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Leadership Dual Behaviour and Workers' Performance: A People-Task Orientation Model

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Abstract:

This paper investigated leadership behaviour from a duality perspective (task-orientation and people-orientation) against the background of workers' performance. The leadership approach adopted by a leader is predetermined by situational variables and the need to maintain social affiliation with workers. While the duality appears conflicting, scholars' prescription are also inconclusive. Hence, a hybrid of people/task orientation, social-contingency and leadership theories helped frame the research's philosophy, literature, methodology, and model design. Forty-four leaders were purposively selected as respondents for the study anchored on distinctive parameters. The research design is descriptive, correction, and prediction. The research is survey-based. The results from statistical analysis indicate that the elements of people-orientation, task orientation, and performance were rated high by the respondents. Also, a positive significant relationship was discovered to exist between workers' performance and the principal elements of leaders' task-orientation and people-orientation. The results further show that workers' performance is predicative of leaders' practice and encouragement of joint decision-making (people-orientation). Hence, leadership (task/people orientation) to workers' performance was meaningless until it's able to eliminate disconnection and create a convergence between followers and leaders in decision-making. The results hence reaffirmed social-situational model to leadership behaviour. It was therefore prescribed that what works in a specific organization, is what that organization institutionalized as leadership behaviour instead of one-size-fits-all.

Key words: Leadership, Performance, Task-orientation and People-orientation

1. Introduction

Leadership studies with contrasting perspectives have dominated management and political analysis in Africa¹. The divergent sophisticated approaches to leaders' behaviour studies in management domain are associated leaders and followers. Hence, the need to investigate the duality: task-focused and people-orientation to workers' performance. The differences in perspective are attributed to continuous utilization of Western methodological framework without critical focus on contextual influences. While some scholars have overemphasized achievement-based concept (Collins, 2006; Kouzes and Posner, 2007 and Yukl, 2001; 2006), others have adopted needs-affiliation perspective (Beach and Conolly, 2005; Badaracco, 2002; and Keller and Cacioppe, 2001), hence the divided conclusions within the academic commentators and scholars' corridors on people-task orientation and workers' performance. A pocket of scholars have fuelled the discourse through performance-driven (Nye, 2008 and Jones, 2005) or productivity-concern perspective²(Angerer, 2003 and Platton, 2011) while others have investigated the inevitability of workers' supportive-relationship or groupism (Morse, 2008; Hogg, 2001; and Walker, 2006). These differences in approaches and conclusions have orchestrated a clash of think-tanks leaving future leaders without a dependable solution to the question and instrumentality of leaders' dual behaviour on workers' performance.

¹Ayittey, B. N. G (2011). *Defeating Dictators: Fighting Tyranny in Africa and Around the World*. NY: Palgrave Macmillan

²Bass, B. (1985). *Leadership and Performance beyond Expectations*. NY: Free Press

Over the decades, growth in scholars' rethink and awareness of leaders' behavior (Peele, 2005), characteristics (Jones, 2005 and Nye, 2008) and approaches to organizational productivity³ (Northouse, 2004) have shaped the field of leadership. For an organization to survive and thrive in a business world dominated by authoritative personality and fierce competition created by technological advancement, globalization, and network of relationship-driven markets, an organization adoption of different leadership styles⁴ is inevitable. Hence, some organizations strive for a democratized *archagos* and egalitarian organizational culture (Jones, 2008) that enables rational choice (Yukl, 2006), self-management (Pfeffer, 1998), responsiveness (DePree, 2004) and collective socialization. However, it is commonly argued that these features are politics of modernization⁵ which cannot work in most organizations (Cameron and Quinn, 2006).

The question is simply, should the behaviour be autocratic or context-anchored since leadership is an art (DePree, 2005). The concept of autocratic leadership (Robbins and Coulter (2005) has demeaning historical and social-construct connotations, hence problematic in the analysis of leadership. It triggered the emotional feelings of slavery, machine-employees, and relative deprivation. These terms are associated with bourgeoisie versus serfdom analysis; an extractive patron-client relationship which Marxism had long discussed and criticized. Autocratic leadership frame of reference associates leadership with stratifications or layers in social life⁶, exploitive, hegemony, and people-division in organization. Thus, leaders are assumed born, a linear and weak rational conclusion whose epistemological foundation is subject to academic criticism.

