



Effectiveness of Leadership Personality on Organisational Performance: A case study of Sony Sugar Company in Awendo Migori County, Kenya

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Abstract: *The global workplace is experiencing difficulty in improving and attaining outstanding accomplishments, accountability, knowledge, skills, abilities and commitment to excellence and has failed to identify effective leadership personalities that can improve the situation. The purpose of the study was to examine effectiveness of leadership personalities on organisational performance in the sugar sector in Kenya, a case study of Sony Sugar Company in Awendo, Migori County, Kenya. A descriptive research design was adopted for the study and the target population for the study was 120 employees of Sony Sugar Company. Simple random sampling was used and Krejcie and Morgan formula for determining the sample of 103 participants was used. Primary data was collected through a structured questionnaire. For data analysis, descriptive statistics was adopted in the study to tabulate frequencies, percentages, and means scores. The analysis was done using SPSS version 20. The major findings on the effectiveness of leadership personalities on organisational performance indicated that there was strong effectiveness of work and interaction facilitation, goal emphasis and consideration and training on performance. The paper concluded that leadership personality is an important predictor of organisational performance. It was concluded that work and interaction facilitation, goal emphasis and consideration and training are significant determinants of morale and compliance with leadership directives which in turn influences improved performance. The paper recommends that organisations in the sugar sector should embrace an integrated organisational performance system to ensure that measures and initiatives are put in place.*

Keywords: *Effectiveness, Leadership Personality, Organisational Performance, Sony Sugar Company, Migori County, Kenya*

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1. Introduction

Globally, the unprecedented disruptions, changing consumer tastes and preferences, unpredictable demographic characters, are among the many factors causing difficulty in improving and attaining outstanding accomplishments, accountability, knowledge, skills and abilities and commitment to excellence. Due to rapid unpredictable changes in the competitive business

environment, changing consumer demographics and demands and growing complexities in the management of industries and other businesses is increasingly becoming difficult. These changes require new leadership personalities that will ensure achievement of outstanding performance. Besides, continuous agility, creativity and innovative performance in technology, development and self-motivated cultures of workforce in organisations are platforms through which shifting leadership personalities can be directed (Campbell & Wiernik, 2015).

Although leaders often achieve objectives and deliver on profit targets and therefore delivering the shareholder value, but in doing so leave a trail of irreparable destructions in their wake. This is an indication that using profitability as a measure of leadership effectiveness is not best practice. Leadership may be an important factor in providing recognition and encouragement, being supportive when people are under stress, giving constructive feedback, helping others with difficult tasks, and building networks with and among others. This is fundamental and may be useful in helping the development of support avenues, being considerate and person centered which is crucial for direct influencing people capabilities vital for achieving organisational objectives. It means that the drive should be focused towards leading of task assignments provision, clarifying work roles, and providing tools, explaining work methods, technical support and critical knowledge. But given the nature at which state corporations are stagnating, and in particular, the ailing sugar manufacturing companies, these critical desires seem lacking (Aghahowa, 2021).

The desires to have outstanding work plan, goals, duties and responsibilities, focus on results, quality, reliability and compliance performances remain vital dream unattainable. This implies that a means for encouraging enthusiasm and commitment for the group/organization goals, delegating authority and responsibilities to others, encouraging participation, allowing discretion in decision making, emphasizing the important missions to be accomplished is desired but largely missing in the practice of public organisations (Campbell, 2012; Solomon & Steyn, 2017).

In both public and private sectors, many organisations are struggling on how to achieve outstanding performance. Moreover, these organisations cannot understand the factors that have significant and positive relationship on their technical performance, communication performance, effort and initiative, counterproductive work behaviour, peer leadership, hierarchical leadership (Pulakos, Mueller-Hanson, O'Leary & Meyrowitz, 2012; Campbell, 2012). Organisations unsuccessfully initiated a range of performance improvement models, including leadership personalities for ensuring that successful performance-focused organisations attract and retain high achievers who are aligned with corporate strategy. It means that ability to set and achieve goals, duties, work plans and responsibilities are threatened (Campbell & Wiernik, 2015; Akram & Bokhari, 2011). In both the public and private sectors, organisations are seeking strategic models for maximizing performances for their own survival. In the contemporary competitive corporate environment, selecting an appropriate leadership style that matches with the business strategy remains one of the challenges. Yet

leaders are crucial in motivating and helping their workforces to be competitive and committed to the achievement of the organizational goals and objectives by use of effective leadership personalities.

