



HUMAN FACTOR DIMENSIONS AND LEADERSHIP EFFECTIVENESS AMONG SOME SELECTED STAFF OF FOOD AND BEVERAGE FIRMS IN LAGOS STATE, NIGERIA

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Abstract

The study investigated the effect of human factor dimensions (employee knowledge, employee engagement and employee attitude) on leadership effectiveness. Survey research design was adopted and one hundred and twenty copies of the research instrument were administered after its validity and reliability were established. The analysis revealed that employee knowledge, employee engagement and employee attitude had individual significantly effect on leadership effectiveness with coefficient and probability values ($\beta_1=0.879$, $p\text{-value}<0.05$) ($\beta_2=0.908$, $p\text{-value}<0.05$) and ($\beta_3=0.923$, $p\text{-value}<0.05$) respectively, while a combined approach indicated that only employees' attitude significantly affected leadership effectiveness with $F\text{-statistics}$ (61.770 <0.05) while employee

engagement and knowledge were insignificant. It was concluded that employee attitude is critical to leadership effectiveness and recommendation was pillared on training/emotional support to enhance employee's attitude.

Keywords: Human factors, Leadership effectiveness, knowledge, attitude, engagement

INTRODUCTION

Workers are strategic instrument in pursuit of successful achievement of organization's aim and objectives provided the leadership recognizes their pivotal role. This makes knowledge workers the major resource or contributor to either the success or failure of organization (Podgorski & Sherwood, 2015). From this perspective, organizations that will remain sustainable in ever-changing world of work are those that take cognizance of leadership, but developed employees' skills, knowledge, attitude and engage such workforce (Pedini, 2018). While this assumption is germane, the power to deliver on predetermined objectives in the areas of change and performance remain questionable as organizations search for leaders.

In light of this shortage in leadership, Ayittey (2017) presented a macro analysis and suggested that Africa is behind due to leadership ineffectiveness and dictatorship. Çelik and Ozsoy (2016) therefore asserted that the psychological process and readiness of an employee to embrace new perspective or accept a paradigm shift depend critically on leadership. This assertion is similar to Fairhurst and Uhl-Bien (2012) position that leaders must factor employees' psychology into operation and the contribution this brings into organizations' success since without followers, the leadership effectiveness equation to achieve organizational initiatives is incomplete.

Thus, the preposition is that disconnection exists between people, organization's strategic vision and leaders' intention to effectively and efficiently achieve organizational goals which is evident in political and economic instability and business closure/bankruptcy which often times leads to downsizing, merger and acquisition (Ayittey, 2015; Ayittey, 2017; Olaleye, 2016). As such, it is not idea generation, strategic planning or resource allocation that leads to business closures but the leadership failure resulting from inadequate integration of people into the change process. This often leads to an organization's inability to adapt, reconfigure to achieve the intended benefits of the innovations they envisioned (Adeyeye, 2009; Burnes, 2004; Decker, Durand, Mayfield, McCormack, Skinner, & Perdue 2012; Karp, 2006).

Ulus and Hatipoglu (2016) addressed leadership ineffectiveness from change implementation perspective especially the relatively less attention to leadership as a "change

agent” and the strategic role in addressing persons’ factors. As such the human side of change is most of the time ignored or not handled adequately in spite of the leaders’ or managers’ good intentions (Decker et al., 2012; D’Ortenzio, 2012). Hence, successful change implementation in a workplace often confronts workers and leaders/managers of organizations. It is therefore essential that the duo regularly interrelate and proactively adapt to the external factors such as globalization, technological advancement, political and economic disruptions that necessitate changes in the organizations to become sustainable.

However, cynicism adversely affect the employee and leader relationship (Georgalis, Samaratunge, & Kimberley, 2014), which requires re-thinking and re-directing of emotional and physical activities to generate successful change implementation. This is re-enforced by re-envisioning strategy, structure and operational re-engineering to align leadership with human factors in order to achieve organisational goals (D’Ortenzio, 2012; Tudor, 2014; Yaqoob & Azeem, 2017).

