

# **Evaluation of Leadership and Organizational Performance on Small Scale Industries in Nigeria**

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## **Abstract**

The study aim at evaluating the leadership pattern and the extent to which it has affected organizational performance in some selected small scale industries in Nigeria. The study analyzed the relationship between leadership and organizational performance in the industries with a view of determining their overall performance level vis-à-vis labour management relations and productivity. Three small scale industries were randomly selected for the study that is one from the shoe production, book publishing, and plastic production firms. The first hypothesis was tested using chi square and the results revealed that leadership pattern in small-scale industries significantly affect overall performance of the business outfit. In testing the second hypothesis Friedman Ranking Test was used to rank how existence of favourable working environment has affected/enhanced the employee's output. The result also revealed that existence of favourable working environment enhances employee's output which on the long run helps to stabilize the business enterprises.

**Keywords:** **Organizational Performance, Leadership, Management, Employee.**

## **1. Introduction**

An organization is a social set up which has a boundary that separates it from its environment, pursues its own collective goals, and controls its own performance (Hicks and Gullet, 1975). In a formal organization, interactions are rationally coordinated and directed through time on a continuous basis. The person at the helm of affairs is usually the leader. Kraines (2001) stressed that the word leadership has been used by most disciplines; however, there is large disagreement as regards the exact meaning. This view was also supported by Taffinder (2006), who gave different definitions to leadership: “leadership is getting people to do things they have never thought of doing, do not believe are possible or that they do not want to do.” With reference to an organization, he defined leadership as “the action of committing employees to contribute their best to the purpose of the organization.” While one a complex and more accurate view, he explains that you only know leadership by its consequences – from the fact that individuals or a group of people start to behave in a particular way as a result of the actions of someone else.

According to Riggio et al (2008), leadership is a learning process that is not only centered in what needs to be said but also in learning how to say it in ways that others can understand and follow. Thus, this relationship of mutual abilities is the leader-follower relation. Both create it so that both can do the right things. They further states that it an ongoing process in which leaders and followers may change their roles, but leadership and followership always function the same way.

Leadership as viewed by Kouzes and Posner (1987) is an ongoing process of building and sustaining a relationship between those who aspire to lead and those willing to follow. Their views explore common patterns of action at the core of effective leadership. Authenticity, initiative, courage, and inspiration, as well as the abilities to frame engaging opportunities, foster collaboration, and empower others—qualities available to all no matter where they sit in the hierarchy—can enable groups of ordinary individuals to accomplish extraordinary things.

Leadership is multidimensional in skill and orientation. Successful leaders need to understand people and organizations, tasks and processes, self and others. They must attend to current realities while envisioning future possibilities, and need confidence and strategies for working competently across a wide range of diverse issues – from fostering the organizational clarity that comes from sound structures and policies to unleashing energy and creativity through bold visions, from creating learning organizations where workers mature and develop as everyday leaders to managing the conflict inevitable in a world of enduring differences (Gallos, 2008).

Kotter (1999) disagreed with some people’s views that there has been a dearth of quality leadership throughout history, he stated that what is clear is that the increasingly fast-moving and competitive environment we will face in the twenty first century demands more leadership from more people to make enterprises prosper. Without that leadership, organizations stagnate, lose their way, and eventually suffer the consequences. He believes that leadership gap exists for many reasons and correcting the problem is made difficult for many additional reasons. Instead of nurturing talent, encouraging people to lead and to learn from mistakes and successes, organizations all too often ignore leadership potential, offer no relevant training or role models, and punish who make small errors while trying to lead. Individuals, too, get in their own way by failing to assess their developmental needs realistically and to proactively seek means of meeting those needs.

## **2. Concept of Leadership**

Just as human needs in organization are numerous, it is important to effectively coordinate the behaviour of people in order to achieve organizational aims and objectives. Often time, leadership has been linked to management as it involves directing, controlling to an extent the nature, degree, extent and passé of activities and changes occurring within the organization. According to Kotter (1999) leadership and management are two distinctive and complementary systems of action. Each has its

own function and characteristic activities. Both are necessary for success in an increasingly complex and volatile environment.