From the foregoing, this paper avoided the blind-men descriptions of an elephant and further divorced its analysis from the hippopotamus in a marshland mentality. While this paper is not immersed in the debate with the possibility and preferences for direction (task-focused or achievement orientation) the effort is to investigate these dimensions from the perspectives of selected leaders in Kigali Rwanda. Thus, two propositions were generated: (1) what works in an organization is institutionalized to become predominant leadership behaviour (2) perception, prediction and relationship could exist between the dominant leadership behaviour and workers' performance. From the aforementioned, the work is structured into four sections; introduction, literature review, methodology/model-design, and results analysis with recommendation respectively.

2. Literature Review

Leaders seem critically elusive while leadership is contested within the spectrum of clash or convergence. This orchestrates a causal-factor influencing workers' and organizations' productivity, effectiveness, and longevity. Emerging literature attributed leaders to the creation and maintenance of organization structural-functionalism⁷ that encourages workers' groupism⁸ and drives workers' psychology⁹ (Ahmad, 2001; Kim, 2002; and Draft, 2005) and performance¹⁰. This institutional perspective (Perra, 2001) to leadership is closely akin to system theory, institutional theory, workplace social capital¹¹ and situational contingencies. Hence, workers' and leaders' social-interdependency philosophy¹² permits exchange of resources (Perra, 2001 and Berson & Linton, 2005) which permeates organization's cross-functional activities and promotes productive outcomes. This social-interdependency is a leadership value system that requires behavioural revolution¹³ through collective mind programming to reflect organizational psychological focus and oneness (Jones, 2005 and Cameron and Quinn, 2006).

The concept of leaders' behaviour to workers performance has received increasing attention in the fields of leadership, management, human resource management (HRM), and organization development (OD). The critical challenge, however, has been lack of unified practical approach (Platow, 2011; Morse, 2008; Walker, 2006; Hogg, 2001; and Haslam, 2004). The inadequacy in behavioral measurement (Palanski and Yammarino, 2007) created a theoretical spectrum¹⁴ with scholars supporting context-fitness (Zhu, May, Avolio, 2004; Casimir, Waldman, Bartarm and Yang, 2006; and Kouzes and Posner, 2007) and bipolar¹⁵ perspective (Draft, 2005; Kim, 2002; and Yukl, 2006). The divergence in thinking¹⁶ and the prescriptive dimensions are attributes of cultural differences (DePree, 2003) and personality differential across societies¹⁷ and organizations. These influence social construct (Northouse, 2004)

³Bass, B. and Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. CA; Thousand Oaks, Sage Publications

⁴Belbin, R. M. (1993). *Team Role at Work*. Oxford: Butterworth-Heinemann.

⁵Raelin, J. (2003). *Creating Leaderful Organizations*. San Francisco: Berrett-Koehler Publisher Inc.

⁶Gosling, J. and Mintzberg, H. (2003). *Mindset for Managers*. Working Paper, Center for Leadership Studies

⁷Walker, M. C. (2006). Morality, Self-interest and Leaders in International Affairs. *The Leadership Quarterly*, 17: pp. 138-45

⁸Hogg, M. A. (2001). Social Identity Theory of Leadership. *Personality and Social Psychology Review* 5, No. 3: pp. 188-191

⁹Beach, J. R & Connolly, T. (2005). *The Psychology of Decision Making: People in Organization*. 2nd ed. CA: Sage

¹⁰Aguinis, H. (2009). *Performance Management*. 2nd ed. Singapore, Pearson Education International.

¹¹Haslam, A. (2004). *Psychology in Organizations: The Social Identity Approach*. 2nd ed. London: Sage

¹²Garcia-Zamor, J. C. (2003). Workplace Spirituality and Organizational Performance. *Public Administration Review*, 63, no.3: pp. 355-363

¹³Perterson, D. (2004). Perceived Leader Integrity and Ethical Intentions of Subordinates. *Leadership and Organizational Development Journal* 25: pp. 7-23

¹⁴Tannenbaum and Schmidt, W. (1958). How to choose a leadership pattern. *Harvard Business Review* 36(2), 95-101

¹⁵Raelin, J. (2003). *Creating Leaderful Organizations*. San Francisco: Berrett-Koehler Publishers Inc.,

¹⁶DePree, (2004). *Leadership is an Art*. NY: Broadway Business.

