An Assessment of the Impact of Effective Leadership on Organizational Performance in Nigeria: A Study of Kala Palm Oil Company

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Abstract

This research assessed the impact of effective leadership on organizational performance in Nigeria. The study was confined to Kala Palm Oil Company (Pseudo name). Leadership plays a crucial role in the management of organisations which help to accomplish organizational targets .The impact of leadership in an organisation is a necessary component and key to the successful process of managing any firm or enterprise .However, an effective leader plays an important role in organizational growth and employee performance at any point because the overall and effective improvement of organizations depend to large extent on the inputs of their leaders. The study further shows there is need for an effective leader to carry out its stated goals in line with management interest within the organisation which help to provide positive means of achieving target goals in an organisation if the needed resources are put in place. This research adopted the qualitative approach and made use of the secondary source of data collection to analyse its findings .The study anchored on path-goal theory as its framework of analysis. Findings showed that effective leadership promotes mutual collaboration between employers and employees. Also, the study revealed that effective leadership is a special way to help incorporate employees in an organization to achieve its objectives and promotes the efficiency of a leader which basically centres on the accepted style by the manager towards the management of the organization. The study concludes that effective leadership in Kala Palm Oil Company has greatly helped in influencing the company's goals. In addition, it has helped the company to promote inspirations and attracts customers to activities of the company. Therefore, the paper recommends among others, that there should be mutual collaboration between leaders and employees in the organisation for efficient and effective service delivery.

Key words: *Leadership; Organization**;** Management; Effective Leader; Performance.*

Introduction

Leaders in an organisation plays an essential role that helps improve effectiveness in achieving organizational goals. Leaders in an organization constitute the central element for supporting management structure. They devise gender balanced activities

centred upon building a system in which each worker is encouraged to develop, stand up, and become successful in their duties towards the main targets of the organization (Mwale-Mkandawire, 2020). Leaders have the likelihood to define and drive their group members desires towards the achievement of their goals. This process is also reached through the feature managers predesign aimed at supporting workers at work. Also, leaders must have good knowledge of behaviour that help organizations to expand such attributes and strategies can build and maintain competitive advantage over other organisations.

Katz and Kahn (2008, p. 16) leadership is by and large considered as a process of persuasion, the practice of positive manipulation of people so that they will try cheerfully to accomplish a group goal. This thought can be made to involve not only eagerness to work but also eagerness to perform with enthusiasm, self-confidence, and determination. Enthusiasm represents passion, sincerity, and strength in the act of carrying out work activities effectively, while self-confidence represents know-how and practical competence. On the other hand, determination represents the willpower to reach out an expected end or set goals. Furthermore, leadership is to lead, show good manner, direct people in line with a set target (p.16). These reasons revealed the point that to accomplishment or disappointment in organization is principally on the function of leadership and the approach they adopt to lead. However, Leadership is enormously surrounded in persons rather than in organizational structures. It cannot be written into procedures; the issue of leadership cannot be on a job description, but it mainly refers to the ability of individuals or a set to motivate and control others to act in each manner they would not have, but now would want to, due to the accepted and unpredicted force of the leader. Through efficient and goal-oriented leadership process, the leader involves in the course of social control in which one person can help and support others in the achievement of a common assignment (Chamers, 2002, cited in Maicibi, 2013, p.58). Bass and Rigio (2006) posited that leaders often encouraged and help their workforce to be determined by using valuable and well-organized leadership styles. Capacity building is prioritised to ensure that workers understand the demands of their job and that they are on top of what they need to do and seeks to help organisations by using employees in solving organisational challenges (Sobel, 2005; Mwale-Mkandawire, 2022). While La et al., (2004) affirmed that leaders in orgaisations use constructive leadership method to uphold the principle of quality in the specialized improvement of the associates of their dealings . In view of this, Sapele (2015) put forwards that efficient and competent leaders play crucial role in the progress of organisations and help improve performance at any point in time. On the other hand , efficient and competent development of organizations lie in the hands of the leaders, because a successful leadership role at any time impact certainly on the well-defined objectives of the organization if needed resources are mindfully put in place.