Management is about coping with complexity. Its practices and procedures are largely a response to one of the most significant developments of the twenty century. Without good management, complex enterprises tend to become chaotic in ways that threaten their very existence. Good management brings a degree of order and consistency to key dimensions like the quality and profitability of products.

Leadership, by contrast, is about coping with change. Part of the reason it has become so important in recent years is that the business world has become more competitive and more volatile. Faster technological change, greater international competition, the deregulation of markets, overcapacity in capital-intensive industries, an unstable oil cartel, raiders and junk bonds, and the changing demographics of the work force are among the many factors that have contributed to the shift. The net result is that doing what was done yesterday, or doing it 5% better, is no longer a formula for success. Major changes are more and more necessary to survive and compete effectively in this new environment. More change always demands more leadership.

Kotter (1999) further states that different functions—coping with complexity and coping with change—shapes the characteristic activities of management and leadership. Each system of action involves deciding what needs to be done, creating networks of people and relationships that can accomplish an agenda, and then trying to ensure that those people actually do the job. But each accomplishes these three tasks in different ways.

Firms manage complexity first by planning and budgeting—setting targets or goals for the future (typical for the next month or year), establishing detailed steps for achieving those targets, and then allocating resources to accomplish those plans, by contrast, leading an organization to constructive change begins by setting a direction—developing a vision of the future (often the distant future) along with strategies for producing the changes needed to achieve that vision.

Management develops the capacity to achieve its plan by organizing and staffing—creating an organizational structure and set of jobs for accomplishing plan requirements, staffing the jobs with qualified individuals, communicating the plan to those people, delegating responsibility for carrying out the plan, and devising systems to monitor implementation. The equivalent leadership activity, however, is aligning people. This means communicating the new direction to those who can create coalitions that understand the vision and are committed to its achievement.

Finally, management ensures plan accomplishment by controlling and problem solving—monitoring results versus the plan in some detail, both formally and informally, by means of reports, meetings, and other tools; identifying deviations; and then planning and organizing to solve the problems. But for leadership, achieving a vision requires motivating and inspiring—keeping people moving in the right direction, despite major obstacles to change, by appealing to basic but often untapped human needs, values, and emotions.

In essence, management as a process is rooted in the interactions of people at work directed towards maximization of efficiency scarce resources, labour, machineries, raw materials and information.

## **2.1 Levels of leadership**

A leader is anyone who directs and controls a group of people to achieve a set purpose. However, a social organization has many leaders operating at the same time. They may be rivals but they share the various leadership functions of planning, directing, reviewing, and coordinating. Circumstances may cause changes in leadership pattern thus leading to classification of leadership, based on how it is performed (Hicks and Gullet, 1975, Riggio and Conger, 2007). He stated that there might be two types of leaders:

- i. Unofficial Leader: this leader is often not important in an organization though the power ascribed to such leader may rise and fall.
- ii. Official Leader: the individual holding this position is officially given charge over the subordinates who should be directed and controlled. The subordinates need to be led to value the rewards they obtain from their work this could be money, friendship, status, approval or a combination of any of these. In most cases official leaders could be called supervisors or managers and they reserve the power to reward or punish. To a large extent, the success of such leadership depends on experience and teachers virtuosity, but on their management style at a greater extent.

## **2.2 Leadership Ability**

It is unquestionable that there are unlimited researches on how people acquire leadership ability, however, the aristocrats believe that it is in-born (in the blood) just like monarchy. Most work known today attempts to describe leadership act and techniques, theorize about why leaders emerge; understand people and the dynamics of interpersonal relations. Both near and far, there exist highly talented people with leadership ability. Various informal groups; preparatory to university, family to social institutions, traditional settings to modern setting all have distinguished set of people who have demonstrated superior leadership act. However, teaching this process can be difficult. This could be due to the fact that leadership is a dynamic personal process. Leadership could be said to be dynamic because it varies with circumstances and individuals involved. It is also said to be personal because of the inter-personal influences allowed. However, this process could be difficult, which could be attributed to the fact that leadership is a dynamic personal process (Gerhard, 2002).