¹⁷Pfeffer, J. (1998). *The Human Equation: Building Profits by Putting People First*. Boston: Harvard Business School Press.

and provide logical instrument for sweep generalization without critical context assessment in various cultural settings. There have been scholarly documentations to validate these opposing arguments on task-focused (Bass and Stogdill, 1990 & Ralston and Wilson, 2006) and relationship-oriented (Casimir, Waldman, Bartram and Yang, 2006 and Zhu et al., 2004). The conclusions of each perspective show mixed elements of weakness with reference to verify specific leadership behaviours' applicability in different cultures.

Hence, leader behaviour runs on a continuum dynamics, with employee-centered approach¹⁸ at one end and production-centered method at the other. In firms-specific situations, general terms like human-relations¹⁹ and task orientation are used to describe the alternative leadership behaviour (Yukl, 2006). The adopted behaviour in the spectrum becomes a rational choice after cost-benefit analysis²⁰ (Iles and Preece, 2006) with allusion to expected performance. While task-orientation sees the great-man or power-based mentality (Collins, 2001) as instrumental to performance, even the great-man needs social affiliation (Draft, 2005). The behavioural perspectives assume that leadership is central to performance and other outcomes, however, what works best is subject to contextual dynamics²¹ and prevailing shared organizational culture and values (Cameron & Quinn, 2006).

The task-focused and relationship oriented behavioral perspectives both assumed that leadership has strong impact on workers' performance. Further, the leader's traits and behaviours do act in conjunction with situational contingencies to predict performance (Kouzes and Posner, 2007 & Collins, 2001). Robbins and Coulter (2005) speaks of personality traits and behaviours enhancement to relevance leader's situational contingencies. Thus, leader flexibility is predictive (Yan and Hurt, 2006) in conjunction with the wealth of an organizational intellectual capital (Pfeffer, 1998). Hence, social capital and human capital are likely to be most important in complex organizations (Kim, 2002) where leaders' decision implementation requires lots of persuasion (Peele, 2005) and social influence (Keller & Cacioppe, 2001). This disposition therefore suggests that a leader's behavioural adjustment complements situational contingencies and prevalent social (Badaracco, 2002) influence in the work setting.

The leader behaviours²² (directive, supportive, delegating, and participative) are dimensions that complement the situational contingency influencing subordinate to perform. Directive behaviour deals with spelling out the subordinates' tasks, while supportive approach focuses on subordinate needs/well-being to promote conducive work-climate in the organization (Robbins and Coulter, 2005). Achievement-oriented leadership emphasizes setting challenging goals, stressing excellence in performance, and showing confidence in the group members' ability to achieve high standards of performance (Kouzes and Posner, 2007). Participative leadership like supportive focuses on consultations and exchange of ideas before making decisions (Jones, 2006). The four dimensions are further regrouped into task-orientation (directive and achievement) and relationship-focused (supportive and participation). This categorization permits objective assessment of leadership behaviours within the spectrum of task vis-à-vis relationship orientation.

Daft (2005) speaks of leadership as an influence relationship between leaders-followers with intend real changes (Ahmad, 2001) and outcomes that reflect their shared purposes (Yan and Hurt, 2006). Over time, other dimensions of leadership behaviour have been developed and applied as researchers continue to discover what contributes to leadership success and failures²³ (Draft, 2005; Ross, 2006; DePree, 2004; Strange and Mumford, 2002; and Kouzes & Posner, 2007). Currently, the most influential contingency approach to leadership is the Path-Goal theory (Robbins, 2005). This theory states that the main goal of the leader is to help subordinates attain their psychological goals effectively²⁴, and with the necessary direction and support to achieve their own goals²⁵ as well as those of the organization (Silverthorne, 2001). This encapsulates the task-oriented and people-oriented and metamorphous into context best-fit approach.

In light of this, leadership becomes a process with a fundamental purpose of influencing others to accomplish predetermined objective through collective integration and participation in both task and people orientation behaviours. Thus, leadership denotes both achievement-based activities and symbolic interdependent relationship²⁶ instead of ascriptive legitimacy. Three commonalities become prevalent from the literature studied: (1) leadership is the key to organizational performance; (2) the bases of the successful organizational performance are collective thinking, social capital, and leadership behaviours; and (3) performance and leadership take place by way of connections with other organizational components. This study is theoretically based on Kouzes and Posner (2007) framework but borrowed extensively from Bass and Stogdill (1990) on leadership.

