
Innovative Leadership Behavior and Quality Management of entrepreneurial Ventures in Federal Universities in South-South Geo-Political Zone, Nigeria

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ABSTRACT

The study strategically assessed innovative leadership behavior and quality management of entrepreneurial ventures in Federal Universities in South-South Geo-Political Zone, Nigeria. The population of this study consisted of all heads of departments (HODs) who are involved in leadership and management of entrepreneurial ventures of the federal universities in South-West, Nigeria. The study adopted an ex-post facto research design while purposive sampling technique was used in selecting the respondents. The instrument was vetted by an expert in test and measurement before the reliability test was conducted which produced the reliability coefficient of 0.85 proving the instrument to be reliable for the study. Data collected were analyzed using Pearson's Product Moment Correlation (PPMC) analyses to answer the research question test the null hypotheses. From the results of the data analysis, it was observed that there is significant relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria. Also, there is significant relationship between participatory democracy and quality management of ventures in Federal Universities in South-West Zone of Nigeria. The study recommended that leaders, managers, head of departments, etc should see it necessary to motivate and transformed their subordinates. Also subordinates/employees should be allowed to participate in decision making. It was also recommended that superiors should observe participatory democracy in order to obtain organizational and team effectiveness.

Key Words: Participatory Democracy, Quality Management of Entrepreneurial Ventures, Leadership Behaviour

Introduction

In university administration, all innovations are development oriented which helplessly look up to leadership behavior for their effective implementation. University education is a form of tertiary education given to individuals after the secondary education in other to produce highly skilled manpower that would be more useful to themselves and society in general. On the other hand, leadership education refers to the mode of leadership style exhibited by superordinates in any organization. It means a method and capability aimed at achieving organizational targets and all its activities (Bell and Njoli, 2013). This implies that leadership is a relation by which one uses his rights and method to influence many employees to work together in pursuit of a common goal.

The massive corporate failures at the beginning of this 21st century have been to poor leadership (Fincham and Rhodes, 2005). The authors identified the "more common-place human outcomes" of poor leadership to include employee stress, disenchantment, lack of creativity, cynicism, high employee turn-over, and low productivity. Meaning that, poor leadership demands for a change of batten, which engenders new leadership styles. It appears that the

leadership model of university management in Nigeria still revolves around conservative and traditional leadership models, which discourage innovation and entrepreneurship. The leadership model of a university is therefore, crucial in innovation and entrepreneurship. In the university system, these super-ordinates include the Vice-chancellors, Deputy Vice-chancellors, Registrars, Dean of Faculties, Head of Department, and Directors of works. The different modes of leadership exhibited by super-ordinates have impacts on the sub-ordinates and most importantly, entrepreneurship development in the university goal achievement since no organization can grow above or below its leadership.

A mention of these entrepreneurial ventures currently thriving in some universities in the south-west geo political zone of Nigeria include: property management ventures (set up to manage proceeds of rent and tenable properties from commercial and residential properties in universities), university community banks, electricity/metering board (set up to levy and collect all electrical and allied service tariff), management and collection of parking tools, campus transportation system, cafeteria, laundry, bakery, table water plant, among others. Although these business ventures may appear small and medium in size, the populations of students, staffs of the university, residents, and the public who patronize these ventures attract and make millions of cash to pass through the university financial system at regular intervals.

Transformational leadership is one of the most popular leadership styles in the changing world (Etudor-Eyo, 2015). This implies that it is an instrument of innovation which universities managers must adopt in demonstration of their commitment to the universities' vision. According to Somech, (2010), participatory democracy refers to participative leadership style which is the process of making joint decisions or at least, sharing influence in decision-making by the superior and his/her subordinates. Meaning that employees are allow to influence the decisions made because of concern for quality, and this encourages high degree of commitment by employees to their work.

Statement of the Problem

Visit to some universities in Nigeria by the researcher's reveals that most federal universities are seriously involve in massive investment in entrepreneurial ventures within and without the university campuses, yet these institution internally generated revenue base is steadily weakening as manifested in dearth of infrastructure and quality delivery, probably due to leadership problem. This poses a serious threat to federal government's policy of encouraging tertiary institution to explore other sources of funding such as endowment, consultancy and commercial ventures in order to reduce over dependence on subvention, which grossly trickles in, and I recent times, irregular due to global economic melt-down in which the country is not isolated. Therefore, this study seeks to determine the relationship between innovations in leadership behavior (transformational leadership, participatory democracy) and quality management of ventures in universities in South-West zone of Nigeria. The point in question is: what is the relationship between innovation in leadership behavior and quality management of ventures in federal universities in South-West zone of Nigeria.

Objectives

1. Determine the relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria.
2. Examine if participatory democracy significantly relates with quality management of ventures in Federal Universities in South-West Zone of Nigeria.

