Role of leadership style in organization development: A case study in Norwegian Afghanistan Committee NAC

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Abstract

In this paper the most research has done on leadership style and its effect for development of organization, leadership in common word is the ability to elicit extraordinary performance from ordinary people. Like give them a sense of direction to obtain organizational goals and objective successfully and feel responsibly, or Leadership style is the way that people are guided, inspired and motivated by a leader to obtain the desire goals and objective of the organization. Thus by considering all aspect we have found the affirmative feedback of development in our organization within last decade, so the focus of this study is on six core leadership style such as Transformational, participative democratic, bureaucratic, Transactioal, Charismatic and autocratic, So as consequence it has figured out that Transactional and Charismatic have negative effect for organization development while Participative Transformational Democratic and autocratic having positive effect for organization development.

Keywords: Leadership, Organization Performance and NAC

Introduction of the problem of practice

Organizations required a strong leadership in order to be effective in the society. We have all heard statements such as" He is born to be a leader "or "She is a natural leader this statements are commonly expressed by people who take a trait perspective toward leadership. The trait perspective suggests that certain individuals have special innate or inborn characteristics or qualities from Non leaders (Bryman 1992) Organizational leadership for the development play both with employee psychology and with expert tactics. So leadership style for the development of the Organizational insisting on developing leadership abilities and skills that are affiliate across the company or organization a leader in order to develop the organization he or she should consider that which style should be used like he should be very optimistic and should understand the need of the group members and manage the action of the group.

Literature Review

Nwachukwu (1988), believed that participative leadership is the best style of leadership in managing an organization system of any type. Nwachukwu maintained that people react favorably to it in the organization by increased productivity, lower unit cost, and good morale and improved labor management relation. According to Nwachukwu (1988), the worst style of leadership is autocratic and authoritarian leadership style which gives rise to high labor management conflicts. Another leadership style which focuses on leader effectiveness is the contingency model or situational sensitive, which is anchored on the leader's ability to analyze the situation at hand and appropriately adopting a suitable approach that best suites the circumstance.

Yuki (1994), opines that the specific construct of leadership varies considerably. For instance, over the past years, leadership has been in terms of personal traits, individual behavior, interpersonal influence, situational factors and a combination of these. The Singapore Productivity Association (SPA, 2010) posited that leadership is a social influence in which an individual exhibits and gets the support of other persons in the accomplishment of a common goal. It has to do with the role someone plays in influencing followers in order to achieve organizational goals. Another connotation of leadership considered by Moshane and Angelino (2000) maintained that leadership is the process of influencing people and providing an enabling environment for them to achieve team or organizational goals and objectives with effective performance.

Mgbodile (2004), highlighted that that in spite of the varying terminologies used by experts to explain management styles of leadership, it has been generally accepted that style used by men in leadership position and can come into three core types, autocratic democratic and liassez-faire leadership style. Each of these leadership style has effect on subordinate take and implementation in the library this paper will dwell on the autocratic form of leadership.

Inyang (2004), defined leadership as a process which involves the use of non-coercive influence to shape a group or organizational goals, motivate behavior towards achieving the goals as well as define the group's culture. From the above frameworks, leadership occurs when one individual influences other to perform their work

Organizations' productivity is dependent on the leadership style adopted. This is to say that the leader's willingness, commitment, selflessness, pro-activeness etc. are an interwoven to bring forth increase in the profit margin of the firm, effectiveness, efficiency and general increase in employee performance and productivity. Leadership style should be dependent on the task and the people being led, the environment and the leader initiative. However, there are several types of leaders exhibiting different leadership characteristics. It is therefore a first step to understand leadership development by exposing the various styles of leadership. Leadership style may be based on autocratic structure, people and production orientation. Empirical research conducted by Levin and white (1953) on leadership style, identified three Major leadership styles: Autocratic leader, Laissez faire leader and Democratic leader.

Abas and Yaqoob (2009), highlighted the effect of leadership development on employees' performance. The study was attained to figure out the result of leadership development on employees' implementation in Pakistan. This study was directed having in mind five factors of leadership development i.e. Coaching, Training and development, empowerment, participation and delegation. It was found that by using this combination will effect and influence employees' performance with 50%. Though the rest of the 50% contribution towards employee performance of has other factors such as: attitude, commitment, motivational factors, trust, and honesty in the organization. In addition, some other factors are also involved like compensation, reward and bonuses etc. which are boosting up the employee performance.