¹⁸Keller, T. and Cacioppe, R. (2001). Leader-Follower Attachment: Understanding Parental Image at Work. *Leadership and Organizational Development Journal* 22(2). Pp. 70-75

¹⁹Popper, M., Maydeless, O. and Castelnova, (2001). Back to Basic: Applying a Parenting Perspective to Transformational Leadership. *The Leadership Quarterly* 14(1); pp. 141-165.

²⁰Brent, J. R (2006). *Applied Cost-Benefit Analysis*, 2nd ed. London, Edward Elgar Publishing Ltd.

²¹Yukl, G. (2006). *Leadership-Member Exchange Theory: Leadership in Organization*. NJ: Upper Saddle River, Prentice Hall.

²²Bass, B. M. and Stogdill, R. M. (1990). *Handbook of Leadership: Theory, Research, & Managerial Application*. 3rd ed. NY: The Free Press.

²³Angere, J. (2003). Job Burnout. *Journal of Employment Counseling* 48(3), pp.98-107

²⁴Perra, B. M. (2001). Leadership: The Key to Quality Outcomes. *Formal Nursing Care Quality* 15(2), 68-73

²⁵Bersan, Y and Linton, J. (2005). An examination of the Relationship between Leadership Behavior and Employees Satisfaction in R & D versus Administrative events. *R&D Management*, 35, 51-60

²⁶Kouzes, J. M. and Posner, B. Z. (2007). *The Leadership Challenge*. 4th ed. San Francisco: Jossey-Bass

Employee performance is subject to differential constructs and theoretical discussions (Young, 2003 and Kaplan, 2001). However, Motowidlo & Van Scotter (1994) proposed two dimensions of employee performance; task and contextual-performance. The task performance is equivalent to technical job performance (Pfeffer, 1998 and Yukl, 2006) which is subject to knowledge, skills and ability. It constitutes the behaviour associated with maintaining and servicing an organization's technical core. Contextual performance or interpersonal job performance is a function of one's interpersonal skills (Berson and Linton, 2005 & Casimir et al., 2006), knowledge, and motivation (Zhu et al., 2004; Angerer, 2003; Morse, 2008; and Platow, 2011) the larger social environment provides.

Scholars believe that employees' performance drives organizational excellence²⁷ and financial performance (Kaplan, 2001 and Yung, 2003). In addition, organizational performance is influenced by both internal forces and external environment (Fred, 2012). These divergent approaches accounts for differential assessment tools and results. Also, the construct of performance is wide with reference to effectiveness and efficiency²⁸; the soft and hard parts which are essential dimension of organization operations. The parameters of relevance and financial viability complemented with the balance scorecard (Kaplan and Newtow, 2003) make the analysis of performance complex and demanding. However, matching external forces with internal capacity could lead to viable organizational performance (Porter, 1980; 1985; 2008). This paper looks at leadership behaviour (internal factor) in relation to employees (task²⁹ or relationship³⁰ orientation) to investigate performance. Within this context, meeting and or exceeding predetermined goals was constructed as performance for the organization.

3. Methodology and Model Specification

The research examined the theoretical assumption that leadership behaviours affect workers' performance. This perspective is empirically evident in the literature reviewed which detected a positive relationship between leadership behaviours and performance in different organizations, context, and culture. Informed by literature, this investigation looks at respondents' perception, relationship and predictors of workers' performance. The research utilized prediction, descriptive and correlation designs (Tyrrell, 2001) to investigate the pre-established assumptions. The advantages of the aforementioned approaches rest on their robustness³¹ in determining the pattern of embedded relationship and predictive behaviour (Hakim, 2000) among the surveyed leaders that influence workers' performance.

The research data was gathered from private and public institutions in Kigali, Rwanda. A purposive-convenient sample³² approach was adopted in respondents selection anchored on a minimum of four-year leadership position criterion. Based on this criterion, a total of forty-four (44) respondents were identified and utilized for the research. The research instrument was adopted from different literature as informed by literature reviewed, adjusted and validity established. Necessary adjustment to the questionnaire was done after the face and content validity were established and it was self-administered to the respondents so as to collect the primary data for the research. The principal factors investigated were measured on a four-point scale with anchors ranging from *Make a great effort to avoid doing this* (1) to *Make a great effort to doing this* (4) for the independent and dependent variables respectively.