Leadership could be said to be dynamic because it varies with circumstances and individuals involved. It is also said to be personal because of the interpersonal influences allowed, meanwhile, this does not necessarily mean direct contact between the leader and the subordinates. While some leaders are known to have direct contact with their subordinates as evidenced in most small scale industries, others are void of this process, possibly because of larger number of subordinates involved.

## **2.3 Roles of Small Business**

The existence of small scale business is so unique to the nation and they are often referred to as the engine growth of most economies of the world. The individual entrepreneur becomes self reliant and are able to do things in their own way. They are known to promote creativity among business and their existence broadens the source of revenue generation for the government. They sometimes provide input for the use of medium and large scale industries, which their operation helps to reduce rural-urban migration of graduates and jobless ones.

Aside from the primary aim of a business which is making of profit, a business has all that social responsibility also of providing safe products to the consumers; the creation of employment opportunities; control of environmental pollution and provision of social needs of the society.

While performing those various roles in the society, it is expected that small scale business should be able to control its investment, merchandise, equipment, building and personnel to ensure maximum use for production. To be successful small scale business owners must ensure careful and constant study of the market and wisely plan their activities so as to remain in the market; gain more market share in the industry they belong. There must be strong working relationship with suppliers, customer selection and market consideration as well as thoughtful selection of goods and well planned sales promotion. Inadequate adherence to some of those aforementioned needs will generally leads to business failure.

However, because the underlying motives of those who set up in business on their own vary so widely, the question of what is – or is not – a successful business is difficult to answer. For many small scale business owners, their ability, year by year, to pay their way and keep their heads above

water, is enough. Their personal satisfaction comes from their high degree of independence or their freedom to develop their personal skills and ideas. If they are satisfied with their own progress and they contribute, however modestly, to the well-being of the community they serve, who shall say they are not successful? (Elvy, 1984).

#### **2.4 Features of Small Scale Business**

**Management:** The management is generally coordinated by its owners. As managers, they are in the position to make their own decisions.

**Capital requirements:** The amount required is relatively small compared with that of larger firms.

**Local operations:** Most small firms operate in local areas. The owner often lives in the community where the business is located. Other features are:

1. The possession of some special personal skill, knowledge or interest that is connected with a certain type of commodity service.
2. The discovery of a particular need for certain types of goods or services that are not fulfilled adequately by existing producers or traders.
3. The recognition of a better way to satisfy a particular need for certain goods and services.
4. The realization of a better way to promote the sales of certain types of existing products or services.

#### **2.5 Strengths of the Small Scale Business**

There are three factors – flexibility, the personal touch leading to speed of decision and the ability to improvise, which give the small business a distinct edge over large competitors.

1. **Flexibility:** It is simpler for the small scale business to undertake something special and change production programmes very often, in the time it takes the production committee of the major manufacturer to sit down to have a meeting on the subject.
2. **The Personal touch:** the owner(s) often knows his customers personally, just as he knows personally his suppliers of raw materials and components. He usually knows personally the people who work for him. Because of his first-hand knowledge of all aspects of his business he can, when needed, make rapid decisions.
3. **Improvisation:** one distinct advantage that the small firm has over bigger rivals is the comparative ease with which it can improvise in an emergency. This made it possible for them to bring to the market something that is new even though its novelty may be no more than a modified design that gives the product greater appeal to the eye, greater usefulness, or enables it to be sold more cheaply.

The small scale business owner, with his facility for improvisation, his flexibility, his ability to produce special, short runs economically, often has far greater scope than his bigger rivals to innovate. The proof for this according to Elvy (1984) lies in the experience of the past years because most of the new product ideas developed over the past two decades was originated by small manufacturing firms. This is one of the most important features of the small business and the reason why a thriving small business community is so vital to the industrial health of the nation.

