Global Leadership Best Practices and Organizational Performance (A Study of Selected Telecommunication Firms in Umuahia North L.G.A. Abia State)

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Abstract
This study evaluated the impact of global leadership best practices and organizational performance (A study of selected telecommunication firms in Umuahia North L.G.A. Abia state). Having analyzed the distributed 141 questionnaire to staff of Alo selected telecommunication firms in Abia State, descriptive survey approach was adopted and analyzed using regressions with the help of SPSS version 23.0. The following findings were made; There is significant impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state. There is significant impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state. This study evaluated the impact of global leadership best practices on organizational performance of selected telecommunication firms in Umuahia North L.G.A. Abia state. The study found that strategic leadership significantly influences organizational growth. Based on the findings, the study recommends that; the study suggest that an increasing behavior of leader who commit to staying with company, working toward for organization's success of target, focus to achieving goal, and working toward the success of organizational change, appears to influence the value of organizational effectiveness. The management of telecommunication industries should keep embarking on strategic leadership in other to keep increasing organizational growth and maintain efficient service delivery. Lastly, invisible leadership style should be encouraged as they are best for the management of telecommunication industries to be adopted in order for them to wax stronger in a global financial competitive environment and increase organizational profitability.

Key words: *Global Leadership, Organizational Performance, Productivity and Profitability.*

INTRODUCTION

1.1 Background of the Study

Globalization today has forced and shifted how business and companies operate in the world. The development in technological advances, deregulation, and an increase in competition has encouraged companies to be global, transforming their businesses and productions to an international level. Such organizations at the global level are most concerned with their performance due to high competition in the market, as such companies and organizations are constantly focused on progressing, setting strategic objectives, and expanding their operations (Lauring, Klitmøller and Normann, 2014). However, there are various factors influencing and

driving organizational performances, with leadership being a factor influencing the effectiveness and performance of such organizations. Given that leadership is a process of influencing others to achieve a desired goal or objective, leadership concepts, such as leadership behavior and styles have a profound impact on the performance of multinational companies. Global leader is the term referred to individuals who lead people and organizations from different regions of the world. Holt and Seki (2012) indicated that global leaders operate in paradoxical and complex world of different multicultural backgrounds.

Global leadership is a transformational learning experience, wherein new ways of thinking and behaving occur through fundamental shifts in paradigm. "A process of influencing the thoughts, attitudes, and behaviors of a global community to work together synergistically toward a common vision and common goals" (Osland, Bird, Mendenhall, Osland, 2006). Global leaders are individuals who effect significant positive change in organizations by building communities through the development of trust and the arrangement of organizational structures and processes in a context involving multiple cross-boundary stakeholders, multiple sources of external cross-boundary authority, and multiple cultures under conditions of temporal, geographical and cultural complexity. (Mendenhall, 2013). Therefore, globalized leadership in a specific context characterized by strategic and cultural complexity and spanning mental, organizational and physical boundaries. Global leadership has traditionally been spoken of in connection with staff being posted abroad by their (typically large) companies. With increasing globalization of markets and work processes, the "multicultural society" and collaboration across companies. Collaboration across cultural, mental, organizational, professional and geographical boundaries is a matter of course for many managers and employees in both small and large companies, and there is a need for global, boundary-spanning leadership even where passport is not needed. (Gertsen, Søderberg & Zølner, 2012).

Effects of globalization are not only confined to global enterprises. Indirect effects on locally oriented organizations are equally significant. Similarly, such organizations often unintendedly affect the external environment in many ways. Zonis, Lefkowitz & Wilkin (2003) aptly describe how globalization has intensified how local happenings are shaped by distant events and vice versa. "Kimchi Matters" describes - not the Korean dish - but vital local conditions that are often overlooked but have far reaching unintended consequences to the global environment. From an organizational perspective, there are several principal drivers of globalization. Technology has overcome challenges of dealing with spatial space and time to provide a vehicle for real-time communications and information access. Technology is a major discontinuous change agent that has rendered conventional economic and business models insufficient in explaining emerging phenomenon. Cutting-edge technology has provided a platform for standardization and optimization of internal efficiencies in many industries. Consequently, achieving best practice is evolving as a norm rather than a competitive advantage in many industries. The global economy has also resulted to a shift in centers of economic activity. Emerging economies at the bottom of the pyramid are increasingly gaining significance.