The design of the model equation was based on linearity between leadership behaviours and workers' performance. The leadership behaviours were declassified into two categorical variables (task orientation and people orientation) with sub-dimensions.

Thus, the models can be represented as follows:

$$WKSPEF = f(LEDBEHsTSK, \epsilon) \text{-----I}$$

$$WRSPEF = f(LEDBEHs PEL, \epsilon) \text{-----II}$$

A clear dichotomy to explain the duality of leadership behaviours in the spectrum with reference to task-orientation and people-orientation cannot be established since leadership behaviour is contingent on the situation. In addition, it is categorically difficult to assume that a leader is categorically locked to task-orientation behaviour without emotional attachment to the workers. In light of these caveats, the above equations 1 and II were written to cushion for leadership behaviors that trigger workers' performance as:

$$WKSPEF = a_0 + LEDBEHs \sum_{n=2}^{\infty} (b^1 TSK + b^2 PEL)^n + \epsilon \text{-----III}$$

$$WKSPEF = a_0 + a_1 LPENC + a_2 LPRES + a_3 LPDEL + a_4 LTSUP + a_5 LTDIC + a_6 LTMMG + a_7 LTGDC + \epsilon \text{-----IV}$$

Where:

- $WKSPEF$ = Workers' Performance proxied the perceived output of workers
- $LPENC$ = Leadership behaviour that encourages workers (people oriented)
- $LPRES$ = People takes responsibility for their work (people oriented)
- $LPDEL$ = Leader delegates others (people oriented)

²⁷Peters, T and Waterman, R. (1982). *In Search of Excellence*. NY. USA, Harper and Row.

²⁸Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement and Business Outcomes: A Meta-Analysis. *Journal of Applied Psychology*, 87; pp. 268-279

²⁹Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job Burnout. *Annual Review of Psychology*, 52; pp. 397-422

³⁰Roberts, D. R., and Davenart, T. O., (2002). Job Engagement: Why it's Important and How to Improve it. *Wiley Periodical Inc.*, 21-29

³¹Robson, C. (2002). *Read World Research*, 2nd ed. Oxford, Blackwell.

³²Neuman, W. L. (2000). *Social Research Methods*, 2nd ed. London, Allyn and Bacon.

- *LTSUP* = Leader close supervision of workers (Task oriented)
- *LTDIC* = Leader dictate what should be (Task oriented)
- *LTMMG* = Leader micro-management (Task oriented)
- *LTGDC* = Leader and group decision-making
- ϵ = Capturing other variables not explicitly stated in the model
- a_0 = Intercept of the regression equation

' $a_1(i=1-7)$ are the coefficient to be estimated which show the relationship between *WKSPF* and respective explanatory variables of leadership behaviours. The a priori expectations are as follows: a_2, a_4, a_6 & $8 > 0$ others i.e. a_1 & $3, a_5$ & $7,$ and a_9 & 10 can be < 0 , depending on how organizational performance is influenced by leadership behaviours.

The structural econometric model was established to investigate the theoretical assumption, to predict the best-fit variable that influence workers' performance. while further testing the statistical robustness along aforementioned assumption, normality, independency of error possibility, and homoscedasticity terms. The assumptions of the regression model (errors) show that the values ϵ are not correlated: using the Durbin-Watson statistic, the test discovered the serial correlation between adjacent error terms. The statistical scope, ranges from 0 to 4. A value around two (2) means that errors are not correlated, less than 2 indicates that the errors are positively correlated and greater than 2 shows that error are negatively correlated³³. In the situation Durbin-Watson = 1.665 is $\cong 2$, a value slightly lower than 2, indicating no evidence of autocorrelation. This was followed with a test of normality of the error term. The shape of the histogram should approximately follow the shape of the normal curve³⁴. The histogram below is however acceptably close to the normal curve.