Furthermore, it is important to note that a well-cordinated and successful leadership style is being recognized commonly as a tremendous instrument in reaching out to the goals of an organization in the world and in particular Kala Palm Oil Company , because such organization is a collective set-up which has a laydown

border that carefully divides from its environment it operates. Though, the Bayelsa State oil palm company usually set out its own shared goals and helps in directing and organizing its own improved performance within the context of the company stated policy statements . Significantly, the success and accomplishment of organization objectives centre mainly on workers satisfaction and valuable dedication via the instrumentality of an effective leadership style. From the assertions above, effective leadership is an indispensable tool in coordinating an organization successfully and efficiently. Moreover, valuable and successful leadership is a distinctive way to help incorporate workers within an organization in order to attain its visions and goals, because the usefulness of a leader is mostly dependent to the pattern adopted by management which is said to be central in the running of organizations. In the same way, the lay down or accomplishment of the objectives of an organization which usually have an effect on the subordinates, the clients and units within and outside the organization lie on the personality of the leader's programmes and activities.

Even if there are no prescribed styles or patterns through which a leader can be valuable and efficient in reaching out high service delivery in an establishment , what is necessary is the strategic amendment and the combination of other factors that could make a leader effective if the goals and objectives of the establishment must be achieved (Edoka, 2012). Over the years , effective leaders in Bayelsa Oil Company which produces palm oils in marketable quantities have been associated with the efforts of many leaders toward effective workers and employees relationship. Effective leaders in Oil Palm Bayelsa state have had several effects on their organization's success by encouraging and stimulating the workforce. This is due to the fact that dedicated and reliable workers look ahead to their leaders in making available apparent vision of the company's planned direction. Also, they would want to witness steadiness in decisions made in reaction to problems or issues raised within the organization. In addition, without doubt, a concise interaction from leaders daily which will help to guarantee that all workers know what to do at the right time. With this type of organizational arrangement, the issue of leaders in managerial success, output and prosperity to reach out stated goals and objectives that would be realized with ease (Duggan, 2018).

Besides, the function of an effective leader in guaranteeing excellent managerial performance cannot be over emphasized in Kala Palm Oil Company because it provides adequate motivation; appropriate work environment; compensation. Also, the well-organized interaction between managers and other employees plays a significant role in supporting the organizational objectives in the company. And planning as well as organizing of work is also very essential in organizational goal attainment. Some researchers have opined that the most widespread problems upsetting organizational performance of businesses in Nigeria and other establishments are as a result of poor approach to work among employees, inadequacy as well as ineffectiveness of leaders in most places. Though, others share

a different opinion. This second school of thought believes that organizations in Nigeria are run through leadership mode that are strange to leadership patterns which is not well recognize in the typical Nigerian society .It is also well thought-out that a company's achievement is due to improved organizational performance, workers task fulfilment and employees affective obligation in the company or enterprise . Effective leaders are indispensable for the increased in organizational performances. Yet, unacceptable leaders persist to be involving in crisis within Nigerian establishments. Nigerian companies fail because of inadequate leaders coming from outer environmental factors and internal problems (Dike, 2014 & Oluseye, 2014).

In the initial decade of the 21st century, the number of functioning businesses in Nigeria diminished by forty five percent (45%) according to National Bureau of Statistics, (2012). Studies into the causes of issues of malfunction in Nigeria businesses have been open to doubt (Oluseye, 2014). Earlier research was able to establish the external challenges such as bribery, corrupt practices and unsuccessful government plans as causes (Anyim. , et al , 2011; Dike, 2014; Ejere, 2013; Latham, 2014; Oparanma , 2010). Inadequate organizational performances in Nigeria and particularly in Kala Palm Oil Company respectively has been negatively influenced by ineffective leaders, coupled with lack of cooperation among employees. This is because companies face the difficulty of building good leaders.