### **3. Hypotheses**

Two hypotheses were formulated:

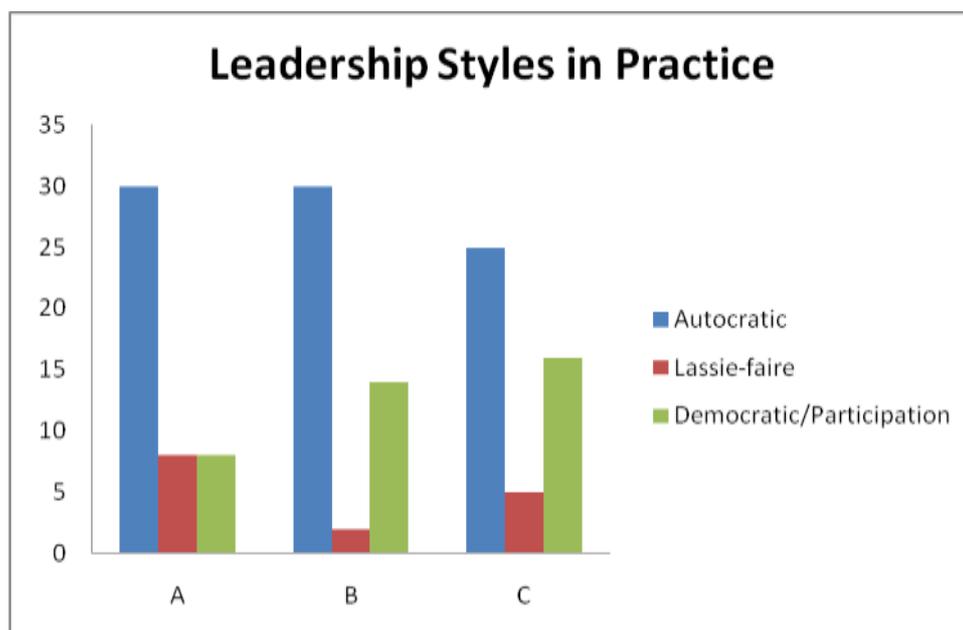
$H_{01}$ : Leadership pattern in small scale industries significantly affect the overall performance of the business.

$H_{02}$ : Existence of a favourable working environment enhances employees' high input to their organization.

#### 4. Research Method

The study area for the study is South Western Nigeria comprising Lagos, Ogun, Oyo, Osun, Ondo and Ekiti states. Three small scale industries were selected, that is shoe production, book publishing and table water production (represented as A B C). The registers of the small scale business association in each states was used to randomly select the respondents. One hundred and eighty (180) questionnaires were distributed, that is 30 for each state and 10 per categories selected. One hundred and thirty eight (138) questionnaires were returned, representing 77% of the total distributed. The respondents when viewed from gender perspective were 92 (66.67%) male and 46 (23.23%) female. Majority of the small scale business owners (73% of the respondents) falls between age 29 years and 40 years. It shows that the bulk of the work force is still young and energetic. It can be seen that most members of the work force are within the productive age which encourages effective performance. Most of the staff 45% have been with the companies for more than five years and are more likely to know about the company(s) leadership pattern and performance over the years.

The study revealed that 85 (62%) of the respondents described the management style in their organization as autocratic. This shows that the business owner never entertain any form of contribution from the employees. However, one need to bear in mind that people wants not only personal but also human connection and an emotional link with their leaders in the workplace which will encourage their growth and development (Hill and Lineback, 2011). Those that choose laizze-faire were 15 (10%), this is alien to the small scale businesses in it early stage of their existence as most owners normally hold tenuously to the managing of the affairs of their business, therefore it is not surprising to find that very few respondents picked this management style. 38 (28%) respondents choose participative/democratic leadership style, this is a style which one only see in medium and large scale business industries. It is known that in developed nations the business owners will reluctantly adopt this type of leadership style, as they will feel threatened. They will not want to share opinion and thought of managing their business with people they believe does not have much at stake. Hence, participative/democratic management style is not popular with the small scale business. In essence, the boss is always in the world of his own excluding others from coming within the orbit of power, thereby alienating himself from his workers. Researches revealed that managers/supervisors in organizations normally ignore an important aspect of management which required that bosses also needs to be managed, and not only subordinates, product, markets and technologies in their organizations (Gabarro and Kotter, 2005).