Transition to new way of operations is often a complex process which affects the continuous existence of an organization (kilpimaa, 2006). The transition generates employee’s negative attitude to organizational change, technological adoption and the limited employee’s knowledge and skill required for the success of an organization (kilpimaa, 2006; Lee, 2017). This brings to bear the importance of leadership in change implementation failures whose role is to effectively address the human factors in the organization into achieving set goals and objectives. The psychological readiness of an employee to embrace the proposed new way of working is a critical factor that the leader emotional intelligence rather than passing instructions to demotivates (Çelik & Ozsoy, 2016; Fairhurst & Uhl-Bien, 2012). Previous researchers (Atikiya & Nzulwa, 2014; Bass & Riggio, 2006; Belias & Koustelios, 2014; Okanga & Drotskie, 2016) have examined how leaders influenced follower’s behavior to achieve organizational goals and objectives but without addressing jointly attitude, knowledge and engagement. Few scholars focused on the effect of followers’ self-concept, self-determination on organization’s goals achievement without addressing employees’ soft-side (Uhl-Bien & Ospina, 2012; Vondey, 2008). Scholars (Atikiya & Nzulwa, 2014; Klarner, By, & Diefenbach, 2011; Mosca, Puches, & Buzzza, 2015) studied how employees emotionally react to either operational, tactical or strategic organizational changes, however, there is limited knowledge on the role human factors (employee attitude, knowledge, engagement) play in leaders’ effectiveness. Thus, this study examines the individual and collective effect of human factors (employee’s attitude, engagement and knowledge) on leadership effectiveness.

LITERATURE REVIEW

Leaders and followers are both essential to the organization. Various leadership concepts, empirical and theories explained that through follower's involvement, the leader influences follower's behaviour to accomplish organizational goal. Unfortunately, most scholars have focused primarily on the leader and the leader's role in motivating followers and neglected the significance of follower's self-determination and self-willingness to achieve organizational goals and objectives (Uhl-Bien, Riggio, Lowe, & Carsten, 2014). Grayson and Speckhart (2006) opine that major leadership models and concepts have been espoused over the past decades; however followership discourse has no widely recognized or pinpoint a theory or theories that provide a roadmap for followers to guide their behaviour globally.

Leadership is defined as a motivating entity that moves or direct followers to achieve organizational goals (Uhl-Bien et al., 2014). Followers, on the other hand is viewed as recipients or moderators of leaders' influence who dutifully carry out the orders, directives, and whims of the leader, without resistance (Bass & Riggio, 2006). The classic view of followership behaviour is associated with the obedient and deferent subordinate (Alvesson & Blom, 2015).

Carsten and Uhl-Bien (2012, 2013) however, opine that the dynamic nature of the workplace, as well a shift from production economies to knowledge economies brings about resistance or/and proactive behaviours among followers which have impact on the leader's effectiveness in achieving organizational goals (Grant & Ashford, 2008). Kim, Song, and Lee (2013) postulated that follower's resistance is categorized into systemic and behavioural resistance forms. Systemic resistance emanates from the lack of relevant knowledge, information, skills, competencies and managerial capacity while behavioural resistance originates from perceptions, reactions and assumptions of individual people or groups of people within the organization. Howell and Shamir (2005) provided a conceptual framework that depicted followers as having a more active role in enabling leadership effectiveness to achieve organizational objective.

Human Factor Dimensions

Human resource is a major role player in the organization's goal achievement. Çelik and Ozsoy(2016) stated that the psychological process of people is a vital contributor to the leader's effectiveness in organizational goals actualization. Leaders effectiveness in accomplishing set goals and objectives requires the psychological and emotional readiness of followers (Koome & Theuri, 2015; Klarnar, By, & Diefenbach, 2011).

Hao and Yazdanifard (2015) opine that although the leader, based on the competence level, influential and inspiring skills can bring about increase in organization's performance but

in reality, employee behaviour and attitudes are other factors that affect the possibility of the organization to achieve strategic change initiative. Therefore, for the leader to effectively achieve business objectives, the employee's behaviour and attitude are essential factors that must be taken into consideration. Organizational leadership effectiveness in delivering result is rooted on the follower's skill suitability, willingness and the right working environment stimulated by the leader to enable positive response from the follower. However, the inability of leaders to integrate the people factor into organization's change initiative needs to be focused on, as often times, strategic business objective failure is caused by leader's inability to effectively integrate employee issues in the organization (Alban-Metcalfe, 2014).