More so, organization poor performances are the main problem that arises from ineffective and poor leadership mode. So, failure to decide the style of leadership and the degree to which it affects organizational functions greatly impede the development of organisations and improvement particularly in the Kala Palm Oil Company . Be that as it may, effective leaders and poor performances in Kala Palm Oil Company occurred as a results of the failure to recognize the factors that are accountable for workers poor performance in the chosen work areas, lack of ability to adopt to change by managers, not enthusiastic to hand over responsibilities, inability to plan tactically and stick to effective leadership techniques and principles in the organization, difficulty of managing customers' complaint, general poor control of lateness to work and poor remuneration methods.

Conceptual Review

Leadership and Effective Leadership

Leaders play exclusive roles in making sure people in oragnisations are useful. Also, leaders help in promoting businesses in order to accomplish set goals . But the issue of Inadequate leadership influences the expansion of business in organizations. One of the impediment for leaders in Nigeria is understanding the changing nature of the environment within and outside an organization .But, people main business malfunctioning occur because of the unfortunate professional environment in Nigerian establishments (Adisa, et al , 2014).To guarantee leadership support and organizational achievement, studies must be carried out with the business

environment which will help to impact positively in some organizations (Dike, 2014; Oluseye, 2014).

Reason being that leadership is the capability of a person or a group of people who positively persuade and direct followers or other associates of an organization to carry out task within the system . Leaders in organisations usually engaged employees with sound and many times, hard results , making and communicating a plain standard vision , whereby instituting attainable targets, and offering group members with the requisite information and devices required to accomplish these goals. Also, good quality leaders used to have the following attributes: all round confidence, effective and well-built communication mechanism and administrative know-how, inspired and inventive thoughts, having determination with the look of challenges , readiness to bear threats, ingenuousness to transform and to have high level of activism as well as fastness in times of emergency .

On the other hand, the impact of effective leadership according to Igor (2018) is not specifically on efficient persuasion , but it furthermore centres on efficient and enduring decision-making process through persuading ability . In addition, the issue of effective decision-making process will not be enhanced as a talent, for the reason that it is extremely connected with a person Intelligent Quotient (IQ). Hence, the style of an effective leader in organisation cannot be totally established , due to the issue of intelligence attribute that cannot be build up.

More so, it is important to note that , a successful and efficient leadership position comprises the following components - the personality of a given leader and the expertise of efficiency in the leader . This is to asserts that, there is a clear difference among a leader and an effective leader in organisations, because to be a leader it needs a well-built qualities and the capability to study people which involves leading group of people .Although, an effective and resourceful leader in organisation , conversely, join the above attributes along with a well turned-out business, organizational activities alongside with the intellectual creation of infrastructural development.

Tambou (2016) added that, leader provide a means to project the efficiency of an organization and people decided to go after leaders in organizations because they see a zeal of confidence in them that guarantee survival and confrontation without wavering and in a way help direct employees through the storm. Also, people who can recognize the mind and reasons following the dealings of others, together with huge and little individuals are more appropriate in creating their own words and actions to advance the support of others. These assertions showed that a strong support base is necessary to be a leader; for there is no leader without a follower. Samuel (2016) pointed out that a leader and an effective leader can appear very diverse. An example of a leader who exemplify the features listed above is Jim Jones. Jim Jones is identified for leading a cult known as the Peoples Temple which finally ended in mass suicide by cyanide poisoning pattern which killed 909 Temple members and this actions also killed 5 non-members in the resulting violence.

However, Jones was an acknowledged as a leader with charisma with enormous skill to study others and exemplify their complaints and had unmatched confidence for his ever active political and social issues crusade. But he did not show as a well-organized leader. The skill to lead competently is centred on related methods as living organisms, which is to develop and do well. If a leader cannot set up a unit that, will one given day to be proficient and maintain programmes without him than he has failed in valuable leadership and achieved only leadership style at that point and relation to individual within an organization , firm or company towards it effectiveness and competency.