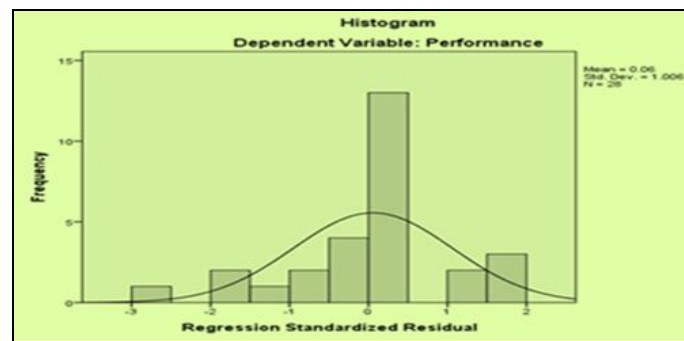


Figure 1

Test of Independence of the Error and homoscedasticity Term: Utilizing the graph of standardized residuals against estimates typified. When the variance of the residuals is constant, the cloud of points would be concentrated in a band centered at zero and parallel to the x-axis³⁵. Hence, the test indicates that there is no consistent pattern clearly defined in the data and the residuals fluctuate randomly around the line corresponding to the average of the same and "0". Therefore, otherwise a good scatter. The homoscedasticity is for equality of variances, the chart below serves to test this assumption. If the variability of the waste along the predicted values is more or less constant (Robson, 2002), as is the case, one can conclude that it satisfies the equality of variances, which also indicates the independence and homoscedasticity assumptions were not violated.

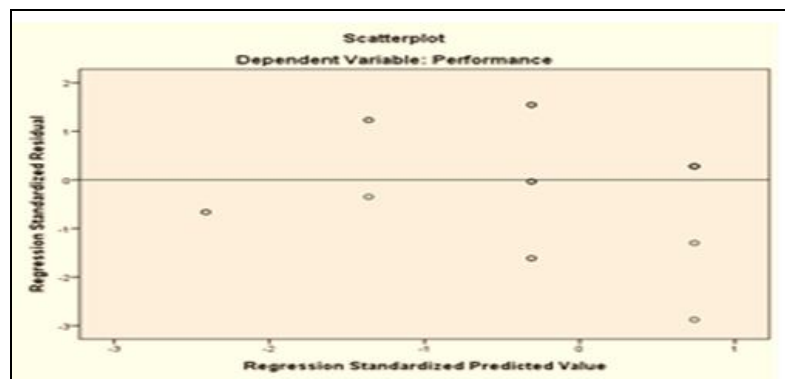


Figure 2

³³ deVaus, D. A. (2002). *Surveys in Social Research*, 5th ed., London, Routledge.

³⁴ Patton, M. Q. (2002). *Qualitative Research and Evaluation Methods*, 3rd ed., Thousand Oaks, CA. Sage

³⁵ Neuman, W. L. (2000). *Social Research Methods*. 2nd ed. London, Allyn and Bacon

4. Results and Interpretations

After the statistical testing of the data robustness and quality, the descriptive and correlations statistics were conducted and the regression was utilized to specifically investigate the best predictor of workers' performance. The results of perception and relationships are presented in Table 1 and regression is depicted in Table 2a and 2b respectively. Evidences from Table 1 illustrate that workers' performance, encouragement, group members' decision-making and acceptance of responsibility were rated highly by the surveyed respondents with *means* ranging from 3.39-2.25 respectively.

In addition, a positive and significant relationship was discovered between workers' performance and elements of task-orientation and people-orientation (leaders' behaviour). The results were declassified into each item and worker' performance was found to be positively influenced by leaders' close supervision ($p < 0.01$), leaders' encouragement ($p < 0.01$), control ($p < 0.01$), acceptance of responsibility ($p < 0.01$), group decision-making ($p < 0.01$) and directing group members to meet schedules ($p < 0.01$). In total, these statistical results indicate that, leaders' supervision, encouragement, control, and members' acceptance of responsibility and allowing group decision-making influence positively the workers' performance.

	Mean	SD	Correlation
Performance	3.29	.98	1
Closely supervise my group members in order to get better work from them.	3.11	.99	0.50**
Encourage my group members to set their own goals, objectives, and performance standards.	3.25	.97	0.67**
Set up controls to make sure that my group members are getting the job done.	3.11	.96	0.56**
Help group members accept responsibility for their own personal and work effectiveness, thereby taking the first step in realizing their potential.	3.39	.79	0.57**
Make sure that the group members' work is planned by me for them.	2.25	.97	0.12
Allow group members to make important decisions.	3.29	.94	0.76**
Set the goals and objectives for my group members and sell them on their merits of my plans.	2.44	1.01	0.23
Delegate authority to group members on all matters directly affecting their work.	3.11	.88	0.31
Direct my group members to meet schedules.	3.32	.90	0.61**