Numerous studies have indicated that cross-cultural competencies of global leadership are a critical factor in organizational performance and effectiveness (e.g., Bird & Mendenhall, 2016; Caligiuri & Tarique, 2012; Chin, Gu, & Tubbs, 2011; Morrison, 2010; Youssef & Luthans, 2012). However, most of these competencies have been defined from a Western perspective and have primarily focused on universal competencies (Hunges, Aiken, Park, & Su, 2016). The long-standing dominance of Western-centric knowledge, a characteristic of the past century, is changing (McDonald, 2012). While testing Western theories in Asia is useful to determine how the West and East differ, it is usually insufficient because the key variables may have very different meanings and implications (Leung & White, 2004).

Effective global leadership best practices such as CEO's commitment, strategic orientation/alignments/scope, senior manager's/leader's involvement, clear and relevant program goals/objectives, careful selection of participant, comprehensive and integrated assessments, through preparation process, pre-entry feedback/coaching session, coaching and peer coaching and evaluations are vital to organizational effectiveness and competitive advantage, but the current shortage of global leaders has become a major threat to the future growth of international businesses, thus making this evidence compelling. According to Bersin by Deloitte's What-Works Awards (2015) research on global human capital trends indicates that 86% of HR and business leaders mentioned leadership as a critical issue, and half of the respondents admitted leadership deficiencies within their organization were a very important issue. With respect to developing tomorrow's leaders, the report indicates that only 6% of respondents believe their leadership pipeline is ready. The report adds that this capability gap represents a serious threat to long-term organizational success and places organizations that have failed to develop a strong pipeline of leaders in a position of competitive disadvantage.

1.2 Statement of the Problem

While the concept of leadership has been studied extensively, the literature is limited on how global leadership best practices has impacted organizational performance. Also, there are no universally accepted set of global leadership practices necessary for effective leadership in a globalized environment. There are also many aspects of globalization that impact how global leaders conduct business across national borders. For example, there are political, economic, social, technical, environmental, and legal issues that global leaders must consider to effectively lead their organizations. This paper will address the impact of global leadership best practices on organizational performance of selected telecommunication firms in Umuahia North L.G.A. Abia state.

1.3 Objectives of the Study

The main objective of this study is to determine the global leadership best practices and organizational performance of selected telecommunication firms in Umuahia North L.G.A. Abia state. Other specific objectives are to.

a) ascertain the impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state.
b) evaluate the impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state.

1.4 Research Questions

This study will answer the following research questions.

a) What is the impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state?
b) What is the impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state?

1.5 Research Hypotheses

The following hypotheses were tested.

$H0_2$: There is no significant impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state.

$H0_3$: There is no significant impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

2.1.1 Leadership

Leadership refers to a set of traits an individual possesses to influence another individual or group in a situation to act or obey that individual in a desired manner. Researchers in the past have identified various types of leadership with traits suitable for accomplishing tasks in a particular situation and for the variety of tasks/projects. Leader's design and create a vision about a future state of an organization and enmesh/motivate all members of the organization collectively towards attainment of that vision (Cadbury 1996). Colley et al (2004) posit that in an organizational setting, leadership is a social tool for molding members and resources of the organization in the manner to effect attainment of organizational goals and objective. Stogdill (1957), refers to individual's behavior guiding a group towards achievement of common goals as leadership style. Lawal (1993) concludes that leadership is the process of influencing others through trust and confidence for a willing response for the attainment of organizational goals and objectives.