Armstrong (2012) defined employee attitude as a settled mode of thinking, which involves an assessment of whether the object to which it refers is liked or disliked. Though determined through experience, attitudes are not stable as traits. Attitude changes as an individual experiences new situations and is being influenced within the organization by cultural factors, which are the norms, values, the leadership styles and leader's behaviours. Scholars like Daba (2014); Hassan, Obasan, and Abass (2016) posit that employee attitude is a critical element in achieving organizational goals.

Attitude is in consonant with employee's commitment to achieving organizational objective, as this is defined as a force (attitudinal mind-set) that binds an individual to a course of action (Albdour & Altarawneh, 2014). Employees who are reluctant to organization's goals display negative attitude because they perceive the leader's directives, orders as intrusive and disrupts routines and their social relationships, essentially when the instruction comes with increased work load, which gives rise to increase in employees' stress level (Claiborne, Auerbach, Lawrence & Schudrich, 2013; Yilmaz & Kiliçoğlu, 2013).

Maalu and Dosho (2016) defined employee knowledge as the most important organizational asset. They also stated that if employee knowledge is well harnessed, it can enable such an organization achieve its long term objectives and goals, in addition to conferring it with a competitive advantage. Rizescu (2014) stated that knowledge and the way information are utilized are the weapon of winning the competition war in the volatile, ever-changing, unstable economy. The value of an organization is not in the physical resources like plant and machinery but it is in its ability to gain, generate, spread and apply knowledge gathered strategically and operationally.

Knowledge is information that has been understood and embedded in the brain. It is difficult to transfer knowledge from one person to another because of knowledge's personal nature (Osterloh & Frey, 2000). Knowledge is categorised into two types, explicit and tacit. According to Stenmark (2001), explicit knowledge is the type of knowledge that is easy to

disseminate while tacit knowledge, on the other hand, is not easily articulated. It is a type of knowledge that exists within a person's mind and can be seen in his actions, but may be difficult to codify. Although tacit knowledge is the most difficult to capture and utilize however, it is the most valuable out of the two types of knowledge (Lubit, 2001). Drelichowski and Mierzejewski (2012) affirmed that knowledge is key to organizational success but building, developing, transferring or applying the knowledge gained poses difficulty. Therefore, for leaders in an organization to be effective and efficient in delivering set change objectives, they must ensure that employees have the right knowledge, skills, and the right attitude to actualize organizational objective. A paradigm shift has changed the way that knowledge is viewed. For leaders to be efficient in delivering results, the ability to capture and store employee's knowledge and experience before leaving an organization is beneficial to the organization by changing tacit knowledge to explicit knowledge (Drelichowski & Mierzejewski, 2012; Kim, 2005; Lubit, 2001; Rizescu, 2014).

Aktar and Pangil (2017) defined employee engagement as a psychological state-of-mind of doing the work with full of energy, enthusiasm and dedication, which provide competitive advantage for an organization. Craig and Silverstone (2010) stated that employee engagement is a collective activity (focusing on work groups not just individuals) and a 'two-way street' (employees must feel valued if they are to add value). The key drivers are job autonomy, support, coaching, feedback, opportunities to learn and develop, task variety and responsibility, which contribute to a culture of trust and respect (Arrowsmith & Parker, 2013). Rubin, Oehler, and Adair (2013) indicated that leaders do not achieve organizational change initiative success because there is limited attention paid to how employees think, feel and behave in the organization.

Theoretically, Planned behaviour (TPB) model by Ajzen in 1980 is appropriate to deepen insight on how people act in accordance with their intentions and perceptions of control over their behaviour as their intentions are influenced by attitudes toward people's behaviour, subjective norms, and perceptions of behavioural control by their leaders (Ajzen, 2011). TPB, as a theoretical framework is similar in explaining both leader and follower to Leader-member exchange theory (LMX) which is rooted in the implicit leadership theory, social exchange theory, ethical leadership theory, authentic leadership theory, transformational leadership theory, transactional leadership theory and the charismatic leadership theory. LMX theory has its focus on the leader's behaviour and its effects on the follower's perception which influences the follower's reaction towards the organizational goal (Gumbo, 2015). Erdogan and Bauer (2015) opine that leader-member exchange (LMX) theory is a relationship based leadership theory

which states that leadership resides in the quality of the exchange relationship developed between leaders and their followers.