Research Questions

The Main research question in this study are as bellow:

- What are the leadership styles for organizational development?

To answer the above main question, the research will go to approach the following questions:

- What are the current practices of leadership styles within my organization?

- Why we need for change?

- How we can improve the leadership styles within the organizations towards organizational development?

Research Objectives

In this study the main research objective is: "To find out the role of leadership style on organizational development".

Data and Methodology

In this research indicative approach has been used, the main of this research is to determine the role of leadership style on organization development in Norwegian Afghanistan Committee Descriptive Research is describes what is happening in more detail, filling in the missing parts and expanding our understanding, to expand understanding about existing knowledge.

Instrument Used for Primary Data Collection

This work was carried out based on the primary data collected through the survey instrument. The survey instrument used for this work is a standardized well-structured questionnaire. The questionnaires were employed to collect the primary data and relevant

information from the employees of service sector. This survey instrument was designed and tested as a part of this work and proved reliability.

Pre-testing

A pilot ازمایشیstudy was conducted to obtain the preliminary assessment of internal validity of the research survey instrument questionnaire. For this purpose, primary data were collected from 10 service sector employee. The results of the pilot study confirmed the internal reliability of the instrument deployed and hence, the same instrument was used in the identified sampling areas to collect the primary data needed for the present study.

Survey Instrument Reliability

The survey instrument was tested with appropriate reliability analysis comprising the computed value of Cranach alpha and the alpha value for all the study variable taken up in the survey instrument is found to be well above the suggested value of 0.6 (Nunnally, 1978). The specific, details of alpha value for each of the study variable constituting the present work is shown in the Exhibit-4.

Exhibit-4: Details of the Measurement Scales with Corresponding Reliability values

Reliability Statistics	
Cronbach's Alpha	N of Items
.857	27

Case Processing Summary

		N	%
Cases	Valid	5	83.3
	Excluded	1	16.7
	Total	6	100.0

a. List wise deletion based on all variables in the procedure.

Item Statistics

	Mean	Std. Deviation	N
Our leader help other to understand vision using tools such as images,Stories,Direction, and models for the development of NAC	2.8000	1.64317	5
Our leader lets other work in a manner that they want	3.0000	1.58114	5
Our leader provides challenges for out team members to help them to grow	2.8000	1.64317	5
NAC top management consistently provides coaching and feedbacks so that the team members know how they are doing and where they are going	3.8000	1.30384	5
Our leader inspires employees to strive for the vision of the organization	3.6000	1.14018	5
NAC employees listen to our leader's ideas and concerns without fear, because of his skills knowledge and personality	2.8000	.83666	5
Our leader gives us tasks and then let us to handle them	3.0000	1.00000	5
NAC leadership permits us to set our own ways of doing things for the development of the organization	2.8000	1.64317	5

In my organization I feel free to communicate about my feelings and perceptions related to my work with my leader	3.0000	1.58114	5
the decisions is our organization are made through a democratic processes	2.8000	1.64317	5
In our organization my supervisor is a micro manager	3.8000	1.30384	5
Our leader refuses to explain his actions	3.6000	1.14018	5
The leadership style in our organization contributes positively to the overall success	2.8000	.83666	5
In our organization diversity plays an important role such as ethnic diversity	3.0000	1.00000	5
Educational abilities at our workplace lead toward development of our organization	2.8000	1.64317	5
Creativity improves the decision making process for development of our organization	3.0000	1.58114	5
In our organization when employees with different background and perspectives come together they com up with more solutions	2.8000	1.64317	5
The conflicts are normally resolved in a peaceful manner in our Organization	3.8000	1.30384	5

Our organization considers capacity buildings as a part of the organizational strategy	3.6000	1.14018	5
Commitment and loyalty to organizational goals shape our works	2.8000	.83666	5
In our organization effective communication plays as vital role for career development	3.0000	1.00000	5
In our organization experience is given more preference than the educational background	2.8000	1.64317	5
In our organization micromanagement can be one of the challenges' toward the career development of employees	3.0000	1.58114	5
In our organization i am satisfied concerning my relations with my supervisor	2.8000	1.64317	5
I feel comfortable in our organization when there is a new change made	3.8000	1.30384	5
The leadership style of my manager positively affects the teamwork in my unit	3.6000	1.14018	5
In our organization women play effective role in leadership the same as men do	2.8000	.83666	5

Population and Sampling Size

Sample is a subset of a population, the process of picking a portion of the population to represent the whole population is known as sampling (Biondo et al, 1998). The random sampling technique has been acquired for this research. The different general directorates,

departments along with units have been identified keeping in mind the availability and reach. In the first step a formal permission was obtained through personal visit with heads of departments in the second stage in process the questionnaires were distributed personally to pre-selected employees already informed about the purpose of the questionnaire filling.