Consequently, using different leadership personalities can enhance improved standards of excellence for outstanding organisational performance. The drive to have best practices for leading change, service improvement initiatives, engaging, inspiring and motivating the workforce, developing their talents, providing a clear vision of the company's strategic direction and improving potential of staff have not bear fruitful results. All these accompanied by poor processes of guiding individuals, teams, or organisations toward the fulfillment of their goals and objectives (Rodić, & Marić, 2021; Pulakos, Mueller-Hanson, O'Leary & Meyrowitz, 2012; Tortorella & Fogliatto, 2017) threatens the realisation of outstanding performance.

Although influencing the behaviour of other people such that their performance is enhanced, both individually and collectively is considered vital for improved performance, its realisation is hardly found. It implies that most organisations struggle to improve performance effectiveness and results, developing employees, and facilitating communication and information exchange between employees and managers. Although many organisations desire to gather all their resourceful capabilities for exemplary achievements or accomplishments, maintained high level of excellence in the work responsibilities, goals, work plan, duties and any other activities (Campbell & Wiernik, 2015; Akram & Bokhari, 2011; Stojanović & Marić, 2018) but initiating leadership personalities with direct impact on their achievements at all levels of the organisation is still a challenge.

These organisations, especially in the public sector are unable to initiate practices that enhance stable and sustainable performances. Yet the goal of any organisation is not only to survive, but also to sustain its existence by improving performance. The drive to provide one-on-one coaching and instruction regarding how to accomplish job tasks, how to interact with other people, and how to deal with obstacles and constraints is lacking (Shafie, Baghersalimi & Barghi, 2013). It means that the drive to continually increase performance to meet the needs of the highly competitive markets may be difficult to realise. Available studies indicate that the role of leadership is critically important for achieving organisational performance (Ali & Islam, 2020). However, these studies also provide mixed understandings of the roles of leadership in increasing organizational performance. While this remains the case, the traditional performance

improvement practices continue to be painful and ineffective for organisations, managers and employees.

According to John and Chattopadhyay (2015), factors for measuring organizational effectiveness include quality and cost, financial performance in terms of profit, return on assets and market share and human resource in terms of job performance and turnover rate. To improve the performance of an organization, leaders must promote innovation and creativity, improve individual employee performance and stimulate subordinates to challenge their own value systems. Ibrahim and Daniel (2019) suggest that leadership personalities can have a positive influence on performance. High performance leadership can be useful for proper implementation and achievement of the mission and vision along with coping with the changes occurring in the external environment (Zebra, 2017).

1.1 Statement of the Problem

In the past many years, competition in the sugar industry in Kenya has increased significantly as a result of subsidized sugar imports from India, Brazil, Uganda and the increasing pressure of the state corporations to be efficient, effective and profit making. In addition, a combination of pressure resulting from the introduction of new regulatory frameworks, increased competition, international integrations and change in customer demands have necessitated the demand for a leadership personality that encourages adapting to changes. The strength of sugar companies in Kenya significantly depends on the leadership personality used. After many years of poor performances, the sugar industry in Kenya is in a crisis currently, with many factories owing cane farmers billions of debts, as the government is pushing for privatization which is not wholly a welcome move. Although the government has been bailing out these factories with some token, return to normalcy has not been achieved. In order to survive in the sugar industry and to ensure a continued increase in its profitability, the Sony Sugar Factory require drastic changes to its structures, operations and in the strategies used to meet current market needs. Although leadership personalities have been shown to influence organizational performance in other countries and sectors, there is little empirical evidence on the role of leadership personalities on organizational performance in the sugar industry in Kenya. Studies conducted on leadership personalities on organizational performance in Kenya have been limited to specific sectors and hence their findings cannot be generalized to the sugar industry. This study therefore sought to investigate on the effectiveness of leadership personalities on organizational performance in Sony Sugar Factory, Migori County in Kenya. Based on this premise, the present study aimed to explore the

effectiveness of leadership personalities on organizational performance. There are several types of leadership personalities such as effectiveness of leadership personality, transactional leadership, autocratic, democratic leadership, participative leadership personality among others. The leadership personalities chosen for this study included: work and interaction facilitation, goal emphasis and consideration and training. The reason behind choosing these leadership personalities is the fact that they are the most practiced leadership personalities throughout the globe, having direct interpersonal influence that attempt to influence the behaviour of other people such that their performance is enhanced, both individually and collectively. Therefore, if any new ideology is developed through research, it can improve these leadership personalities further and bring success to organizations.

