

Impact of organisation leadership in the promotion of productivity culture: Case of Botswana national productivity centre

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Abstract

The globalization has changed the world into a small global village; a village in which there is an over high stream of contentions and competitions between Organization. In this scenario the most effective and beneficial maneuver for organization is to create innovative ways in conducting business. The thesis deals with the role of leadership in the phenomena of promoting productivity culture. The leader as person in charge or as a change agent can manage an organization or the process of organizational change more effectively and successfully if he/she is capable and competent. Rapid technological advancement high expectations of customers, and ever changing market situation have compelled organization to incessantly reassess and Reevaluate how they work and to understand, adopt and implement changes into their business model in response of changing trends. Organizational is a demand of the day and needed for organization to survive. Organisations nowadays, well understand the importance of the matter, and are serious to prepare themselves not only the current, but also for the future trends to get the level of sustainable success, but along with all of its implications and importance the process organizational change is very a complex and challenging. Research shows that 70 percent of organizational changes fail to get their goals. As a leadership has a central role in evolution and cultivating an organization, the process of organizational change demands a very effective and highly competent leadership that is well capable to perceive the most desirable shape of an organization and address the issue of organizational change in most appropriate way.

Keywords: organizational leadership; productivity culture, impact

Introduction

The leaders are individuals who establish direction for a working group of individual and who gain commitment from this group of members to establish direction and who then motivate members to achieve the direction outcomes^[1]. The term leadership can be viewed through multiply angles and concepts. Leadership is a set of features owned by the leader or it is a social phenomenon that comes from a relationship with groups. These concepts can give different opinions about definition of leadership it continues debate that weather the leadership comes from personal qualities of a leader or a leader makes fellowship through what she does or believes^[2]. It is also highlighted in^[2] that position problems with the leadership which explores, is the leader a person in charge with the true authority to decide or implement or a person in front who takes his/her directions for someone. Recent reviews take leadership as a process whereby an individual influences a group of individuals to achieve a common goal^[3].

In short leadership /leader is either a person who is in charge and has authority's to take decisions and also have powers to implement his/her decision or a process having a set of other authoritative process about organizational, personal or social process of influence for which the groups teams or organization can do more to increase their ability. The selection of the leader not only depends on the personal characteristics of personal but also on the social and cultural factors along with/her exposure towards life^[4].

Productivity is the efficiency which output is produced by the resources utilized.it is measured as an output (e.g. goods, commodities products and services etc.). Productivity can emerge from improvements in techniques, technology and

management of production process and this result in production and low costs^[5]. Culture is a shared pattern of behaviors and interactions, cognitive constructs and understanding that are learned by socialization, it be the growth of a group identity fostered by social patterns or unique to the group? Culture encompasses religion, food, what we wear, how we wear it, our language and what we believe is right or wrong and how we behave with loved ones.

Background of Study

Botswana National Productivity Centre was established through the act of Parliament in December 1993.The statutory mandate of the Centre is to enhance the national level of productivity consciousness, as an advocacy function, and to enable individuals and organizations through training and consulting, to be productive. This is expected to enable both Botswana as a country and her institutions to be globally competitive. The Centre has tripartite board of directors, which comprises representatives of core stakeholders which are the Botswana government employers and workers organization as well as the civil society.

Problem Statement

- The Role of Leadership in Promotion of a Productivity Culture

Literature Review

Uncovering Leadership Styles

Leadership is about influence and change; a leader must have a clear vision, mission, and goal. He determines how to

treat issues like people, values, tolerance, employee motivation and culture ^[6]. The recent leadership theories have used traits, skills, behaviors or power and influence to achieve set objectives ^[7]. Leadership has also assumed a process in which anyone can learn and train along the leadership principles.

Leadership style continues to play a pivotal role in the way a follower or member sees the organization. It is not about what the leader feels but the choice of style. Peer reviewed works have shown that leaders that support followers or members are sure to raise the bar of productivity in the work environment. Leadership study has been on for more than a century ^[8]. Leaders can assist the followers to achieve their dreams in the organization when they pay attention to their needs and build positive change, confidence, and trust. Both have the instruments to pursue innovation within the organization ^[9]. In ^[7] leadership is viewed as a process whereby an individual influences a group of people to ensure that he achieves his goals. Leadership that encourages a relationship between leader and member or follower will add appreciative value to the organization.