In the early days, there was no distinction between a leader and manager rather both terms were interchangeable and meant one and the same. Gannon (1977) while quoting work of Weber (1949) states that in the past, manager was a leader as well and the manger. The manager did not need any training in the field of leadership because subordinates were assumed to obey their managers due to their position / authority. With the passage of time, the concept of leadership came in the limelight and its necessity was felt when subordinates started disobeying considered lawful command of managers and superiors. Hence, a requirement of influencing others for a willing response gives birth to a different meaning to leadership than a manager. Therefore, Mullins (2005) from the work of Barnard (1930) defined leadership as the ability of the superior to influence subordinates' behavior for a willing response towards a particular desired action. Presently, managers do not consider their right of automatic obedience of their subordinates due to their position rather they try to assume and attain leadership skills to motivate their subordinates for increased production. They have also realized the importance of learning and mastering leadership skills and training.

Anuku & Achienu (2001) states that effective leadership provides an appropriate response to environmental factors of time, culture, wants and needs and their harmonization to ensure smooth operation of these factors for maximizing profit and growth of an organization. The combined effect of these factors and outcome is the improved performance of the organization. As per Gannon (1977), no organization can even function without an effective leadership albeit performing well.

Researchers have identified various types and styles of leadership. Different types and styles are the requirement of different organizations and situation. There is no fit type or style of leadership for all types of organizations and situation but appropriate or a hybrid style is considered suitable for a particular organization. Leadership style does matter and contribute towards overall performance of any organization. It also plays a significant role in motivating and enhancing individuals and organizational performance. Thus, Glantz (2002) emphasized that the leader must understand the situation, identify the requirement, and find a suitable leadership style.

Efficient utilization of the available resources by members of an organization depends upon the understanding and style of the leader which has a direct impact on the performance of the organization. The extent to which members of an organization contribute to harnessing available resources of the organization equally depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resources mobilization, allocation, utilization, and enhancement of organizational performance depends mostly on leadership style. At the same

time some authors like Akpala (1998) have also observed and concluded that attitude, leadership style and motivation are some of the factors that exert negative pull on the organizational performance.

2.1.2 Global Leadership

The phenomenon of universal leadership is often easily taken as a global leadership. However, the reverse is the case. The definition of global leadership is complex, as scholars often categorize concepts into multiple aspects, e.g., what it takes to become a global leader, global mindset, skills of global leadership, while others continue with the roles leaders and managers play in global organizations.

To global leadership, it is necessary to examine a global leader. Global Leaders are individuals who cause effective, significant, and positive organizational changes by building communities through the development of trust and the arrangement of organizations, structures, and process in the context involving multiple cross-boundary stakeholders, multiple sources of external cross-boundary authorities, and multiple cultures under conditions of temporal, geographical, and cultural complexity. Holt and Seki (2012) further defined global leaders as individuals who operate in a context of multicultural and paradoxical complexity to achieve results in the world, regarding the entitlement of everyone for the use of global leadership skills (Mendenhall, 2008). It also defined global leadership as the process of influencing the style of thinking, attitudes, and behaviors of other people with different cultural backgrounds from around the world (Dekker, 2012).

The shift from an industrialized era to globalization has created a vacuum, where organizations and companies are expanding their production into the international market and transforming their companies into multinational companies. Thus, this change requires a leadership style and behaviors which will be able to adapt to rapid globalization, cultural diversity, gender equality, and universal objectives for the organization. Global leader is the term given to leaders and managers of multinational companies who can manage and lead companies outside their home countries and are able to adapt to the organizational culture and tradition of the host country.

Global leaders are believed to have leadership behaviors which enable them to perform well, lead and manage the multinational organizations. A study by Goldsmith et al. (2003) on global leadership indicated that global leaders have certain behaviors that make them global leaders despite having overall leadership skills, such as managing change, decision making, goal attainment, vision, and strategic thinking. He further identified the global leadership behavior as thinking globally, building partnerships and alliances, appreciating cultural diversity, and sharing leadership (Teshome, 2011).