Norwegian Afghanistan Committee employees were taken as a population of the study because the study used a case study design. The total number of 65 employees out of 400 employees for different departments of the Norwegian Afghanistan Committee NAC were selected that would give the in-depth coverage and analysis of the results or the findings. A total number of 65 employees out of 400 employees of different departments and units of Norwegian Afghanistan Committee were selected.

Source of Data

Both primary and secondary data were collected during the study. The techniques that were used included administering of written questionnaires, observations as well as reviewing existing data. The study relied on both qualitative tools such as questionnaires and quantitative tools such as a review of existing data and records for data collections.

Primary Data Collection

Primary data was gathered from the management level, senior staff and junior staff officers from NAC by questionnaire on role of leadership style on organization development

Secondary Data Collection

Secondary data was collected from article, publications from NAC text books, Journals, Newspapers, internets and other writings.

Data Analysis

The study analyzed data by using Statistical Package for Social Science (SPSS) software. Data processing involved editing, coding, tabulation which were used as key factors in the whole process of research. This was done in order to make the research accurate and effective. First a formal permission of each department's head has been taken then a total number of 70 employees of different departments and units of the Norwegian Afghanistan Committee was contacted and visited. Though after informing employees about the purpose of filling the questionnaire and determining the time for collecting the questionnaires the total numbers of 65 filled questionnaires were received in the form of hard copy. The data was decoded and entered in to the latest version SPSS. The statistical functions were used to test the hypothesis and analyze the objectives of this study and the results are presented in the next sections of this study.

Findings

1. Hence, it is concluded from the results that majority of the respondents belongs to male category of gender. Furthermore, it is drawn from the results that majority of the respondents belongs to the age of 23-35 years of old.

2. In addition, it is concluded from the results that majority of the respondents are Bachelor's degree holders' employees in terms of educational field. Therefore, it is concluded from

the results that majority of the respondents are having between 1 to 4 years of working experience and majority or respondent working at program section. Furthermore, that majority of the respondents are extremely satisfied with their role & responsibility in the organization.

3. Thus it is concluded from the results of the above table that majority of the respondent are Junior level employees, finally it is concluded that majority of the respondents are from main office Kabul.

4. Meanwhile results reveal that highest number of respondents are agree with the tools which for the development of the organization, while the lowest number of respondents are disagree with the above mentioned tools for development of the organization.

5. Moreover, results reveal that highest number of respondents agree that their leader works in a manner that the employee want, while the lowest number of respondents are strongly disagreeing that their leader work in a manner that the employee want.

6. Furthermore, results reveal that highest number of respondents agree that their leader provide challenges for their team members to help them to grow and the lowest number of respondents are disagreeing that their leader provides challenges for their team members to help them to grow.

7. Further over results reveal that highest number of respondents agree that NAC top management consistently provides coaching and feedbacks so that the team members know how they are doing and where they are going, and the lowest number are strongly disagreeing that NAC top management consistently provides coaching and feedbacks so that the team members know how they are doing and where they are going.

8. Moreover, results reveal that highest number of respondents are agree that leader inspire employees to strive for the vision of the organization the lowest number are strongly disagree that leader inspires employees to strive for the vision of the organization.

9. Furthermore, results reveal that highest number of respondents are agree that NAC employees listen to our leader's idea and concerns without fear, because of his skills knowledge and personality, While the lowest are disagree that NAC employees listen to our leader's ideas and concerns without fear, because of his skill knowledge and personality.

10. Therefore, results reveal that highest number of respondents are strongly agree that their leader gives them tasks and then let them to handle but the lowest number are disagreeing that their leader gives them tasks and then let them to handle them.

11. Moreover, results reveal that highest number of respondents are agree NAC leadership permits us to set our own ways of doing things for the development of the organization The lowest number are disagreeing that NAC leadership permits us to set our own ways of doing things for the development of the organization.