Research Questions

1. What is the relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria?
2. Does participatory democracy significantly relates with quality management of ventures in Federal Universities in South-West Zone of Nigeria?

Hypotheses

The following hypothesis will be tested:

1. There is no significant relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria.
2. There is no significant relationship between participatory democracy and quality management of ventures in Federal Universities in South-West Zone of Nigeria.

Literature Review

Transformational Leadership and Quality Management of Ventures

Transformational leadership is one of the most popular leadership styles in the changing world (Etudor-Eyo, 2015). This implies that, it is an instrument of innovation which university managers must adopt in demonstration of their commitment to the universities' vision. Transformational approach to leadership shows unique characteristics that are in variance with the traditional approaches to leadership. Its theoretical corporation is reflected in leaders' willingness to sacrificially give up the managerial aura that initiates authoritarian style and behavior to a more friendly and focused way of leading. Transformational leadership tilts towards high productivity and performance with good conflict resolution skill. In transformation leadership behavior, the leader engages with others in such a way that the leader and the followers raise one another to higher levels of motivation and morality (Geijsel, Slegers, Leithwood and Jantiz, 2003). The source remarked that transformational leadership has four specific dimensions. These are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence is the act of putting followers' need first, being a role model for followers, doing the right thing, demonstrating high moral standard, and avoiding the use of power unnecessarily or for personal gain.

The original formulation of transformational leadership theory comes from Burns (1978). At the core of transformational leadership is the concept of transformation, or change of the organization. Bass, (1985) noticed that companies were being asked to make fundamental changes. Transformational leadership best reflect this change. Burns (1978) defined transformational leadership as a process in which leaders and followers raise one another to higher levels of morality and motivation. A chief element of transformation is the ability to cultivate the needs of the followers in a follower centered (person-centered) manner. According to Burns, focusing on needs makes leaders accountable to the followers. First, Burns contended that followers are driven by a moral need, the need to champion a cause, or the need to take a higher moral stance on an issue. People like to feel that a higher transforming leader must help followers make sense out of inconsistency. Conflict is necessary to create alternatives and to make change possible. The process of transformation is founded on empathy, understanding, insight, and consideration; not manipulation, power wielding, or coercion. Experts, defined transformation best, transformational leadership is about change, innovation, and entrepreneurship. Few researchers address the link between information management and leadership, and even fewer address the relationship between transformational leadership and

knowledge management. According to Katzenbach (1993), information technology and the action of leaders create new organizational forms. Leadership is at the center of the interaction between task demands, people, technology, and organization structure. The relationship between innovation and leadership is difficult to articulate given the variety of functional leadership behaviours and the range of information technologies. Technology and leadership have reciprocal effects on each other; a change in one necessitates a change in the other.

Brown (1994) speculated that transformational leadership is needed in an evolving technological society. Societal, we are moving from controlled change to accelerated change nearly beyond control. Both attitude and behaviour must be the target of transformational leaders. The primary reason for technological change failure was fear. The role of transformational leaders was to reform into motivation. Transformational leaders must meet market demands faster and better than before, given the increasingly interdependent economy.

Limited research addressed the relationship between innovation and transformational leadership. Howell and Higgins (1990a 1990b 1990c) contended that champions of innovation were significantly more transformational than non-champions. Champions are generally considered to be key organizational decision-makers that advocate enhanced use of technological solutions, but often are not as technologically literate as specialist in the organization.

Howell and Higgins (1990c) compiled a list of attribute of champions: high-self confidence, persistence, energy, risk taking, credible, and winning. They conclude that champions are found in all organizations and without champions, organization may have lots of ideas but few tangible innovations. Their research was deficient in the methods used in identifying champion status.

Participatory Democracy and Quality Management of Ventures

Participatory democracy refers to the process of making joint decisions or at least sharing influence in decision-making by the superior and his or her subordinates (Somech, 2010). Meaning that employees are allowed to influence the decisions made because of concern for quality and this encourages high degree of commitment by employees to their work. Participatory democracy/leadership, though not new, began to flourish in the 1980s in the guise of management policy initiative inspired by the new excellence movement and rise of human resources management.

Sagie (2002) pointed out that participatory democracy increases quality of decision-making, contribute to quality of employees work life, promotes employees' motivation to work increases employees' satisfaction and organizational commitment. This implies that participatory behaviour is a veritable tool that today's managers of universities could not ignore given the fierce competition in global business. This further reveals that participatory behaviour is enriched with a catalogue of merits in formal organizations, like the university administration. Managers should therefore, utilize it if there will be any meaningful result in venture transactions.