Holt and Seki (2012) in their article concluded while defining global leadership that there is a need for a common mindset on global leadership, which is important in shaping the expectation and organizational culture in which global leaders and managers operate. They further argued that if this common mind-set is not shared, then executives running multi-country operations might be the only ones viewed as global leaders, and if such a thing occurs, other people may not realize that such label of „global leader' applies to them. Accordingly, they defined global leader as "anyone who operates in the context of multicultural paradoxical complexity to achieve results in the world" (Holt & Seki, 2012).

According to Jokinen (2005), it is often argued that domestic leaders somehow fail internationally for certain reasons. However, the question is why are competencies required in the global context? He indicated that there are two basic assumptions to the question. Assumption one is that global leaders have just developed their (general) competencies into a higher (global) level, and assumption two is that global leaders have competencies different from those needed in the domestic context.

On the contrary, Baruch (2002) contended the absence of global manager/leader or any criteria for such title. However, they view the concept of global manager/leadership as a task of a network of specialists including business managers, country managers, and functional managers". As such, they suggested that top executive is a leader who understands the strategic importance of the three types of managers and can manage their complex interactions. Baruch (2002) concluded that the main factor of conventional managers is the global mind-set (Taylor Pam, 2014).

Dekker (2012) explained in his book „Global Mind-set and Leadership Effectiveness" that the term „global" in global leadership refers to the intercultural aspects of leading and managing followers with a different cultural background and the geographical spread of business operations. He defined the concept as the process of influencing others, which involves attitude, behavior with different people with different cultural backgrounds around the world (Mendenhall et al., 2008).

Accordingly, from this definition, Dekker (2012) identified that global leadership comprises of an integration of many different cultural perspectives within trans-world organizations, reconciliation of contextual complexity of global business environment, and joint effort of central headquarter and local subsidiaries in pursuit of a global strategy. Moreover, he indicated that these are contemporary complex factors that force organizations and companies to develop executives with the ability to lead in a global complex environment.

2.1.4 Strategic leadership

The study of strategic leadership has continued to draw interest in the past two decades (Boal & Hooijberg, 2010). This attention has elevated the area into mainstream strategy research, from a micro-level concept to a macro-level upper echelons paradigm (Cannella, 2011), consistent with strategy research in other areas. Early interest in strategic leadership can be identified in most strategy studies. In his pioneering work on strategy, Chester Barnard (1938), writing on "Functions of the Executive", discovered strategy as the main tool and executives as the main strategists in managing organizations. On the other hand, a significant body of research continued to imply that leadership was dependent variable subject to structure, process and context (Chandler, 1962; Perrow, 1970 & Selznick, 1984). This perspective has not survived the falsification process of empirical research. Recent studies have swung the pendulum back to reinforce the notion that strategic leadership is neither a dependent variable nor a benign construct but a major catalyst that serves to orchestrate change within the environment (Thompson, 1999). Strategic leadership matters and has significant impact on organizational performance and survival (Hambrick, 2007; Hambrick & Mason, 1984; Waldman, Javidan & Varella, 2004).

Through a seminal work on upper echelons theory, Hambrick & Mason (1984) developed the concept of strategic leadership as a specific stream of strategy, a source of core competence and sustainable competitive advantage. In recent times, there has been considerable interest in effectiveness of strategic leadership, especially in managing organizational change and sustaining new forms of organization structures. In the recent past, several forces such as collapse of major corporations, the death of lifetime employment and fiduciary irresponsibility have converged to bring more focus on strategic leadership. Firms reflect their CEOs (Hambrick & Mason, 1984) and these leaders play an instrumental role in the performance and long-term viability of their respective organizations (Henderson, Miller & Hambrick, 2006). Extensive research on demographics as a proxy for strategic leader psychological makeup has been conducted in the past. However, such crude measures do not fully reflect the characteristics of CEOs. To gain a better understanding of the functioning of organizations, it seems logical to understand essential characteristics of a top leader that would make a

difference in terms of how strategy is crafted and executed. Essential characteristics are attributes and qualities necessary for a strategic leader to perform his role effectively.

