments, meeting the needs and wishes of fellow employees (Sipe & Frick, 2015). Servant leadership perceptions act as sources of motivation (Bande et al., 2016) and may ultimately influence workplace climate, both to the benefit and detriment of religious, private, and non-private organizations. Servant leadership has been recognized as a leadership philosophy addressing the concerns of ethics (Carter & Baghurst, 2014).

Job Satisfaction

Job satisfaction plays an important role in achieving extra ordinary organizational efficiency, but organizational effectiveness and implementation are accomplished by satisfying workers and being concisely responsive to both their physiological and socio-passionate needs. (Dekoulou, 2017). Job satisfaction has been related to efficiency, commitment, employee productivity, there are certain employee perceptions about the organization and its leadership when policies are made, views are included and policies are made that will favour employees, When the organization strategies do not include workers and are against the needs of employees, the degree of happiness declines when people consider their job and work participation, as this optimistic mental state occurs (Raziq & Maulabakhsh, 2015).

Job satisfaction is concerned with the way employees feel about their job, it can be referred to as the view of a person on how his/her job is worth in terms of satisfying his/her physiological and monetary needs, when the needs of the individual are fulfilled, the employee will have a sense of satisfaction in terms of his/her job (Ganesan et al., 2017). Job satisfaction requires self-confidence and commitment, which in turn leads to a positive attitude of workers towards their job (Jing et al., 2019). McPhail, Patiar, Herington, Creed and Davidson (2015) it showed that the value of job satisfaction is connected with certain important organizational conditions. Self-confidence and commitment are some of the important factors arising from employee job satisfaction, which in turn leads to workers maintaining a friendly approach about their jobs.

Job satisfaction encourages workers to further develop a connection with an organization when they are related to their work, communicating better with colleagues as well as the organization (Shmailan, 2016). Job satisfaction plays one of the significant parts to accomplish extra ordinary organizational performance. However, organizational efficiency and

implementation are accomplished by pleasing workers and being comprehensively responsive to both their physiological and socio-passionate needs, employee fulfilment, it is also important for management of any organization to create a workplace that promotes higher levels of employee charm due to employee satisfaction and will build productivity.

Methodology

Quantitative research method was employed, 108 respondents were selected through online google form. This study used stratified random sampling technique to select the employees. As their population is not very large, the study employed the modified Cochran formula for sample size calculation in smaller populations where 108 employees were eventually selected as sample size. Statistical Package for Social Sciences (SPSS), version 25.0 was used to analysis.

Research Findings

The level of employee performance and leadership behavior were perceived at a good level by the employees. However, the level of job satisfaction was perceived as moderate. Nasir et al (2014) the findings concluded that leadership are consistent and have high positive influence with organizational performance. Singh (2015) leadership have shown to have a huge effect on the achievement of objectives through cultivating confidence and establishing relationships with employees. Asrar-ul-Haq & Kuchinke (2016) Leadership has been shown to affect extra effort, productivity and performance outcome. Study by Trivisonno & Barling (2016) established leadership allows all members of the team to take part in making final decisions and designing the whole plan to achieve their goals. Similarly, research conducted in Malaysia also shows that good leadership has an important and positive effect on employee performance (Basit et al., 2017). Study by Alghero & Al-Anazi (2016) Leadership plays a key role in developing an organization's positive environment in the organization. According to Hurduzue (2015) the outcome showed that effective leadership will encourage excellence in the growth of the organization's members.

Conclusion

Based on the findings of this study, it is evidenced that the level of leadership were perceived as good. Job satisfaction on the other hand, were found to be moderate by the respondents. According to previous research (Vermeeren, Kuipers & Steijn, 2014) suggests that job satisfaction has a considerable and direct correlation to employee performance, it means that an increase in job satisfaction will also result in better and higher performance. A satisfied employee is therefore thought to have higher performance levels. There are needs to improve the working condition particularly the issue of wages, this is good in other to bring about improvement in job performance among employees of the schools. Hurduzue (2015) reported that effective leadership will encourage excellence in the growth of the organization, leadership contributes immensely to the performance of employees' knowledge and supports organization effectively. Verba (2015) concluded that leadership promotes innovation, collaboration, creativity and improved employee performance, job satisfaction and higher productivity.

In view of these findings, this study recommends that enabling environment be created by policy makers, managers, ministry of education and management of institutions in any organizational setting to improve their employee's performance in other to have a competitive advantage in the labor market. Satisfaction is essential for the success of the

organization, there should be a better reward system for the employees to improve their capabilities. Similarly, the ministry of education should provide better wages, training, promotion, friendly environment, and other organizational-related facilities to improve the attitude and performance towards their work. Therefore, the management should put much emphasis on the provision of adequate infrastructure for effective implementation of employee performance.

Theoretical & Practical Implications

The present study contributed for the first time in exploring the relationship between leadership, job satisfaction on job performance among employees of selected government secondary schools Lagos, Nigeria concurrently. Furthermore, the established positive and significant relationship among variables provide support for the theory X & Y on performance of employee, the result of this study indicates how these variables (leadership and job satisfaction) can contribute as input on job performance among employees. The findings of this study have some implications to practitioner, it serves as a source of empirical evidence to the ministry of education, policy makers and management of institutions on the level and extent of relationship between leadership, job satisfaction and job performance among employees of selected government secondary schools Lagos state western, Nigeria. Prior to this research, there is lack of empirical and theoretical evidence in relation to the research variables in the organization. This leads to ambiguity and doubts among the policy makers and practitioners to put the variables into use within the context of employee performance.

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