1.2 Purpose of the Study

The purpose of this study was to investigate the effectiveness of leadership personalities on organizational performance in Sony Sugar company of Kenya.

2. Literature Review

2.1 The Leadership Personality Concept

World over, a number of significant theoretical and empirical studies have been undertaken on organizational performance. For a long period of time aspects on how leadership impacts on organizational performance have attained prominence among academics and practitioners working in the area of leadership (Al Khajeh, 2018; Bhargavi & Yaseen, 2016; Igbaekemen & Odivwri, 2015). However, this is based on the belief that there is a relationship between the leadership style in an organization and organizational performance (Rowe et al., 2005). Thus, the leadership style adopted in an organisation is instrumental towards the attainment of organizational goals and in arousing performance among subordinates (Sadia & Aman, 2018; Klein et al., 2013).

On the other hand, personality is defined as a distinctive character that influences behaviour in a particular manner. According to Yukl (2013) a trait is a variety of individual attributes, including aspects of personality, temperament, needs, motives, and values. But Daft (2015) and Datta (2015) believe that traits are the distinguishing personal characteristics of a leader, such as intelligence, honesty, self-confidence, and appearance. Likewise, Antonakis, Cianciolo and Sternberg (2004) define traits as relatively

stable and coherent integrations of personal characteristics that foster a consistent pattern of leadership performance across a variety of group or organizational situations. The ability to transfer leadership personalities represents actions taken that directly influence interpersonal behaviour of other people such that their performance is enhanced, both individually and collectively. This is the domain of leadership critical for mobilizing others toward a shared vision.

2.2 Theoretical Review

According to the new leadership approach, leadership is regarded as a process of social influence toward a common goal (Lindebaum & Cartwright, 2011). According to this definition, leadership emerges as a three-dimensional concept: relational, influential and directional. In the relational, leadership exists in relation to a group of followers. It is needed to build mutually working relationships that help in developing cohesion among different personalities in the workforce towards striking a balance and rallying them a common purpose and the character which inspires confidence.

2.2.1 Trait Leadership Theory

The hunt for the attributes or traits of effective leaders has been central to the leadership literature. Underlying this study is the belief that leadership capabilities are rooted in personalities possessed by individuals. Leadership personality theory studies have shown significant positive relationships between effective leadership and personality traits such as intelligence, extroversion, conscientiousness, self-efficacy, and openness to experience. These findings also show that individuals emerge as leaders across a variety of situations and tasks (Ebrahim, 2018).

This theory suggests that certain inborn or innate qualities and characteristics make someone a leader. These qualities might be personality factors, physical factors, intelligence factors, and so on. In essence, trait theory proposes that the leader and leaders' traits are central to an organisation's success. The assumption here is that finding people with the right traits will increase organisational performance. Trait theory focuses exclusively on the leader and neglects the follower. According to trait leadership theory, effective leaders have in common a pattern of personal characteristics that support their ability to mobilize others toward a shared vision. These traits include dimensions of personality and motives, sets of skills and capabilities, and behaviour in social relationships. Using traits to explain effective leadership considers both characteristics that are inherited and attributes that are learned. This approach has been used to differentiate leaders from non-

leaders. Understanding the importance of these traits can help organizations select, train, and develop leaders.

2.3 Organizational Performance

Organizational performance is the observable actions not the thinking that preceded the action directed towards achievement of organizational goals. Performance is the level of output that is defined as the result of an activity and that employees perform for themselves in the work that is appropriate to their characteristics and abilities, within acceptable limits. It was considered a complex construct (Neto, Araújo & Ferreira, 2019) that involved employees and employers and was often linked to efficacy and efficiency.

It is recognised that organisational performance is considered to be either an effort that employees produce on behalf of their salaries (Sofi & Devanadhen, 2015) or the time and effort they spend to get what they want as part of an employee's duties and responsibilities in an organization to satisfy his or her needs (Tortorella & Fogliatto, 2017). The management of organisational performances is of critical importance for businesses (Yang, 2015). The absence of outstanding performance may be a key indicator that leads to the failure of employees to meet their expectations. Due to this, it is the objective of effective organisational performance to determine the individual performances of organisations through healthy and fair criteria, to inform employees about this issue, and to increase organizational efficiency through the development of individual productivity and employee performances (Sofi & Devanadhen, 2015; Thompson & Glasø, 2015). Therefore, the concept of effectiveness of leadership personalities is important in terms of organisational performance.