A review of strategic leadership studies has borrowed heavily from other fields, notably organizational behavior and psychology. While providing deep insights into leader characteristics and behavior, such studies have not been integrated into an overarching framework that can be used to chart a strategic focus and predict quantifiable organizational outcomes. Emerging global dynamics have not been integrated into the framework. Strategic leadership provides a viable link between the dynamics of globalization and internal organizational variables. Through effective leadership, the organization can effectively process and make sense of effects of globalization. Strategic leadership challenges require specific characteristics for a strategic leader to be effective in creating a focus that will meet organizational objectives while navigating the global economy.

This study identifies a combination of specific strategic leader characteristics that are necessary in sustaining a global strategic focus and organizational fit with its environment. Strategic focus is an emphasis, by the strategic leader, on key organizational plans and actions necessary for both short term and long-term performance and survival of the organization. To consistently maintain a strategic focus, the CEO needs to set up strategies that will facilitate a contingent fit between the organization and the global environment, balance between short term goals and long-term objectives from a variety of stakeholders and ensure that the two themes are effectively executed within the organization. In the turbulent global economic environment, strategic focus is hardly on a stable state. Effective strategic focus calls for the strategic leader to maintain a reasonable equilibrium between the organization and relevant environmental variables to the extent that the organization can sustain competitiveness. To succeed, the strategic leader needs a minimum repertoire of characteristics that can be effectively enacted at various stages of the strategizing process.

2.1.5 Paradoxical Leadership

Fang (2012) discussed the changing nature of leadership in the age of globalization: "…the *yin-yang* perspective on culture has important implications for companies and managers conducting business internationally". A yin-yang perspective is that all cultures share the same potential values but also have paradoxical value orientations (Fang, 2012). Although paradoxical leadership has been presented in the leadership literature as a new approach (e.g., Smith, Besharov, Wessels, & Chertok, 2012; Smith & Lewis, 2012), the foundation is from the Eastern *yin-yang* perspective.

Paradox refers to "contradictory, yet integrated elements that exist simultaneously and persist over time" (Smith & Lewis, 2011). The definition accentuates the core characteristics of paradox, including inconsistency and dynamics that provoke conflict and defensive reactions (Smith & Lewis, 2012). However, *yin-yang* as a dynamic duality posits that a phenomenon or entity is incomplete without its opposite element the opposite elements mutually transform one another in a balancing process, and the holistic tenets can stand because of the existence of the two contrary elements (Fang, 2012). A recent Western model has also offered insights that leaders can embrace inconsistencies and seek to support contradictory elements simultaneously (Smith et al., 2012). Effective global leaders should have the skills to integrate multiple forces over time and across cultures (Youssef & Luthans, 2012). Thus, integration, which involves identifying creative synergies between contradictory elements, has become one of the central themes and skills in paradoxical leadership (Smith et al., 2012). Likewise, the concept of *yin-yang* offers wisdom to global managers in that they should appreciate the beauty of cultural differences, clashes, and even cultural shocks because these challenges stimulate mutual cultural learning and creativity (Fang, 2012). Therefore, Global leadership is *different* because of the role of cultural influences, norms, and values (Morrison, 2010). In the age of

globalization, cultural differences will not disappear because values are a consequence of the culture's multi-dimensional history and wisdom (Fang, 2012). Therefore, global managers must have their own fundamental personal values (Mikell Rigg McGuire, see Morrison, 2011) and embark on cultural adjustment that blends Western management knowledge and Eastern philosophy and culture (Stan Shih, see Lin & Hou, 2010).

2.1.7 Global Leadership Practices

Globalization is impacting all aspects of how organizations interact in a global environment. The political, social, and economic global environment are rapidly changing. Technology is driving most of the change and along with it how business is conducted, according to Sheppard, Sarros, and Santora (2013). This will require organizational leaders to develop a global mindset (Cseh, Davis, & Khilji, 2013). Organizational leaders will also need to think strategically, ethically, and apply transformative leadership approaches that are creative (Sheppard, Sarros, & Santora, 2013). Since leading in a globalized environment will ultimately involve increased interaction with other cultures, global leaders will need to be culturally sensitive (George, 2015). In fact, it will be the ability to collaborate and unite people from different cultures around common goals that will help global leaders become more effective, according to Goerge (2015).