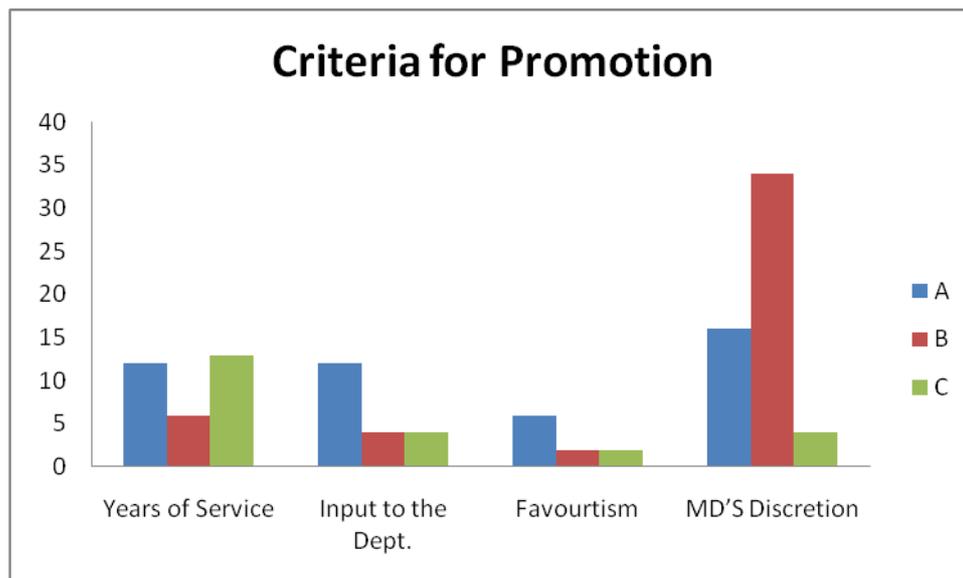


Training and development is an important aspect of any organization, it is inarguable that staff need to be developed in order to sustain/improve their performance (Goldman, 2006). Among the employees of the small scale business understudied 34 (25%) claimed that there exist training facilities in their organization, while majority 104 (75%) stated that there is no adequate training facilities for them. Further investigation revealed that high rate of less qualified personnel are found among the table water small scale industries, however the book publishing organization strife to improve their workforce with on-the-job training. Though, it will reduce the overhead cost, but it is important that managers identify training needs of their employees and arrange both on-the-job and off-the-job-training for them so as to improve the organizational performance.

It is instructive to know that the respondents were unequivocal in their assessment of the performance of their organization as only 30 (22%) of them adjudged their organizational performance as outstanding and the rest stated that they are either average or poor 108 (68%) respectively

The respondents were asked to rank the level of conduciveness of the working environment using scale of 0 – 5 (with 0 being the least and 5 being conducive).Majority of the workers (65%) are of the opinion that their working environment is strongly unsuitable. (30%) of the respondents believed that their working environment is unsuitable, while (4%) and (1%) are of the opinion that the working environment is average and suitable respectively. The same opinion was expressed when the issue of salary was raised, as none of the respondents were satisfied with their salary. Bearing in mind that unsatisfied worker may perform below optimal level and without any doubt this will affect the objectives, productivity and efficiency of the organization. Other questions based on worker's satisfaction, motivation and recognition were also put forward to the respondents; understanding the fact that lack of proper recognition of staff input may prompt workers to look for jobs in other companies where their contributions and skills will be recognized and properly remunerated. This normally lead to high staff turn-over as most employer of labour in South Western Nigeria find it difficult to motivate their workers due to their perception that there are many skilled unemployed in the labour market they can always replace them with.