Measuring organizational performance is a multi-dimensional concept. Effectiveness and efficiency are the two fundamental dimensions of performance. This is emphasized by Aboyassin and Abood (2013) in the argument that effectiveness refers to the extent to which stakeholders' requirements are met, while efficiency is a measure of how economically the firm's resources are utilized when providing a given level of stakeholder satisfaction. To attain superior relative-performance, an organization must achieve its expected objective with greater efficiency and effectiveness than its competitors (Akpaprep, Jengre & Mogre, 2019).

2.4 Effectiveness of Leadership personalities on Organizational Performance

It is considered that an organization's leadership undoubtedly has a strong bearing on its performance, employee job satisfaction and employee commitment. Some researchers have argued that leaders motivate and help their employees to be competitive by using effective leadership personalities (Bhargavi & Yaseen, 2016; Bass & Riggio, 2006). Thus, the leader's use of effective leadership personality(s) is imperative to promoting standards of excellence in the professional development of the members of the organization.

2.5 Empirical Review

The function of effective leadership personalities is vital for organizational performance (Cakir & Adiguzel, 2020). Effective organizational leaders develop progressive organizational accomplishments, accountability processes, communication, job knowledge, develop employee motivation, clarify vision and organizational objectives, and guide the whole efforts towards high performance and outcomes (Campbell, 2012). In a study done by Cakir and Adiguzel (2020) it was found out that effective leader safeguards organizations' benefits by realizing the needs of the employees and integrating all the resources for achieving organizational goals and objectives (Bhargavi & Yaseen, 2016). However, these studies did not indicate the role of character traits of leadership and their effectiveness on organisational performance. It means that knowing the important and effective leadership personalities is not researched. These studies were also majorly carried out in the financial sector, leaving out key industries that drive economies such as the sugar sector (Daft, 2015).

Most studies (Aboyassin & Abood, 2013; Aghahowa, 2021; Datta, 2015; Gachingiri, 2015) recognise that leadership and organizational performances are linked together. According to study findings by Edelmann, Boen and Fransen (2020) there is significant relationship between leadership and organizational performance (Hazy, 2006). Organizational performance is the ultimate dependent variable of interest for researchers concerned with just about any area of management (Yukl, 2013). Moreover, other studies Zebra (2017), Saasongu (2015) and John and Chattopadhyay (2015) suggest that the role of leadership is critically important for an organization to achieve a high level of performance. The successfulness of an enterprise in terms of achieving their objectives is determined by organizational performance (Yukl, 2013). The criteria measured are the efficiency and effectiveness

of goal and objective achievement. However, some other studies (Hazy, 2006) suggest that role of leadership is not so important in achieving the organizational performance.

Therefore, these contradictory findings about the role of leadership in organizational performance suggest that there is more need to study the role of leadership in organizational performance. In particular, the expansion of the study of leadership to include effectiveness of leadership personalities on organisational performance is critical.

3. Methodology

The study adopted a descriptive survey as per Mugenda and Mugenda (1999), and Kothari (2004) who argue that a descriptive survey seeks to obtain information that describes existing phenomena among members of a survey population. The descriptive survey was the most appropriate design for this study since it enabled examination of the elements in the population of the existing phenomena. The population of interest consisted of all employees of Sony Sugar Company in Awendo, Migori County. The target population was 167 employees. The study used simple random sampling and in determination of the sample size, a table by Krejcie and Morgan cited by Amin (2005) was used in selecting the sample. Krejcie and Morgan's (1970) table is commonly used in quantitative research studies to estimate an appropriate sample size. It provides a systematic approach to determining the sample size needed for a study. This table is used because there is an ever-increasing need for a representative statistical sample in any given empirical research which has created the need for an effective sample size determining method (Bukhari, S. A. R. 2020; Bukhari, S. A. R. (2020b).

This study used a self-administered questionnaire as quantitative data collection instrument. The research instrument was pre-tested to assess the effectiveness and validity of the tool. A pilot test was undertaken to detect the weaknesses in the design and instrumentation, and to give proxy data for selection of a probability sample. Data was analysed using the Statistical Package for Social Scientists (SPSS) version 20 to generate descriptive statistics and inferential statistics to determine the relationships between study variables.