The issue of effective leadership especially in modern organization , thus, needs the founding by the leader of an elegantly prepared and in itself well-organized networks he can engaged in productive activities . Importantly, political organizations, most remarkable, the Democratic and Republican parties, are well-known this way to ensure that their targets are constantly pushed to the fore no matter who is at the helm. In this style, the leader has guaranteed the prolonged existence of his goals and can in that way be termed as an efficient and successful leader. One more significant feature is generally speaking, the practices of smart business enterprises . To be valuable, a leader be obliged to incessantly be concerned with the prospect and not just the instant nature of whatever worries he or she faces . This entails considering towards the opportunity to read the direction of peoples' attitudes and the general society of politics worldwide that may influence their own agenda. It also requires being accountable for the financial practicality of the group, as the practice of smart business most plainly involves within organizations . A person who exhibits the uniqueness of a leader as well as those of a competent and effective leadership techniques who may do something as a clear example is Martin Luther King Jr. He had the ability and confidence to bring people into his association as well as the practices of well-groomed business and prepared well-groomed networks system . This is what guarantee that the citizens rights crusade sustained full steam ahead after his ill-timed death. He was the leader of the pressure group but he was not in its heart and soul. In the most critical terms, the disparity involving leadership in organization and issue of effective leadership is a disparity intention. A leader carries out tasks for himself, ensuring their set goals with their own expansion. Also, an effective leader carries out assigned tasks merely for the aims they wish to transmit within the customs of the society and by so doing brings cordial relations between workers and employers in achieving set targets.

In an organization, the issue of an effective leader is never considered as an easy position , because effective leaders try to ensure that they provide a means of making a big difference within the main interest of the organization but also come to the knowledge that the price to pay within the assigned task is rather high. It is only the non-efficient and resourceful brand of leadership that embarked on activities solely in favour of the individual who can be called leader, because effective and successful leaders make it to be like that. In addition, the essential tasks in

organizations pushed by a leader help to articulate self-confidence from side to side of their actions and efforts directed towards the perfection of other individuals. With this pattern, a title is nothing before an effective and competent leader (Kalty , et al., 2011).

Characteristics of Effective Leadership in Organization

The following factors determine effective and resourceful leadership in organization:

Up to date: This means that leaders must be highly informed with the routine organizational activities. That is, leaders are well informed in carrying out their assigned tasks and by leading their subordinates in accomplishing organization goals. With this, leaders recognized their potency and flaw within the organization. So, leaders are allowed to push for maximum potentials for the organization as they are up to date with the stated goals of the organization. .

Provision of self-mannered and clear course of actions: Leaders in organizations are expected to possess self-mannered and provide a clear course of actions in achieving organizational goals. These help leaders to successfully and impressively tackle organization challenges . Also, this characteristic enables leaders in organizations to get things done, how to classify assigned tasks and how to avoid delay, know how to produce desired energy for projects and make decisions quickly when necessary.

Standing by vision: This means that a leader must stand for a vision at any point in time. Whatever might be the case in any challenge, the leader must stand firmly and immediately identify possible ways in overcoming such unforeseen obstacles. The leader must move in line with the organization vision which he will inspire than running towards individual gain.

Competence to effectively encourage group members: Another characteristic of an effective leader in organization is the issue of bringing competence and encoring workers in achieving organizational goals. Importantly, leaders are often expected to lead, direct and encourage workforce than talking more.

Provision of collective consciousness: An effective leader should understand and provide a mutual network of connectivity between the workforce in the organization and this will help to establish a strong positive image.

Bringing in lively arousing intellectual mind and good leadership approach: This aspect is in a straight line of emotional intelligence , because leaders who possess high level of emotional intelligence inherently more self-aware at any point in time in the organization. Those leaders acknowledged their rational growth and procedure, as well as having the mind of self-direction. Also, such leaders show much concern about others and more sociable in actions. Leadership is many at times not by soft talent but competent attitude and knowledge in tackling organization problems, because a leader who encourage what motivates and such patterns lead to the

achievement of set goals (Leadership Institute, 2013). On the other hand, Ulrich (2018) Identified the five attributes and impacts of leadership as:

(i). *Helps to project the future:* This aspect is embedded in the strategist phase of the leader. Strategists outline where the organization wishes to go to be thriving; they embanked on such thoughts practically and logically against existing assets (e.g., funds, personnel , organizational competencies); and they carry out tasks with other people in the organization to bring out ways to get from the current to the desired expectations. Strategists have a visualization about tomorrow and can place their organizations to produce and act in response to those expectations. The rules for strategists are about making and conveying values of ought to be.