Five factors that can enhance organizational performance such as: recruitment of well educated/experienced workers; acquisition of state of the art technology; participative leadership and proper motivation of staff; research and development and free flow of information and personal recognition were identified and respondents were asked to select those that were available in their respective organizations. All the respondents 49.3% were of the view that participative leadership and proper motivation is most important factor for enhancing organization performance. Research and development, and free flow of information and personal recognition with 21% and 18% respectively came next in their choice while acquisition of state of the art technology was the least favoured. Factors and criteria for promotion in those companies under consideration also revealed that the Managing Director's discretion 68 (49%) happen to be one of the major criteria for promoting employees.



This may be seen as a subjective way of elevating employees which may lead to inequity among the employees in the organization. While years of service 31 (22.5%) was next choice of the respondents, which shows that years in services does not count when it comes for promotion consideration. 29 (21%) respondents states that input to the department's activities are considered for promotion in their own establishments, while only 10 (7.2%) of the respondents believed that favoritism is what is place in their organizations.

#### 4.1 Hypotheses Testing

The first hypothesis was tested using Chi square and the result presented in table below revealed that all the three small scale businesses employed favourable leadership patterns. That is the hypothesis was accepted, indicating that all the chi square values for the leadership pattern employed by the small businesses were significant at 1% level as shown in table 1 below.

Table 1: Chi-Square Table for Leadership Style

	Company A	Company B	Company C
Chi-Square	33.976 <sup>a*</sup>	6.400 <sup>b*</sup>	15.842 <sup>c*</sup>
df	2	2	2
Assymp.Sig.	.001	.041	.001

- a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 28.3
- b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 5.0.
- c. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 12.7.

The results obtained revealed that leadership pattern in small-scale industries significantly affect overall performance of the business; it shows that good leadership in all its ramification leads to high organizational performance.

Table 2: Friedman Rank Test for Existence of Favourable Working Environment

	Mean Rank	Ranking
Company A	22.20	1 <sup>st</sup>

Company B	1.78	3 <sup>rd</sup>
Company C	2.02	2 <sup>nd</sup>

Chi-Square	13.481	45
df		2
Asymp. Sig.		.001

For the second hypothesis Friedman Rank Test was used to rank how the existence of favourable working environment had affected/enhances employee's output. Company A had the highest rank of 2.20, followed by Company C that ranked 2.02 and Company B is the least with 1.78. This shows that the existence of favourable working environment enhances employee's high output which on the long run helps to stabilize the business enterprises.

## 5. Results and Implications

The leadership pattern used in the selected companies (shoe production, book publishing and table water production – represented as A B C)) in this study contributed to the ineffectiveness of the organizations based on inadequate materials and equipment to work with; under staffing; break down of machinery and tools, insufficient raw materials, lack of performance measurement, and lack of motivation for staff amongst other factors. Poor spread of executive skills and delegation of power among the staff results to inability to take decisions when the manager is not available, which hampered use of initiative by the staff.

It was observed that the owner of the business uses 'one size fit all' in addressing issues like finance, production, marketing, distribution and recruitment. In essence the business owner becomes jack of all trade by claiming expertise in all areas. Some of the employees were not promoted in recent years. Thus, they are dissatisfied and this affects their attitude to work. They gave favoritism and managing director's discretion as the cause.

The business owners were expected to motivate their staff according to their contributions to the organization and to give them freedom to use individual discretion at some specific levels which will enhance leadership role in the future. The entrepreneurs should also assist their employees to meet their personal needs and aspiration which will bring about improved performance, satisfaction and high productivity. The use of unskilled relatives to head a unit/department will on the long run cause disaffection as the staff will see their presence as a threat to their existence in the organization, however, the business owner's relatives serves as a check on the staff excesses.