Traits look at leadership as autocratic, bureaucratic, charismatic, and democratic whereas the power and influence angle view leadership as situational, transactional or transformational. The autocratic style is the “do as I say” It lacks creativity, commitment, and innovation. The followers only follow, expecting the leader to fail. Like autocratic, the bureaucratic leader is not innovative, fails to motivate with little or no concern for people. There is the democratic style which though appears comfortable, but the processes are slow, and results may need extra effort to achieve. The charismatic style uses personality, vision, creativity, and innovation. Of the trait’s family, charismatic leadership appears as the better choice. The snag in this style is that it rarely builds a succession plan, and leader can leave without a successor. Of the power and influence styles, are situational, transactional, and transformational. The situational makes use of different methods for varying situations. There is freedom of choice. It is a no one caps fits all approach. The situational style is quite useful when compared with methods like transformational, transactional, and charismatic. The problem one may have with this style is the selection of the wrong choice of style. The transactional is a rewarding style of management. It uses rewards like a bonus, raise, and promotion to drive performance. The third one is the transformational style. It is self-replicating and sustainable. It uses passion, vision, motivation, coaching and knowledge to change the life of the followers. The transformational style is a change agent needed to build a sustainable organizational culture.

Leadership Theories That Favor Organizational Culture **Leader-member exchange theory**

Leader-member exchange has been around for more than 30 years. It is a much-studied leadership approach that uses the dyadic concept to describe leadership process. It is a unique and unyielding descriptive theory. It is in the as in-group and out-group; the in-group is about expanded role relationship and the out-group deals with simple job descriptions. Leadership-member exchange theory deals with a relationship that exists between members of the group. There are phases in the leadership making. There is the 'stranger' phase, acquaintance phase, and the partnership phase. At every phase, roles, influences, exchanges, and

interests are determined. The phase one that is the stranger phase aims at self instead of the general good of the group. Phase two is the testing period to see if the follower is ready to take more roles and the leader to offer fresh challenges to the follower. At this stage, the focus is less on self and more on the group goals. Phase three is the matured stage that negotiates roles influences becomes reciprocal; exchanges are of high quality and group interests prevail helping followers grow and succeed and putting members first.

The manager in servant leadership uses the managerial behavior style, ^[10], which is a relationship in approach. It fosters a great balance between the interest of the individual and that of the group. This theory has ten major attributes, and they are awareness, community building, commitment, conceptualization, empathy, foresight, healing, listening, persuasion, and stewardship. Researchers have gone ahead to develop and attach more attributes. The model created by ^[11] builds on three components. They are servant leader behaviors, leadership outcomes, and antecedent conditions. The servant leader behaviors include empowering, conceptualizing, behaving ethically, and creating value for the community, emotional healing to promote the interests of the organizations. The servant leadership has limitations; the title creates noise that tends to underplay the value. There is no consensus yet concerning the theoretical framework, and there is an unresolved conflict between it and the traditional approaches to leadership. Notwithstanding the limitations, servant leadership has much promise in the long run. There is an influence, and there is a relationship between the leader and the follower. It is to help and develop the individual.

Transformational leadership theory

This form of leadership creates a vision for change that can turn a company around. It is high in relationship and influence. It inspires others to follow and achieve great things. The theory tried to connect the leadership roles with that of followers. It established that there is a difference between leadership and power that is inseparable from what the members need. There is a display of expert knowledge done with humility to inspire trust. It is a recipe for effective leadership for power and motivation. It is an ideal form of leadership ^[7]. The style leads to greater employee retention and quick adoption of new initiatives. Employees due to connection with something bigger increase productivity.

The transformational leadership theory is useful because of the change they bring to the organization. It is self-replicating and sustainable. It uses passion, vision, motivation, coaching and knowledge to change the life of the followers ^[6]. It perpetuates succession and makes the business grow naturally. It focuses on team building, motivation, and collaboration with employees. It is not one cap fits all approach.

Authentic leadership theory

Authentic means real. You cannot be authentic if you imitate another person. Even where you learn from others' experiences, it is still difficult to be like them ^[12]. Theory of authentic leadership has to do with high ethics and compassion. It is consistent as to nature and has a good network. The theory is still considered to be in the early stage but when fully developed, it could put together all the highlighted theories in this write-up ^[7]. Significant contributors to the theory of authentic leadership are ^[13] and

[14, 13] Worked on the “authentic action wheel” that illustrates how a leader categorizes the concerns of employees. It is a problem-solving mechanism achieved in the best fashion. George concentrated on the characteristics of an authentic leader such as discipline, compassion, values, network, purpose, and passion. Like the other theories mentioned in this study, this theory is about relationship, change, and influence.

The leadership theories described in this paper have gone to show the extent that relationship plays out in leader-follower output in an organization. The influence and change a leader bring are very crucial to the success of the organization, and the development of the individual leadership theories can be categorized taxonomically to widen the scope of knowledge. I have come to realize that the theories say the same thing in different ways. The theories look at a harmonic structure and how a relationship between leader and follower can be most profitable to both parties. At every stage, an emphasis is on raising the bar of ethics and morals. As researchers and scholars continue studies along this line, it will be interesting if all the theories about leadership will be brought together under one umbrella. The four leadership theories described above overlap in their functions and show clearly that substantial relationship exists between the leader and the follower and or member.