While there are many leadership theories, transformational leadership is emerging as a universally accepted leadership approach capable of reaching across cultures to enhance organizational performance and drive change in a globalized environment (Ghasabeh, Soosay, & Reaiche, 2015). Transcultural Leadership which is the blending of transformational leadership and multiculturalism has also been proposed by Derungs (2011) as a viable leadership approach in a globalized environment. Transformational leadership skills and practices that have been shown to be universally effective are the ability to inspire organizational members, ethical decision making, and creating strategic visions that stretch across cultural boundaries (Northouse, 2016). Other essential global leadership skills and practices include the ability to develop oneself and others, strong social and interpersonal skills, and the ability to solve complex, ambiguous problems (William & Jousse, 2014). However, the essential leadership skills and practices for effective global leadership are the ability to embrace other cultures and develop a global mindset (Bishop, 2013; VanderPal, 2014). Based on the literature, these are the leadership skills and practices which are necessary for effective leadership in a globalized environment.

2.2 Theoretical Framework

2.2.1 Trait Theory

The early theorists opined that born leaders were endowed with certain physical traits and personality characteristics which distinguished them from non-leaders. Trait theories ignored the assumptions about whether leadership traits were genetic or acquired. Jenkins identified two traits; emergent traits (those which are heavily dependent upon heredity) as height, intelligence, attractiveness, and self-confidence and effectiveness traits (based on experience or learning), including charisma, as fundamental component of leadership (Ekvall & Arvonen, 1991).

Max Weber termed charisma as "the greatest revolutionary force, capable of producing a completely new orientation through followers and complete personal devotion to leaders they perceived as endowed with almost magical supernatural, superhuman qualities and powers". This initial focus on intellectual, physical and personality traits that distinguished non-leaders from leaders portended a research that maintained that only minor variances exist between followers and leaders (Burns, 2003). The failure in detecting the traits which every single effective leader had in common, resulted in development of trait theory, as an inaccessible

component, falling into disfavor. In the late 1940s, scholars studied the traits of military and non-military leaders respectively and exposed the significance of certain traits developing at certain times.

2.3 Empirical Reviews

Boonyada, (2014), investigated the relationship among Leadership Commitment (LSC), Organizational Performance (ONP), and Employee Engagement (EYE) via their effects on a set of mediating variables of Employers Branding (EYB), Strategic Alignment (SGA), Organizational Agility (ONA), and Human Resource Practices (HRM). A conceptual model of these relationships was developed on existing theories. Data were collected from 26 petrochemical companies' managers to be analyzed as identifiers of the latent variables in the model. This process was completed using the principles of structural equation modeling (SEM) which required confirmatory factor analysis on the measurement model and path analysis on the structural model. The analysis finds that Leadership Commitment directly affects Organizational Performance and Employee Engagement. The study also finds that Employers Branding, Strategic Alignment, Organizational Agility, and Human Resource Practices are an intervening factor between Leadership Commitment, Organizational Performance, and Employee Engagement. In addition, Strategic Alignment does not directly relate to human resource practice-it does so indirectly via Employers Branding and Organizational Agility.

Ojokuku, Odetayo, and Sajuyigbe, (2012), examined the impact of leadership style on organizational performance in selected Banks, in Ibadan Nigeria. Purposive sampling technique was adopted in selecting a total of sixty (60) respondents as sample for the study, while relevant data was gathered with the aid of a structured questionnaire. One hypothesis was formulated and inferential statistical tool was used to analyze the data specifically Pearson product moment correlation was used to examine the relationship between leadership style dimensions and organizational performance, while Regression analysis was used to examine the significant effect of leadership style dimensions on followers and performance. Findings showed positive and negative correlation between leadership style dimensions and organizational performance. The study also found that leadership style dimensions jointly predict organizational performance, which counted for 23% variance of performance.