## 6. Conclusion and Recommendations

During the course of the study, many factors such as poor spread of executive skills and delegation of power among staff; lack of formal control mechanism in the area of expertise of the

manager in the organization. 'One-man-show' is the bane of small scale industries in Nigeria; in that the owner of the business believes that he has expertise in all areas of the business (finances, marketing, distribution, recruitment and production) forgetting that his degree of expertise will vary in these fields. This will invariably leads to sordid handling of those areas where he lack expertise. On the other hand, the business owners may decide to place some of those crucial/important areas of the business in the hands of their relations. This tends to serve dual purposes such as "safety assurance" as well as check/whistle blowers on the other employees. In some of the organizations this had led to distrust and literally placing a ceiling on how far the employees could grow on the job since the business owner's relations are placed at the top. Aside from inadequate materials and equipment, under staffing, lack of free flow of information among the workers and their employers, there was the issue of lopsided promotion criteria which had led to dissatisfaction with resultant effect of poor attitude to work. Leaders should promote subordinates according to their contributions to the organization and not according to the whims and caprices of the managing directors

It is a well known fact that employees came into the organizations because they believe that their personal goals could be met while they strive to help achieve the organization's objectives. It is expected that owners or small scale business should recognize the needs of their workers, employ appropriate motivational tool such as promotion of staff based on merit and skills, provide suitable working environment and provide appropriate leadership style that will encourage free flow of information among employer, superior officers and other employees (Idowu, 2007). This is in line with Unamaka, and Ewurum, (1995) assertion that good motivation is critical for achieving organization objectives which can only be achieved when leaders/managers shows understanding of the needs of the subordinates. It will then provide energy and focus needed to drive the organization. This view was supported by Hill and Lineback, (2011) that says this kind of human relationship with the small business owners will be a crucial factor that can determine an employee's level of engagement with the work.

The business owners should not turn themselves into jack of all trade but allow others to use their initiatives in some of the areas where they can display superior competence; this will further enhance leadership role and freedom to use individual discretion at some specific levels there by ensuring high performance and productivity at the same time. Riggio et al, (2008) were of the opinion that free flow of information and use of own initiative by the staff will create good followership and mentoring will not be difficult.

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## Appendix

Options	A	B	C	Total	%
<b>Existence of Training Facilities</b>					
Yes	10	2	2	34	25
No	36	4	4	10	75
<b>Total</b>	<b>46</b>	<b>6</b>	<b>6</b>	<b>138</b>	<b>100</b>
<b>Performance Evaluation of Company</b>					
Outstanding	9	6	5	30	22
Average	23	5	6	54	39
Poor	14	2	5	54	39
<b>Total</b>	<b>46</b>	<b>6</b>	<b>6</b>	<b>138</b>	<b>100</b>
<b>Leadership Style in practice</b>					
Autocratic	30	3	5	85	62
Lassie-faire	8	2	5	15	11
Participative/Democratic	8	4	6	38	28
<b>Total</b>	<b>46</b>	<b>6</b>	<b>6</b>	<b>138</b>	<b>100</b>
<b>Suitability of Working Environment</b>					
5	2	0	0	2	1
4	4	0	2	6	4
3	4	6	2	12	9
2	6	6	6	28	21
1	30	3	2	90	66
<b>Total</b>	<b>46</b>	<b>6</b>	<b>6</b>	<b>138</b>	<b>100</b>
<b>Factors for Enhancing Organizational Performance</b>					
A	6	0	4	10	7

						.2
B	4	0	2	6	4	.3
C	20	8	2	2	68	4
D	5	4	1	0	1	29
E	11	4	0	1	25	1
<b>Total</b>	<b>46</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>13</b>	<b>1</b>
	<b>6</b>	<b>6</b>	<b>8</b>	<b>00</b>		
<b>Factors and criteria for promotion in companies</b>						
Years of services	12	6	3	1	31	2
Input to the Dept.	12	4	3	1	29	2
Favoritism	6	2	2	2	10	7
MD's Discretion	16	4	3	8	1	68
<b>Total</b>	<b>46</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>13</b>	<b>1</b>
	<b>6</b>	<b>6</b>	<b>8</b>	<b>00</b>		