The empirical discourse is vast and divergent as Finney (2014) opined that inspired and motivated people and teams deliver significant impact on organizational objectives. The power of employees' knowledge and the role emotion plays an integral part in leader – follower interaction has been investigated, however emotions, their causes and the consequences has limited attention in research (Hartog, 2002). Shrestha and Mishra (2011) observed a significant relationship between employee's commitment to change and leadership, which Podgorski and Sherwood (2015) investigated with the conclusion that leaders do not integrate people into the organization during transition and or merger/acquisition. Similarly, Ulus and Hatipoglu (2016) are of the view that leaders do not incorporate employees' perspective into organization's change implementation process appeared to instigate the failures in change implementation. This apathy or disconnect between leadership and change implementation process (Shrestha & Mishra, 2011; Podgorski & Sherwood, 2015; Ulus & Hatipoglu, 2016).

Like Obiwuru et al. (2011), Radomska (2014) found that strategy implementation is associated with risk and will fail when leaders are ineffective and when perceptions of process is negative and people emotions during change initiative are not taken into consideration. Men (2015) examined the role of subordinate and leader's relationship to change implementation and discovered that a positive relationship exist between employee engagement, leadership which often makes change successful. Battilana, Gilmartin, Sengul, Pache, and Alexander (2010) built on Men (2015) by factoring employee's knowledge and competences to change implementation success and leadership effectiveness to be positively significant. Abdullahi and kherun (2014) examined the importance of soft (intellectual) and hard (materials and machine) alignment during change initiative implementation and discovered that less attention is paid to the end users during the process. Katsaros et al. (2014) however discovered that a significant relationship exist between readiness to change, supervisory support, employee trust in the leader. Visagie and Steyn (2011) indicated that failure of organizational goal achievement is strongly related with negative employee attitudes.

The works (Abdullahi & kherun, 2014; Katsaros et al., 2014) attributed change implementation success to leaders' appropriateness and alignment of humans to change initiative with allusion to employee attitude, commitment and involvement which are essential ingredients for change implementation success. From a divergent perspective, Gunnarsdóttir (2016) and Puth and Walt (2012) established that employee attitude was negatively related to leadership effectiveness in engendering change implementation success, with the caveat that the employees lack understanding of the change initiative. Nevertheless, employee high trust in

management was positively significant to leaders' effectiveness in engendering change, which contradicted the aspect of attitude (Gunnarsdóttir, 2016; Puth & Walt, 2012).

METHODOLOGY

Survey research design was adopted and one hundred and twenty respondents sampled using a validated questionnaire of 6-point Likert scale structured as strongly agree (6), agree (5), partially agree (4), partially disagree (3), disagree (2), strongly disagree (1) which included questions on (1) respondents' demographic details, (2) employee's knowledge, (3) employee engagement, (4) employee attitude, (5) leadership effectiveness. The respondents were randomly selected and questionnaire administered to management and staff of four pre-selected manufacturing companies in Food and Beverages. Questionnaire used by Aduama (2016) for employee attitude, Walala (2015) for employee knowledge, Davies (2012) for employee engagement and Claiborne, Auerbach, Lawrence, and Schudrich, (2013); Okanga and Drotskie, (2016) and Walala (2015) leader's effectiveness were adopted and adapted.

The validity of the instrument was tested using content validity index (CVI) with a value of 0.85, through a test-re-test method and the reliability of the instrument gave values of 0.9021, 0.8902, 0.8099 and 0.7734 for leadership effectiveness, employee's attitude, employee's engagement and employee's knowledge respectively.

Model Specification

$OLE = f(EA, EE \& EK)$

$OLE = \beta_0 + \beta_1 EA_i + \beta_2 EE_{i+} + \beta_3 EK_i + e_i$

Where,

OLE is Organization Leadership Effectiveness

EA represents Employee's Attitude

EE represents Employee's Engagement

EK represents Employee's knowledge

β_0 represents the constant

$\beta_1, \beta_2 \& \beta_3$ are the parameters

Apriori Expectation

It is expected that employee's attitude, employee's engagement and employee's knowledge should positively affect organizational leadership effectiveness, hence the parameters of employee's attitude, employee's engagement and employee's knowledge should have a positive sign. The a priori expectation thus states that $\beta_i \neq 0, p \leq 0.05$; H_{01} will be rejected

otherwise accepted in light of effective leadership and human factors. Ethical principles governing research works in areas of non-manipulation and falsification of data were respected, respondents' decision to participate at will and the respect for their human dignity were obeyed.