4. Results and Discussion

This section was guided by the purpose of the study which was to investigate the effectiveness of leadership personalities on organizational performance in Sony Sugar company of Kenya.

4.1 Descriptive Statistics

4.1.1 Understanding of Performance Processes

It was revealed that majority 60 (59.0%) of the respondents believed that they understand the concept of organisational performance while 42 (41.0%) of the respondents believed that they do not understand organisational performance concept at Sony Sugar Company. It infers that although majority of respondents understand organisational performance concept in this organisation, there is a significant proportion that do not and this may influence the outcome of organisational performance at the Sony Sugar Company. Those who indicated their knowledge of organisational performance concept also expressed their satisfaction of the existence of organisational performance at Sony Sugar Company. They believed that this could assist in establishing

relationship between the management and the employees leading to improved service delivery and improved Organisational performance. This is related to what Haque et al., 2015 postulated that employee motivation, innovation, organizational culture and human resource strength are tenets of performance (Haque et al., 2015; Igbaekemen & Odivwri, 2015; Bass & Riggio, 2006). However, these aspects at times affect organizational performance. Worth to note is that leadership has the potential of affecting the performance of an organization if not handled well (Ng'ethe et al., 2012; Jeremy et al., 2012)

4.1.2 Respondents Experiences with Organisational Performance

The study sought to find out the level of respondent experience with organisational performance. This was measured using 15 items on a 5-point of Likert Scale.

Table 1: Distribution of Respondents Experiences with Organisational Performance

	SA	A	N	SD	D	Mean
1. I understand that work plan, goals, duties and responsibilities are accomplished beyond expectations	41 (40.0)	34 (33.3)	7 (6.7)	14 (13.3)	7 (6.7)	3.75
2. Quality, reliability and compliance accountabilities are highly provided for in this organisation	58 (57.1)	22 (21.4)	NIL	11 (10.5)	11 (11.0)	4.3
3. Knowledge skills and attitudes retained in this organisation have been useful for developing good communication, job knowledge and teamwork	58 (57.2)	22 (21.4)	7 (7.1)	15 (14.3)	7 (7.1)	4.5
4. Commitment to excellence has enabled the organization to improve its initiative and innovation, customer service and mission support	NIL	NIL	NIL	36 (35.7)	66 (64.3)	1.37
Grand Mean (Overall Grand)						3.48

The results in Table 1, indicate that respondents had a weak opinion with the organisational performance (Average score=3.48) on their experience with organisational performance. The results of the statement that participants understand that work plan, goals, duties and responsibilities are accomplished beyond expectations; that quality, reliability and compliance accountabilities are highly provided for in this organisation and that knowledge skills and attitudes retained in this organisation have been useful for developing good communication, job knowledge and teamwork (mean scores 3.75, 4.3, 4.5 points respectively) but strongly disagreed that the case organisation has been

able to enhance improved initiative and innovation, customer service and mission support through commitment to excellence (mean score 1.37 points). These findings contradict and there is a possibility that the organisation is faced with performance implementation process difficulties.

4.1.3 Overall Performance Measurement

The study also sought to establish the ways level of organisational performance achieved. This information was sought among all levels of management of respondents.

Table 2: Distribution of Overall Performance Measurement

		SA	A	N	SD	D	Mean
1.	Work Plan, Goals, Duties and Responsibilities accomplishments	44(43.0)	31(30.0)	6(6.0)	8(8.0)	13(13.0)	2.18
2.	Accountability to quality, reliability and compliance realization	66(64.4)	14(14.0)	0(0.0)	16(16.0)	6(5.60)	1.76
3.	Developing good communication, job knowledge and teamwork through organisational knowledge skills and attitudes	29(28.0)	61(60.0)	0(0.0)	8(8.0)	4(4.0)	2.10
4.	Commitment to excellence through initiative and innovation, customer service and mission support	19 (19.0)	55(54.0)	11 (11.0)	16(16.0)	0(0.0)	2.24
Grand Mean (Overall Grand)							2.07

The results in Table 2 reveal that respondents disagreed all the four measures of performance measurement with an average mean score of (average mean score =**2.07**); which is an indicator that performance measurement in the case organisation as measured by these four factors is not a prioritized. This is a pointer towards the current personality of the leadership and management of this organisation. This is a barrier to the introduction of an adequately aligned and integrated very strongly and positively performance influenced by major internal and external environments.