(ii). *Helps in creating ways to happen: This* aspect helps leaders to make things happen in a particular way in which the set targets of the organization are achieved. Leaders are allotted responsibilities , be acquainted with which main decisions to carry out collective teamwork and strategically identified essential ways in promoting organisation goals.

(iii). *Embarking on present day skill:* Leaders in present day organization who utilize talent help to answer and tackled serious organization questions. Leaders classify what skills are necessary, describe skills that are important to their organizations. Also, they connect people and provide a mutual communication link between employers and employees. In this process, the leader involves skill directors and create strong individual, specialized, and managerial truthfulness. They help employees to develop skills of modern organization arrangements.

(iv). *Putting up the next generation outlet:* Leaders often identify ways of putting up talents for next generation work force . They create ways by which individual are rightly provided with the normal skills in the work environment. Leaders in organization bring up full next generation of human resource in an organization. Leaders help to improve on human capacity in achieving organization goals.

(v) *Strong personal Investment:* At the sensitivity of the leadership policy, it is important to note that effective leaders might not be abridged to what they are acquainted with or what they do. Who they are as human beings have everything to do with how much they can achieve it with and through other individuals.

Leaders also are people who lean as well : They are engaged with achievement, disappointments programmes and spend vast personal power and give much concentration to whatever concern them. Effective and sufficient leaders encourage reliability and helpfulness in others because they themselves act with honesty and confidence.

Organizational Performance

Edoka (2012) posited that performance has been conceptualized by Hellriegel , et al., (1999 , cited in Oluseyi & Ayo , 2009) as the point of an individual's organization task achievement following wielded effort. They also added that performance in

organization is eventually an individual observable fact with environmental factors influencing organization performance mostly through their product on an employee conditions of performance capacity and drive. In view of the above, Oluseyi and Ayo again supported the view of Behling and Mcfillen (1996) who long-established the connection among high and improved performance and effective leadership in the United States by building and increasing a model of leadership style through charismatic/transformational where the leaders' actions are said to get higher to idea and advancing the side of subordinates, giving rise to exceptionally improved effort, outstandingly improved commitment and motivation to bear risks.

They concluded through the means of the Words of Marizt (1996), Ristow (1999) that it has been extensively acknowledged that efficient organizations need valuable and effective leadership on organizational performance which will help to undergo direct amount to the overlook of the organization policies (Oluseyi & Ayo 2009).

Business Dictionary (2018, as cited in James ,2020) organizational performance is an examination of a firm general performance as in the connection to the goals and objectives a firm . But, within corporate organizations, there are three most important outcomes analysed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analysed). Market Business News (2018, as cited in Destiny , 2020) organizational performance entails the process of examining a firm, organization general performance alongside its stated objectives. In other expressions, organizational performance encompasses real outcome or production concerned   with expected outputs. The process centres on three major outcomes, that is: value performance of shareholder ; performance of financial aspect and   performance of market-based activities.

Many of the organization experts , including tactical planners, center attention on organizational performance. The expression is   alike with   'organizational effectiveness.' Nevertheless, organizational effectiveness covers a wilder area. But organizational performance   has the following areas in providing efficiency and effectiveness between employers and employees in an organization:

Financial performance - which means a process of determining a firm or an organization   operations strategy and policies in terms of   monetary . In other expressions, in terms dollar's value, pounds, euros, etc. One can see how good a company   financial performance is by considering its return system on assets it returns and investment*.* It can also measure its financial performance by evaluating worth added.

Market performance analysis – Market performance deals on how well a firm or goods perform in the market. That is, it looks at a product's market share if it has risen, and if produce advances helped boost sales, etc. Also, when one is   talking specifically about a produce rather than the entire enterprise , which is called the 'product market performance system .'