Ethical Decision-Making

Ethical decision making in organizations is how individual interacts with situational components and reacts to an ethical dilemma with an idea determined by his or her cognitive moral development stage. The model of cognitive moral development was developed by [15]. This model is one of the keys to future research work to ethical decision-making behaviors in the organization. This model provides how leaders see ethical dilemmas as a tool to solving real decision problems. They have three levels and six stages of moral development according to Kohlberg. There is the preconvention, normal and the principled levels. Each of the levels has two phases.

Ethical theory and framework

The ethical theory is a set of principles that guide leaders on how to make decisions about how to show decency and act with morals. Ethical leadership has to do with fairness and justice [7]. An ethical leader should treat all in an equal manner. Justice requires that leaders should place the issues of equity in the front burner of decision-making. [16] Examines the normative ethical frameworks that compare the deontological, teleological and the ethic of care approaches. The deontological is about character, and it is transformational in style; these are rules that govern behavior. Teleological is about conduct and transactional in leadership style; it tells about the effect of leader behavior. The ethic of care is virtue based with qualities as honesty, fairness fidelity and courage. I see this as an authentic leadership style. The normative framework is almost identical to the Western tradition ethical theories that divide the methods into conduct and behaviour [15]. Another framework is the Utilitarianism, which is an alternative framework for decision making, embedded in social benefit. It anchors the business on a sound ethical behavior. Although this theory is still in the formative stage, it supports justice and fairness to all. It promotes moral

motivation, right business decisions and appears reasonable when compared to the others.

Ethical dilemma

The ethical dilemma requires a person to choose between two options that are morally correct, but they are in conflict [17]. An ethical dilemma is a situation that makes us ask how our beliefs should guide us when we react to issues. There is always the need to take a decision whether right or wrong. I have experienced several ethical dilemmas in my corporate life, but for real, no ethical dilemma is known to affect one person; the mode of resolution differs from one to the other. The ones that are easy are where decisions are prompt. Conclusively, in a situation where leaders have morally challenging dilemmas, there should be a model that depicts actions aligned with core values [18].

Use of Power to Promote Healthy Organizational Culture

With the path-goal theory analysis and power to change model, it is easier to identify the right choice to promote healthy organizational culture. There are five forms of power to change model. They are reward power, coercive power, legitimate power, referent power, expert power and later the sixth one was identified as an informational power [19]. The most effective leader will go for the referent and expert power. The referent power has to do with charisma, attractiveness and how the leader commands respect from the follower. The Expert power has to do with the leader's superior skill and knowledge. The combination of the two will support a viable organizational culture.

Effective Teamwork as a Tool of Organizational Culture

Teams are a great component of organizational success. They are used to complete important tasks. It is a tool to foster effective teams [20]. The three most important factors to develop and lead effectively include among others trust, communication and focus on common goals that will achieve the set vision and mission. They should accept the goals as overall collective responsibility. They must concentrate on the results that will achieve the goals. Members need to learn to adhere to decisions and plans of action and be accountable for their programs. Without trust and communication, the team cannot function effectively. Building high team has become a science member must avoid derailment. The effect can be disastrous. The main factors of derailment are when a team has a problem with the interpersonal relationship, the inability to carry the team along and inability to be flexible to change.

How Leaders Respond to Specific Situations

The way a leader reacts to issues will determine the outcome and management of such situations and or crisis. It is ideal for a leader to ponder and imagine what is going on. He should know how to give instructions during a crisis. The leader must act decisively but not in a hurry. He needs to provide the course of action and respond in a timely fashion. A competent leader must be able to see situations afar, manage expectations and be in control. It is not everybody that can be in control especially when things happen in quick succession. Even when as a leader, you are unable to monitor the act immediately, you should control response. A leader cannot afford to lose his composure; he should be ready at all time. He should not stick to a strategy

[21]. The culture of the organization should breed leaders well tutored in management principles and ethics. One important role of the leader is to stand back and provide perspective. The ways and manners leaders respond to a crisis is crucial to the strength of the organizational culture. The way leaders approach crisis cannot be 'one cap fits all. The situational style is most suitable.

Conclusion

Leadership is critical in shaping corporate culture if a company is desirous of change and intends to make a substantial effect on the level of trust at different organizational levels; there should be an energetic show to differentiate between the culture that is in place and that of the peers. There must be prioritized innovation in place to support a winning strategy. For an organization to deliver on its vision there must be good leadership, effective teamwork, high ethics, transparency, and use of actual power. Stressors are negative signs and leaders must checkmate them. All the factors mentioned above should fuse together via a strategy that will enable a dynamic organizational culture.

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