Participatory democracy behaviour leads to high level of team outcome (Somech, 2010). This assertion concurs with widely-shared notion that participatory democracy has a great utility in organizational and team effectiveness. The source further added that it values the employee more than it does to the job. Meaning that, participatory behaviour is employee friendly which spurs high moral and productivity. Katzenbach and Smith (1993) commented that participatory democratic behaviour solicits different ideas from team members. These demonstrate

participatory leadership and open-door policy in which the leader welcomes ideas from stakeholders who feel a sense of belonging in the organization.

Gender neutrality is another striking characteristic of participatory democratic behaviour. Neal, (2005) commented that scholars are of the assertion that gender may influence the attitude of subordinates on the Managers leadership style and their resultant commitment to an organization. This implies that what the manager requires in order to eliminate the occurrence of gender biases is the adoption of participatory behaviour. On this, Ijeoma (2010) remarked that, the understanding of gender as an important feature of work behaviour has become increasingly important in African organizations than ever before. Participatory democracy behaviour, therefore, plays tremendous role in bridging unproductive gaps this consciousness has created. Similarly, Deal and Stevenson, (1998) pointed out that, with the advent of women in the organization, the study of organizational behaviour has extended to encompass the male and female work behaviour. This suggests that it is no longer business as usual where the highest level of organization's management as well as almost entirely work-force exclusive preserve of men folk. Werner (2007) observed that the work attitude of male workers favours a directive way of leading with the focus on performance whilst that of female workers on the other hand favours a participative way of leading with the focus on subordinate's commitment.

The massive corporate failures at the beginning of this 21st century have been linked to poor leadership (Fincham and Rhodes, 2015). The author identified the following "more common-place human outcomes" of poor leadership to include employee stress, disenchantment, lack of creativity, cynicism, high employee turn-over, and low productivity. Poor leadership destroys the human spirit essential to ensure work effectiveness. Thus, organizations today are moving towards more democratic structures, which allow employees to influence the decisions made because of concern for quality and requirement of higher degree of commitment by employees to their work (Somech, 2010). The source added that those who support organizational change, argue that participative leadership is the preferred style for attaining organizational improvement. As such, it has been considered as the best leadership practice in the current business environment in South Africa because it promotes high level of team outcomes. Meaning that, participatory democratic behaviour is a booster of team activities in organizations.

Studies in the past have shown a correlation between participatory democracy and quality management. For instance, studies by Bell and Mjoli (2013) on the effect of participatory democracy on organizational commitment in South Africa towns of Alice and William. The population was 100 bank clerks. The sample size was 70 respondents. The instrument was participative leadership questionnaire. Data was analyzed with descriptive statistics and correlations. Result showed a strong relationship between participatory democracy and organizational commitment without gender bias. Meaning that, managers should be democratic in their dealings by welcoming all shades of opinion, encourage joint decisions, and shared influence in decision-making, before wielding the gavel in order to promote employee motivation to work.

Research Methodology

Research Design

Ex-post-facto research design was used for this study.

Area of the Study

The study was carried out in three federal universities in South-South Geo-Political Zone, Nigeria.

Population of the Study

The target population for this study consisted of all heads of departments (HODs) who are involved in leadership and management of entrepreneurial ventures of the federal universities in South-West, Nigeria.

Sample and Sampling Technique

In this research, a purposive sampling technique was used to select a sample size of one thousand two hundred (1,200) final year students of the three institutions of higher learning in Ikot Ekpene senatorial district, Akwa Ibom State.

Instrument for Data Collection

The instrument used for the study was a questionnaire tagged “Innovative Leadership Behavior and Quality Management of Entrepreneurial Ventures Questionnaire, (ILBQMEVQ).

Validity of the Instruments

The instrument was subjected to face and content validation by experts in test, measurement and evaluation.

Reliability of the Instrument

The responses in the questionnaire were coded and treated with Cronbach Alpha statistics to examine the consistency of the instrument.

Method of Data Collection

The instruments were administered to the respondents via direct delivery method.

Method of Data Analysis

Pearson’s Product Moment Correlation (PPMC) analysis was used to answer the research questions and test the null hypotheses. The result was tested for significance at 0.05 alpha level.

Results and Discussion

Research Question One

The research question sought to find out the relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria. In order to answer the research question, Pearson Product Moment Correlation analysis was performed on the data collected as shown in Table 1.

Table 1: Descriptive statistics of the relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria

Variable	N	Arithmetic mean	Expected mean	r	Remarks
Transformation Leadership		15.26	12.5		
	50			0.99*	*Strong to perfect Relationship
Quality Management		16.86	12.5		

Source: Field Survey

Table 1 Presents the result of the Pearson Product Moment Correlation analysis of the relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria. The two variables were observed to have strong to perfect relationship at 99%. The arithmetic mean for transformation leadership (15.26) was observed to be greater than the expected mean score of 12.5. In addition to that, the arithmetic mean as regards quality leadership (16.86) was observed to be higher than the expected mean score of 12.5. The result therefore means that there is remarkable relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria.