Issue of Shareholder value - Shareholder value performance is considering as how much an enterprise enhances its shareholders. In reality, many posited that , it is the decisive organizational performance measure system.

Issue of value Shareholder maximization and shareholder value model-based system- This aspect means that the shareholder value refer to an enterprise market system capitalization. This aspect enables leaders to stand in the system of free market capitalist process and which says that shareholder value system should be senior management's level main concern.

Determination of Organizational Performance

Edoka (2012, in Scherbaum, 2006) and Avery (2008) on how to assess organizational performance has been a constant source of dispute. They posited that previous studies have been deeply disapproved for the measures of performance adopted .That is, in the mentioned performance steps according to Hoogh (2004) in (Avery, 2008) include: prior knowledge performance, self- improved information of dedication to organizational objectives, high level satisfaction with the leader and obvious leader of effectiveness.

For Koene (2002) that issue of organizational performance can be prepared using net return margin, company unit sales and proportion of goals met concerning business unit percentage of goals met on business entity performance system . However, the above performance process can only be practical to organizations that are profit oriented and that nonprofit making organizations can depend on performance measures using such means as environmental limitations which may reflect forces outside the reach of the leader. Avery (2008) also is of the view that several scholars have disregarded to focus concentration on issues such as the relationship between financial performance, routine customer satisfaction system and workers satisfaction when allowing for organizational performance and that if the net monetary and cost convenient are mutual with the environmental limitation, workers and customers fulfilment will add to the validity of the research work.

Numerous studies such as Baurl (1989), George (1990), Johnson (1996), Reynierse and Harncer, (1992) and a lot of others as opened by Avery recommended that helpful changes in workers satisfaction and customer's fulfilment will lead to helpful changes in organizational performance system . Therefore, they are strongly of the opinion that workers satisfaction and customers fulfilment system remain valuable actions of organizational performance.

Impact of change in Organizations Performance through Effective Leadership Style

Technology : Technology has helped to improve on the effectiveness of organization because without change, company, organization leaders still would be reading aloud correspondence to their secretaries, having challenges of editing their words with delays on some occasion to meet up scheduled time . Change that results from the implementation of new technology are universal in most organizations and while it can

be troublesome at first, eventually the change tends to increase yield and service. Technology has helped to affects how human interact. No longer doing business with people through dial phone and this process get a busy signal, and it make someone to spend much time until they get through. For instance, today's communication technology stands for changes that allow organizations to learn more, and more quickly, than in recent years.

The bases of customer needs: Customers who are fulfilled with common pattern of doing business many years ago are sometimes irritated with the microwave today. As the world advances, customer needs alter and grow, making new demands for innovative and new types of goods and services, and opening new areas of prospect for companies to achieve those targeted needs.

The Economy: The economy also plays important role in improving organizations in both positive and negative ways. An economy that is strong , viable and increasing order for goods and services will indicate that firm, enterprises must consider growth that may engage the addition of the workforce and new services. These changes present ways for employees, but also present new obstacles . But not viable economy can make even more challenges as firms, companies find themselves needing to make hard decisions that can impact workers' salaries and remuneration and even make threats their jobs. The capability to manage both ends of the range are decisive for organizations that want to uphold a well-built brand and heavy relationships with customers as well as workers.

Provision of growth opportunities system: the issue of change in organization is significant in organizations to allow human resources to study new talents, discover new chances and work out their imagination in ways that eventually profit the organization from side to side of new thoughts and improved dedication. Organizing workers to deal with these changes involves an examination of the apparatus and teaching necessary to help them acquire new talents . Training can be offered from side to side of the traditional classroom situation or, gradually more, all the way through online learning opportunities platform system . Significantly, organizations require to do a good job of assessing workers potentials and then taking processes to fill the gaps among modern proficiency and the proficiency is necessary to respond to organization expansion (Sapele, 2017)

Factors that cause change in an organization performance through the impact of effective Leadership

Competition: The access of a fresh contender into the marketplace can cause an enterprise to change its marketing strategy approach . For instance, a small set of electronics stores that was the single centre in city might have to change its representation in the market when a big series store opens nearby. While the less important store may not be capable to contend in price, it can employ publicity to position itself as the welcoming, service-oriented home option of the people.