12. Furthermore, results reveal that highest number of respondents are agree that their organization I feel free to communicate about my feelings and perceptions related to their work with their leader, while the lowest number are disagreeing even strongly disagree that their organization I feel free to communicate about my feelings and perceptions related to my work with my leader.

13. Thus results reveal that highest number of respondents are agree the decisions in their organization are made through a democratic process, though The lowest number are

strongly disagreeing the decisions in their organization are made through a democratic process.

14. Therefore, the results reveal that highest number of respondents in our organization my supervisor is a micro manger, while the lowest number are disagreeing in our organization my supervisor is a micro manger

15. Therefore, the results reveal that highest number of respondents are not sure that their leader refuses to explain his actions. But the lowest number are strongly disagreeing that their leader refuses to explain his actions.

16. Therefore, the results reveal that highest number of respondents are agree that the leadership style in our organization contributes positively to the overall success. At the same time the lowest number are strongly disagree the leadership style in our organization contributes positively to the overall success

17. Therefore, the results reveal that highest number of respondents are agree that in our organization diversity plays an important role such as ethnic diversity. As the lowest number of respondents are strongly disagreeing the in our organization diversity plays an important role such as ethnic diversity.

18. Therefore, the results reveal that highest number of respondents are agree that educational abilities at our workplace lead toward development of our organization. At the same time the lowest number are strongly disagree and disagree that educational abilities at our workplace lead toward development of our organization.

19. Therefore, the results reveal that highest number of respondents are agree that creativity improves the decision making process for development of our organization, as the lowest

number of respondents are strongly disagree that Creativity improves the decision making process for development of our organization.

20. Therefore, the results reveal that highest number of respondents are agree Creativity improves the decision making process for development of our organization the lowest number of respondents are disagree that In our organization when employees with different background and perspectives come together, they come up with more solutions.

21. Therefore, the results reveal that highest number of respondents are agree that in their organization when employees with different background and perspectives come together they come up with more solutions, while the lowest number of respondents are disagreeing that in their organization when employees with different background and perspectives come together they come up with more solutions.

22. Therefore, the results reveal that highest number of respondents are agree the conflicts are normally resolved in a peaceful manner in our organization, while the lowest number of respondents are strongly disagreeing that the conflicts are normally resolved in a peaceful manner in organization

23. Therefore, the results reveal that highest number of respondents. are agree their organization considers capacity building as part of the organization strategy, but the lowest number of respondents are disagreeing that our organizational considers capacity building as part of the organizational strategy.

24. Therefore, the results reveal that highest number of respondents are agree that commitment and loyalty to organization goals shape our works, the lowest number of respondents are strongly disagreeing and disagree that commitment and loyalty to organizational goals shape their works.

25. Therefore, the results reveal that highest numbers of respondents are agree that in their organization effective communication plays a vital role for career, though the lowest number of respondents are disagreeing that in their organization effective communication plays a vital role for career development.

26. Therefore, the results reveal that highest number of respondents are agree that in their organization experience is given more preference than the educational background, as the lowest number of respondents are strongly disagree that in their organization experience is given more preference than the education background.

27. More over results reveal that highest number of respondents are agree that in their organization micro management can be one of the challenges toward the career development of employees, as the lowest number of respondents are strongly disagree that in their organization micro management can be one of the challenges toward the career development of employees.

28. Therefore, the results reveal that highest number of respondents are agree that in their organization I am satisfied concerning my relations with my supervisor the lowest number respondents are disagree that in our organization I am satisfied concerning my relations with my supervisor.

29. Therefore, the results reveal that highest number of respondents are agree that feel comfortable in our organization when there is a new change made. The lowest number of respondent are strongly disagreeing that feel comfortable in our organization when there is a new change made.

30. Therefore, the results reveal that highest number of respondents. Are agree that the leadership style of my manager positively affects the teamwork in my unit. The lowest

number of respondents are not sure the leadership style of my manager positively affects the teamwork in my unit.

31. Therefore, the results reveal that highest number of respondents are agree that in our organization women play effective role in leadership the same as men do.

The lowest number of respondents are strongly disagreeing in our organization women play effective role in leadership the same as men do.

Recommendations

1. Select the right people in the right place for the right time, and determine how well they perform for the given task in the organization, every employee is essential in due to prevent output and enhance the productivity.