FINDINGS AND DISCUSSION

From the demographics, 60% of the respondents were management cadre and 40% lower level staff, 85% male managers and lower level staff and 15% female and 100% educated. More than 60% have worked in these organization for more than 15 years and 10% five years and below. The crux of the paper was to query the individual and joint effect of human factors on leadership effectiveness and Table 1 provided the regression output for each of the variables to leadership effectiveness.

Table 1. Regression Output

Variables	Coefficient	Fc	P-value	R ²	F-stat
Employee knowledge	0.879	70.258	0.000	0.749	32.834
Employee engagement	0.908	361.917	0.000	0.799	31.808
Employee attitude	0.923	421.5	0.000	0.0819	58.304

The result on Table 1 above revealed that the three dimensions of human factors employed for this study, namely: Employees' knowledge significant at 1% with R^2 , 74.9% and F-stat 32.83, engagement was positively significant at 1%, R^2 79.9%, and F-stat 31.8 and attitude was significant at 1% with R^2 81.9% and F-stat 58.3. The results indicate that all the dimensions had individual significant effect on leadership effectiveness in the selected food and beverage companies. This result is in accordance with the reviewed literatures that pointed that human factors dimensions significantly affect leaders' effectiveness to achieve organizational goals (Abdullahi & kherun, 2014; Katsaros et al.,2014; Visagie & Steyn, 2011; Daba, 2014).

Table 2. Multiple Categorical Regression Output (Dependent- Leadership Effective)

Variables	Coefficient	Fc	P-value
Employee knowledge	0.061	0.351	0.709
Employee engagement	0.037	0.071	0.975
Employee attitude	0.937	27.436	0.000
Adjusted $R^2 = 0.8910$		F-Stat= 61.770 (0.000)	

The multiple regression output revealed that employee engagement and employee knowledge do not have significant effect on leadership effectiveness, while employees' attitude has a positive and significant effect on leadership effectiveness in the selected food and beverage companies in Lagos state, Nigeria. The result further revealed that human factor dimensions significantly affect organizational leadership effectiveness, with F -statistics of 61.770 (0.00). The adjusted R square also revealed that human factor dimensions accounts for 89% variation in organizational leadership effectiveness. This result is consistent with the study by Lubit (2001) and Stenmark (2001), which revealed that employee knowledge is grouped into two: explicit and tacit. The tacit knowledge is difficult to codify and retain in the organization, which can be lost during rate of employee turnover.

CONCLUSION AND RECOMMENDATIONS

The study examined the effect of human factor dimensions proxy by employees' education, engagement and attitude on organizational leadership effectiveness, using survey research design. The simple regression analysis revealed that employee knowledge, employee engagement and employee attitude significantly affect leadership effectiveness with coefficient and probability values of ($\beta_1=0.879$, p -value <0.05) ($\beta_2=0.908$, p -value <0.05) and ($\beta_3=0.923$, p -value <0.05) respectively, while the multiple categorical regression output revealed that human factor dimensions have combined significant effect on organizational leadership effectiveness, F -statistics (61.770 <0.05) and the adjusted R^2 indicated that human factor dimensions account for 89% variation in organizational leadership effectiveness. The multiple regression output further revealed that employee engagement and employee knowledge does not significantly affect leadership effectiveness, while employees' attitude significantly affects leadership effectiveness. Therefore, it concluded that employee attitude is a critical resource in the organization, as such employee turnover would lead to loss of knowledge. It is recommended that strategies to enhance employee's attitude should be adopted towards the enhancement of organizational leadership effectiveness. This investigation is in congruence with Daba (2014) conclusion on leaders ability to achieve organizational success is dependent on the follower's attitude.

Biases during the data gathering arising from respondents' response inaccuracy and incomplete information were treated using diagnostic tests and data filtration, to make for predictive validity. Also, pilot testing cushioned for the accuracy of the responses, as validation and reliability were confirmed before the field study. Furthermore, the generalization of the findings of the study is limited to the manufacturing sector, as such may not be applicable to

other sectors. Further studies to test the research variables in other sectors like service and construction, would make for better generalization of the outcomes.

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