Technology: improvement in technology can propel an enterprise to change just to keep up the organization . Workforce that has no account on the use of modern computers system need to be educated to operate the modern computer system in organization . An enterprise can help by realizing an industrial change pattern .

Desire for development: Enterprises that want to reach increase may need to change their manner of operation and approach. That is, changing the old approach and adopting new technique can increases the desire for advancement.

Need to Improve Processes: The needs of improving attitude through process in organization is another factor that leads to changes in organization because self-regulating rating improves the need for its high level of service and quality in the organization process.

Government Regulations: Another factors that causes changes in organization is the issue of government set of laws which have an impact on how a company carry out its business system . Recently ordered security measures can force an enterprise to change its manufacturing process to make a safer labour environment. That is, enterprises that make or distribute customer produce and such products may have to add additional value control procedures to ensure improved and directed consumer safety system .

Effective leadership and its challenges in Kala Palm Oil Company , Nigeria

According to Silas (2020) the role plays by Kala Palm Oil Company is to articulates its position in improving employees effectiveness through effective and resourceful leadership style but there are issues of inadequate problem-solving techniques and skills in negotiation and handling employees matters , there is lack of innovation , no clear defines employees work methods and inconsistency with management positions. All these are affecting the growth of the organization ,where the leaders are not helping matters to project the company image globally.

For Alex (2021) the policy truest of Kala Palm Oil Company has been there since the creation of the company in 1996, but ever since the organization was established there is no direct and controlled leadership structure and arrangements in the company . Also, improper handling of the Oil Palm company by the state government has greatly reduced the effectiveness and efficiency of the organization to provide and promote its leadership approach within the organization. Effective leadership has not been successfully experienced by employees , customers in the company but just mere expression.

Similarly, Amas (2020) posited that, there are many challenges facing effective leadership style at the Kala Palm Oil Company and these include: on planning of the company future challenges, poor attitude towards the organization by the state government, lack of communication link between the leaders and workers at the company, frequent disputes between leaders and employees in the organization, no clear define policy guide among employees, non-provision of inspiration by leaders of the company due to poor management style, no team building and lack of honest and

among others. The challenges have reduced the resources of the organization because no worker wants to stay positive longer and this is affecting the leadership role of the organization and its growth.

Theoretical Framework

The theoretical framework adopted in this study was path-goal theory. This theory is leadership oriented and it was built by Robert House, in 1971 who was an Ohio state university graduate. The path goal framework affirmed that leaders actions in organization is centred on the issue of job satisfaction, motivational indices, and performance of task in accordance with his or her subsidiary employee.

The path-goal theory is broadly acknowledged theoretical improvement from a contingency approach which was derived from the theory of behaviour and the expectancy analysis of motivation theory of Victor Vroom. Though George Poulos and his associate at the university of Michigrows for social research employed the path-goal ideas and expressions years ago for examining the influence of leadership on improved performance and the issue of modern development. In real meaning, the path-goal theory attempts to give details on the impact that leaders behaviour has on correlated motivational system , satisfaction, and performance levels in organisations.

The early theoretical study carried out in the path goal theory proposed that leaders will be successful and valuable by building rewards system available to the engaged workers and by making those rewards dependent on the subordinates' achievement of the specific goals (Luthans, 2008).

Path-goal analysis led to the building of a premise involving four exact styles of leaders behaviour in organisations which include: (directive style , supportive ways , participative process and achievement methods. Also, its identified three categories of subordinates attitude which include: (job satisfaction technique , acceptance of the leader style and perceived expectations about job effect, improved performance reward related issues). It was opined by them that a significant aspect of the leader's responsibility is to explain for the workers the type of behaviour most expected to result in targets of the organization . This action is termed as path clarification (Ivancerich, 2008).