2. Hire skilled with innate talent, educated, experienced and smartest one's in order to fill the gap to gain the goals and objectives to avoid output and increase productivity over the period for development of the organization.

3. Affinitive leaders should be careful on matters that the employees should be involved in and the should seek to encourage employees to work towards organization goals individually.

4. Determine the skill level and qualifications of people who will carry out the tasks and develop a long-term strategy. Efforts to create a team of skilled and high expert employees in order to improve the efficiency and productivity, not just increasing the staff with low education experience skilled and high expectation in top level. Till expansion should be governed by quality not quantity.

5. It would be very much important to figure out that What specific activities are needed to reach your objectives and what staff will be needed to carry out those activities, therefore

this kind of reminding should be practice randomly what is the need what is the objective of the organization and each and every one should know how the budgetary decision will be made.

6. In order to develop the organization, it would be much important to have interaction with outsiders for the purpose of their experience way of their success and attracting fund and creating very handsome relationship.

7. Encourage employees to be very friendly or like family member at the work area this will increase their commitment and loyalty towards the organization development, if employees are committed towards the organization they will achieve the goals and objectives.

8. Provide training opportunities within the organization for the employees, employees are always keen to know that they have a room for career movement, this is an essential factor in order to lower the employee turnover and enhance the productivity.

9. Employees should be involving in decision making process, involve them in discussion about the vision, mission, values, goal and objectives of the organization, the top management should always be reliant on their employees this will gives the best result and will definitely decrease the rate of turnover.

10. It would have a positive feedback if we put flexible schedule so that employee will balance their personal life and working load as better as possible, this will show the organizations core values for its employees which will increase the productivity level and decrease the turnover rate and finally we will see a huge development.

11. Create such an environment that employees that can feel free and comfortable for sharing their thoughts, views and their valuable ideas toward development of the organization.

12. We would recommend that leader should demonstrate, respect and treat with employees at all the times listen to them and treat them as you treat your family.

13. Capacity building is a vital factor for the development of organization, therefore training opportunities for employees are always keen to know that they have a room for career improvement, this is an essential factor in order to lower the employee turnover and enhance the productivity.

14. Employee commitment is depending to Encouragement and beneficiary the he or she is getting from organization even best friends at the work area this will increase their commitment and loyalty towards the organization, if employees are committed towards the organization they will achieve the goals and objectives.

Limitations of the study.

While conducting this research it was identified that it makes a lot of contributions but it has limitations as well. As most of the staff were not willing to write his or her name in the questionnaire sheets, but some employees seems to be very conservative they wanted to ignore the reality more over some employees did not have much experience with NAC they just answered the question best on their experience and familiarity that they have found with the organization with in short period of time. Furthermore, while we have distributed the questionnaires most of our employees were busy due to YPO (Yearly planning operation) and it took a lot of time until we collected the data. And finally we have received the data and entered to SPSS for more analyzes

Conclusion

Since I have gone through the whole research especially for the role of leadership style on organizational development it has figured out that leadership style playing very important role for the betterment of the organization , This finding is congruent with many other studies that found a positive relationship between leadership style and organizational development (Harrison, 2000, Studies suggest that many factors of an organization affect organizational development Many studies predicted that organizational development would be the strongest relationship with transformational leadership, which is one of the leadership styles most researched in regard to its relationship with organizational leadership styles, were also supported by the literature in terms of their effect on organizational development. Popa (2012) suggests that each leadership style/approach affects organizational development in a different way: Whereas some increase the capacity of Organizations and lead them to success, others hinder their development and create unhappiness and decrease motivation. And outstanding role for the development and betterment of the organization, Profitability is the main cause for employee's retention, because employee turnover is a concern to organization smooth running of operations. The population for this research is Norwegian Afghanistan Committee NAC operation and program staffs and service, and a total number of 65 employees out of 70 employees of different departments and units of Regional Program Coordination Office Authority were selected. Both primary and secondary data were collected during the study. The study analyzed data by using Statistical Package for Social Science (SPSS) software to analyze for the better result.

The majority of the respondents belongs to the age of 21-30 years of old, Furthermore the respondents are diploma holder employees in terms of educational field. Finally, it is concluded from the results that majority of the respondents are extremely satisfied with their NAC leadership style toward development of the organizational, facilities, rewards indicates a low turnover and high productivity in the organization.

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