Research Question Two

The research question sought to find out if participatory democracy significantly relates with quality management of ventures in Federal Universities in South-West Zone of Nigeria. In order to answer the research question, Pearson Product Moment Correlation analysis was performed on the data collected as shown in Table 2.

Table 2: Descriptive statistics of the relationship between participatory democracy and quality management of ventures in Federal Universities in South-West Zone of Nigeria

Variable	N	Arithmetic mean	Expected mean	r	Remarks
Participatory Democracy		17.16	12.5		
				0.78*	*Strong to perfect Relationship
Quality Management		16.86	12.5		

Source: Field Survey

Table 1 resents the result of the Pearson Product Moment Correlation analysis of the relationship between participatory democracy and quality management of ventures in Federal

Universities in South-West Zone of Nigeria. The two variables were observed to have strong to perfect relationship at 78%. The arithmetic mean for participatory democracy (17.16) was observed to be greater than the expected mean score of 12.5. In addition to that, the arithmetic mean as regards quality leadership (16.86) was observed to be higher than the expected mean score of 12.5. The result therefore means that there is remarkable relationship between participatory democracy and quality management of ventures in Federal Universities in South-West Zone of Nigeria.

Testing the Research Hypothesis

Hypothesis One

The null hypothesis states that there is no significant relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria. In order to test the hypothesis, two variables were identified as follows:

1. Transformation leadership as the independent variable
2. Quality management as the dependent variable

Pearson Product Moment Correlation analysis was then used to analyze the data in order to determine the relationship between the two variables (see Table 3)

Table 3: Pearson Product Moment Correlation Analysis of the relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria

Variable	$\sum x$	$\sum x^2$	$\sum xy$	r
	$\sum y$	$\sum y^2$		
Transformation leadership (x)	763	11903	13020	0.99*
Quality Management(y)	843	14365		

***Significant at 0.05 level; df =48; N =50; Critical r-value = 0.279**

The above Table 3 presents the obtained r-value as (0.99). This value was tested for significance by comparing it with the critical r-value (0.279) at 0.05 level with 48 degree of freedom. The obtained r-value (0.99) was greater than the critical r-value (0.279). Hence, the result was significant. The result therefore means that there is significant relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria.

Hypothesis Two

The null hypothesis states that there is no significant relationship between participatory democracy and quality management of ventures in Federal Universities in South-West Zone of Nigeria. In order to test the hypothesis, two variables were identified as follows:

1. Participatory democracy as the independent variable
2. Quality management as the dependent variable

Pearson Product Moment Correlation analysis was then used to analyze the data in order to determine the relationship between the two variables (see Table 4)

Table 4: Pearson Product Moment Correlation Analysis of the significant relationship between participatory democracy and quality management of ventures in Federal Universities in South-West Zone of Nigeria

Variable	$\sum x$	$\sum x^2$	$\sum xy$	r
Participatory leadership (x)	858	14950	14609	0.78*
Quality Management(y)	843	14365		

***Significant at 0.05 level; df =48; N =50; Critical r-value = 0.279**

The above Table 4 presents the obtained r-value as (0.78). This value was tested for significance by comparing it with the critical r-value (0.279) at 0.05 level with 48 degree of freedom. The obtained r-value (0.78) was greater than the critical r-value (0.279). Hence, the result was significant. The result therefore means that there is significant relationship between participatory democracy and quality management of ventures in Federal Universities in South-West Zone of Nigeria.

Discussion of Findings

The result of the data analysis in table 3 was significant due to the fact that the obtained r-value (0.99) was greater than the critical r-value (0.279) at 0.05 level with 48 degree of freedom. This result implies that the result therefore means there is significant relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria. The result is in agreement with the research findings of Geijsel, Slegers, Leithwood and Jantiz, (2003), who stated that transformational leadership, tilts towards high productivity and performance with good conflict resolution skill. In transformation leadership behavior, the leader engages with others in such a way that the leader and the followers raise one another to higher levels of motivation and morality. The result of the analysis caused the null hypotheses to be rejected while the alternative one was retained.

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Conclusions

Based on the findings of this study, it is therefore, concluded that: Heads of department in Federal Universities in South-West zone of Nigeria are identified with element of transformation leadership and participatory democracy. Also there is significant relationship between transformation leadership and quality management of ventures in Federal Universities in South-West zone of Nigeria. There is significant relationship between participatory democracy and quality management of ventures in Federal Universities in South-West Zone of Nigeria

Recommendations

Based on the findings of the research work, the following recommendations need to be implemented:

1. All leaders and heads of department should adopt transformation leadership in their quality management of ventures in their institutions.
2. They should also ensure that they use participatory democracy as well in other to give v.

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