This theory endeavours to describe the interaction between a leader's behaviour and the subordinates' work performance and activities within organizations. That Leaders behaviour is satisfactory to subordinates through the extent that they see it as a means of satisfaction or as a footstep towards their future satisfaction. It is also discovered in the theory that leaders actions in organization influences the inspiration of subordinates when it builds on the satisfaction of their needs contingent on winning performance at the workplace , and it helps to provide the direction and rewards desired for effective and improved performance at the workplace . However, the goal theory of leadership and the expectancy approach of

motivation, are directly connected in the sense that leaders   behaviours in organization each can increase or decrease workers expectancies at any time .

In addition to this analysis , it is noted that the leaders actions which help with the establishment and believe that employees may perhaps be treated any way because of joblessness situation in a   country which makes job switch hard has resulted in the hardship employees face in their places of work in Nigeria. This process has a negative impact on performing and building organizational culture which in turn influence organizational improved performance and commitment system . This is no doubt affect the performance of the staff of Kala Palm Oil Company and will also lower their level of commitment to their work towards effective service through the role of their leaders . In this theory, every of these leadership actions results in diverse points of improved performance and subordinates satisfaction depending on the arrangement of the employee task. (Leslie & Byars 2003).

Also,   the path-goal theory affirmed that effective leadership activities in organization   help   influence workers   satisfaction and improved performance by making their desire satisfaction contingent on efficient job performance system . in this process, leaders build up the performance   to the effect of expectancy and valence of those outcomes by guaranteeing that workers who perform their task sound, have a high level of require accomplishment than workers who perform inadequately at the workplace . Effective leaders help also to build up the effort to performance activities in the organization.

Path-goal framework stands for servant leadership style . Because servant leaders do not observe leadership capacity as a place of power; relatively, they stand as tutors , expert facilitators. Leadership is a duty to understand workers desires and to smoothen the progress of members of staff and their job performance system.

Research Methodology

This study employed the qualitative research and made use of secondary source of data collection. The study provides the procedures for the analysis of data collected through descriptive approach in ascertaining the impact effective leadership plays on organizational performance in Kala Palm Oil Company, Nigeria.

Findings/ Conclusion

Basically, the research discovered that an organization success is tied   to its company's improved performance system and workers satisfaction. While the issue of commitment in the organisation   is through the instrumentality of an effective leadership style. Leadership is an essential tool in managing organization effectively and efficiently. Through effective leadership process, the leaders are made to be involved in the process of influencing members by which the goals of the organization can be achieved through corporate identity.

The study showed that effective leadership style in the Kala Palm Oil Company which is primarily into Palm Oil production and sales of palm frond greatly considered

by the cordial relationship between the employers and employees roles over the organization goals and the need of the customers' perceptions. Leaders in Kala Palm Oil Company have tried their different ways in influencing the workers by inspiring them to be efficient . More so, Kala Palm Oil Company   expect their leaders to build up   clear vision of the company's   direction to improve productivity. The employees in the organization also want to see stability in policies in response to the organization needs . And a perfect communication system that would connect leaders to employees on a regular process which will help ensures that all workers understand the essence of their task . promote organizational value and   productivity   within the organization. Therefore, to achieve leadership efficiency in organizations, leaders have to be fair, adhere to organizational culture and discourage any type of corrupt practices and actions within the system.

Recommendations

The following recommendations are provided to offer efficient leadership styles in the organization:

- ✓ There should be mutual collaboration between organization leaders and employees for efficient and effective service delivery.
- ✓ The organization should endeavour to establish effective communication link between management and workers.
- ✓ The study recommended that those challenges facing the impact of effective leadership roles should be looked at and tackled appropriately in   achieving organizational goals.
- ✓ Those factors that will help to improve organization should always be identified and pursued.
- ✓ Performing leaders and workers should be identified and be rewarded by the company.
- ✓ Kala Palm Oil Company should be properly managed by the state government for employees to know their real activities and programmes in the organization.

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