Table 1: Descriptive statistics: mean, standard deviation, and correlation (N = 44)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The managerial implications of the relationships are multifaceted and intriguing; multifaceted in that there is no-one-size-fits-all in leadership behaviour since situation dictates the best-fit behavioural approach. Workers' acceptance of responsibility and leaders directing group members to focus on goals and meeting schedule should be the prescriptive behaviour of a leader. It is intriguing in that the statistical results give insightful contributions and credence to existing literature on leadership behaviour, style, and workers' performance. First, the research was able to demonstrate workers' performance subject to leaders' behaviour by acknowledging the profound need for consistent encouragement of workers and organizational groupism instead of solo-minded leadership. Secondly, it reveals *what* constitutes leadership duality, the advantages, and the value addition to organization and workers' performance.

The forgoing evidences were substantiated with an econometric equation, modelled to address the following questions: how well a set of variables (leader behaviours) is able to predict a particular outcome (workers' performance); which variable in this set of leader's behaviours is the best predictor of workers' performance and whether a particular predictor is still able to predict workers' performance when the effects of another variable are controlled. Hence, a stepwise regression approach was utilized for the analysis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.776 ^a	.602	.586	.63330	1.665	37.796	.000 ^b
a. Predictors: (Constant), Allow group members to make important decisions.							

Table 2a: Model summary for Stepwise Regression Analysis

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.619	.446		1.387	.178
	Allow group members to make important decisions.	.801	.130	.776	6.148	.000

Table 2b: Coefficient Estimates of the Model Predictor

The ANOVA result indicates that the model was significant at 1% as a whole, although the F -value was 37.8% which seems weak. The R^2 speaks of the 60% change or variance in the workers' performance that is categorically explained by organizational groupism (collective decision-making) and was statistically significant at 1%, the β value was 77% indicating that allowing workers to make important decision made the strongest unique contribution to explaining workers' performance and the t -value was respectively. The collective decision-making was significantly positive in the model while other principal factors in the model could not predict or significantly explain a change in workers' performance.

The element of member group decision making was a progenitor of people-orientation, thus people-focus constitutes a best-fit approach for the investigated respondents. Hence, workers' performance was explained by leaders allowing collective decision-making in the organization. The above result demonstrates that groupism uniquely contributed in explaining and predicting workers' performance among the surveyed leaders in Kigali, Rwanda. Hence, leadership (task/people orientation) to workers' performance is meaningless until is able to eliminate disconnect and create convergence between followers and leaders in decision-making.

5. Conclusion and Recommendations

The thrust of this research was to investigate the connection between leadership dual behavior conceptually dichotomized into unique dimensions of people and task orientations and workers' performance. The perception and correlation results show hybrid perceived values for workers' performance and leadership orientations. The relationship although robust, reveals a point of convergence in terms of supervision and control which appeared to reinforced workers' performance although these are task orientation distinct elements, while people-focus affective dimension, encouragement, delegation, direction, collective decision-making, and responsibility aspects also influenced positively the workers' performance. The behaviours that improve workers' performance seem unhindered by the dyadic dynamics between task-orientation and people-focus provided the element of trust exist between leaders and workers.

In addition, the empirical result demonstrates that the bedrock of workers' performance is the existence of possibly workers and leadership closed-embeddedness within decision-making mechanism. The followers and leaders close relationship allows workers to make decision affecting work's nature and autonomy which foster knowledge exchange and high performance. This decision making component brings immediate advantage of trust development and reduces operational and transaction cost associated with absenteeism, workplace stress, and conflict. The analysis confirmed the relationship between leaders' people-focus behaviour and workers' performance and structurally identified allowing group decision-making as the best predictor of workers' performance.

The insight from these findings made it imperative for the research to recommend that organizations or leaders should institutionalize behaviour that is instrumental to workers' performance instead of implementing canned theoretical solutions. In addition, clash or disconnect between leaders and followers should be eliminated in order to ensure workers' performance. Researchers in the future may conceptualize leaders' dual behaviour by rigorously investigating and expanding the number of respondents and introducing intervening variables like person-specifics, cultural and social capital variables in order to understand workers' performance.

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