This result is related to Haque et al (2015) who note that organizational leadership styles go a long way to influence the organizational culture and this in turn directly or indirectly influences organizational performance (Haque et

al., 2015; Klein et al., 2013). So, leadership is the salient component of any organization and its importance cannot be underestimated because the leadership style used is the avenue utilized by managers to exercise their leadership function (Armstrong, M. 2012).

4.1.4 Effectiveness of Leadership personalities on Organizational Performance

There were three (3) components of independent variable of factors of influence including facilitation of work and interaction, objective/goal emphasis and cascading of recognition/reward. This subsection presents the findings on the effect of different factors on the organisational performance.

Table 4: Effectiveness of Leadership Personality on Organisational Performance

Facilitation of Work and Interaction						
	SA	A	N	D	SD	Mean
1. Work and interaction facilitation can <i>provide</i> the help you need so that you can plan, organize and schedule work ahead of time	98(96.0)	4(4.0)	0(0.0)	0(0.0)	0(0.0)	5.00
2. Work and Interaction Facilitation helps in finding ways to do a better job on dimensions that measure a person's ability to adjust to changing circumstances as needed and to be flexible in responding to problems	87(85.0)	12(12.0)	0(0.0)	3(3.0)	0(0.0)	4.86
3. Work and interaction facilitation minimizes employee turnover thereby improving talent retention	77(75.0)	25(25.0)	0(0.0)	0(0.0)	0(0.0)	4.75
4. Work and interaction facilitation helps in providing task assignments, explaining work methods, clarifying work roles, providing tools, critical knowledge, and technical support	98(96.0)	4(4.0)	0(0.0)	0(0.0)	0(0.0)	5.00
Objective/Goal Emphasis						
5. Enables the leader to set an example by working hard himself	1(0.8)	3(2.7)	0(0.0)	35(34.0)	61(60.0)	4.52
6. Creating, changing, clarifying, or gaining acceptance of group goals	5(8.0)	4(4.0)	0(0.0)	18(28.0)	61(60.0)	4.33
7. Engaging in communication to encourage collaboration and team learning	0(0.0)	6(10.0)	0(0.0)	20(20.0)	72(70.0)	4.35
8. Overall, demonstrating mission, execution and self-competencies	0(0.0)	0(0.0)	0(0.0)	20(20.0)	82(80.0)	4.64
Cascading of Recognition/Reward						
9. My organisation leadership is supportive in cascading recognition and reward to the last staff down the operational line	36(35.0)	51(50.0)	5(5.0)	10(10.0)	0(0.0)	4.21
10. Our leadership enhances someone else's feeling of personal worth and importance and shows mutual trust and respect at all levels of staff	25(40.0)	61(60.0)	0(0.0)	0(0.0)	0(0.0)	4.4
11. There is improved feelings of value and self worth among the staff	61(60.0)	31(30.0)	0(0.0)	10(10.0)	0(0.0)	4.41
12. Our organisation has improved on positive interaction and relationship building with peers	68(67.0)	22(22.0)	8(8.0)	2(2.0)	1(1.0)	4.51
Overall Average						4.58

The three components of effectiveness of leadership personalities on organisational performance are found to have influence on the organisational performance. The results of the study indicate enough findings that are indication that these may be among the leadership personalities effectiveness considered when an organisation intends to achieve sustainable outstanding performance. It means that the leadership personality influence planning for which actions, activities, resources are needed (planning expertise). If obstacles and problems arise during this process, the leader becomes involved and readily and willingly takes on the challenge to achieve the

next step. This way, the leadership is influential in facilitating innovation, creativity, willingness to learn and change and develop approaches to find adequate solutions.

This finding is collaborated with Michael (2010) who suggested that leadership has a direct cause-effect relationship towards the success of an organization and leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Therefore, they inspire those around them in order to secure the required benefit from the organization's resources,

including human resources. Thus, the success can only be achieved and sustained in organizations where suitable leadership styles are used.

This mobilizes the support of all the staff to help when individuals or teams struggle. The leadership personality demonstrated in these findings include drive to attain willingness to change, learn and be creative and innovative, engagement and power of endurance, planning compliance and orientation, autonomous action and assume responsibility, which are significant if goal orientation initiatives are to be realised to help improve performance. Most organisations fail to correctly detect and identify with what is connected with goals, what interactions take place and how the previously mentioned effects occur to realise specific goal of focus. It means that in understanding which facets play a role in this and how they relate to each other when converged, leadership personality can base their actions on this and hence increase the performance much more easily. These findings are indicative that leadership personalities examined in this paper can be significant strong predictors in explaining and optimizing the work organisational performance improvement and is proposed by this paper as a practical guide to achieving high performance and a satisfied workforce result. This is in line with (Bhargavi & Yaseen, 2016; Obiwuru et al., 2011) who postulated that the leadership style practiced by an organization has an impact on the success and operations of the organisation. Therefore, the leadership style can be an avenue of enhancing employee interest and commitment in an organisation (Bhargavi & Yaseen, 2016; Obiwuru et al., 2011). Further, research has established that the role of a leader is significant towards the survival and progress of an organization. Al Khajeh (2018) and Bhargavi & Yaseen (2016) in their study on leadership and organizational performance suggest that the role of leadership is critically instrumental for high level performance in an organization.

5. Conclusion and Recommendations

5.1 Conclusion

The discussions of findings of the study showed that the practice of effective leadership personalities should bring out improvements in the performance domains and enhance the performance functioning of organizations including accomplishments, accountability, knowledge, skills, and abilities and commitment to excellence.

The findings show that there are three (facilitation of work and interaction, objective/goal emphasis and cascading of

recognition/reward) main dimensions that influence the organisational performance with varied influences. Performance management dimensions that are implemented very strongly and positively are influenced by the leadership personality components providing significant effectiveness. In addition, this will cause high performance. However, as an important factor, goal emphasis is still inadequate. In order to increase effectiveness of organisational performance, this factor should be deemed carefully and strictly.

It was conclude that leadership personality at Sony Sugar Company gauges how well a leader encourages followers to communicate, get relevant feedback and build relationships with one another; making it a priority to assist his team through efficient planning, resource allocation and operations management activities such as activities as providing task assignments, explaining work methods, clarifying work roles, providing tools, critical knowledge, and technical support, scheduling, coordinating, planning, providing ways to get the job done, and by providing resources such as tools, materials, and technical knowledge. The study also concluded that weak leadership in work facilitation can predict a growing gulf between management and employees that can lead to high turnover and decreased productivity. Moreover, proficient in interaction facilitation can help in predicting greater efficiency.

The findings also indicated that a strong effectiveness of leadership personalities on organisational performance. The goal emphases indicate effectiveness on organisational performance. From the findings the study deduced that objective/goal emphasis can stimulates excitement, which can be a tonic to motivation and dedication thereby enhancing accomplishing goals from team members. The effectiveness of this component enables organisations to predict their output and in some cases their profit margin based on how their leadership measures in goal emphasis.

This means that effectively integrating and aligning these dimensions (facilitation of work and interaction, objective/goal emphasis and cascading of recognition/reward), it will enhance organizational performance. Therefore, it is important to develop leadership personalities in areas such as facilitation of work and interaction, objective/goal emphasis and cascading of recognition/reward in order to improve support to predict higher morale and compliance with leadership directives. Consideration and Training should also be reengineered to be more supportive of organisational performance and a clear reward policy guideline. Therefore, top leadership needs to support of

organisational performance making it useful at the Sony Sugar Company.

5.2 Recommendations

1. The paper recommends that there is need to embrace an integrated organisational performance to ensure that measures and initiatives are put in place. These measures may include tools and techniques of transferring, inspiring team building, and relationship building leadership development programs so that they can adequately contribute to the organisational performance of sugar processing organisations.
2. The paper also recommends that organizations which have already put performance dimensions in place should ensure that components such as consideration, work and interaction facilitation, goal emphasis are properly integrated into the program to improve performance.
3. It is also recommended that work and interaction facilitation that led to effective organisational performance need to be utilized. A feedback system that gives specific information to help improve, makes performance expectations clear from the start, heightens efficiency by reducing resentment, buildup, and strengthens relationships need to be enhanced to ensure effective organisational performance.
4. This paper focused on Sony Sugar Company as the case study, thus it is recommended that the research should be replicated in other sugar sectors, especially the newly emerging related Sugar factories and the results compared in order to determine whether there is consistency among these Sugar factories on the effectiveness of leadership personalities on organisational performance.

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