Wanasika, (2008), stated that strategic leaders in organizations require a more diverse repertoire of attributes to effectively confront emerging global challenges such as free flow of capital and labor, changing technologies and cultural dynamics. Further, global effects are not confined to global organizations. The study integrates essential strategic leader characteristics necessary to effectively manage globalization and steer the organization towards better strategic focus with respect to environmental turbulence. Therefore, essential strategic leader characteristics are future orientation, propensity to take action, propensity to take risks, and absorptive capacity. Combinatory effects of strategic leader characteristics are essential for effective strategic focus.

Rabiul, Muhammad, Nazariah, and Abu, (2019), opined that organizational performance depends on the leadership style and behavior of the organization. It is also viewed as the survival and profitability of an organization in which its measurement is primary both in manufacturing and services. On the other hand, transactional leadership focuses mainly on goal attainment and transactional leaders are focused on task completion and have fewer emphasis on the emotions and challenges of subordinates or employees. The data for the study were obtained from existing literatures on the impact of global leadership behaviors on the performance of multinational companies. The methodology heavily relied on existing previous literatures on the subject being dealt with. Transactional leadership was explicated as the style of leadership that focuses on meeting specific goals or performance criteria and the development of followers and their needs. Relations-oriented leaders are different from task

oriented leaders. On this side of the spectrum, relations-oriented leaders tend to focus more on developing a close relationship with their employees.

De Jong, and Bruch, (2013), extended the limited empirical evidence on TFL climate by relating it for the first time to organizational performance. Second, the study tested the previously assumed, but never investigated, assumption of homogeneity for the TFL climate construct at the organizational level. Our results show that it is important to investigate such underlying core assumptions, as the average level of TFL climate was found to relate more strongly to organizational performance with increasing levels of homogeneity in TFL climate.

Amal, and Nosheen, (2014), studied the types/styles of leadership and the leadership styles of different leaders of various organizations in Pakistan and examined their impact on organizational performance. They opined that in business organizations, investors and businessmen desire and endeavor to ensure that their organizations perform well to earn more profit, grow fast and achieve competitive edge in the industry. And for organizations to perform well, apart from tangible and intangible resources, effective and dynamic leadership is a pre requisite. Leadership style of the leader of an organization has a strong impact on the performance of the organization.

Perez, (2017), addressed the impact of globalization on global leadership and the necessary skills and practices needed to effectively lead globally. To help resolve many of the issues created by globalization, global leaders need the leadership skills and practices necessary for leading effectively in a globalized environment. Transformational leadership was identified as capable of reaching across cultures to enhance organizational performance and drive change in a global environment.

Caligiuri, and Lazarova, (2001), examined the strategic global HR practices for repatriating employees after their global assignments. In particular, the study examined the best practices against the contrasting benefits and concerns of repatriation, for both organizations and employees. Most multinational companies would state that having an increase in global competence is the greatest benefit of successful repatriation. In stark contrast, most MNCs would also state that the low retention rate of global assignees upon repatriation is their greatest concern. This contrast creates the elusive and yet very common repatriation problem for MNCs. The study discussed the four reasons for the repatriation problem and offer a series of strategic best practices to address each. The four reasons addressed are (1) MNCs often do not integrate selection, performance management, and repatriation systems into one strategic process when it is necessary; (2) some turnover upon repatriation is functional, and possibly even strategic; (3) MNCs tend to treat all global assignments as if they had the same strategic objective, when they do not; and (4) MNCs believe that all global assignees intend to have long-term careers with the MNC, when they do not. We also provide proactive repatriation practices for developing a comprehensive strategic-repatriation system.

Fry, and Egel, (2021), reviewed current approaches to leadership for sustainability in terms of their conceptual frameworks and extant research, which all advocate a balanced stakeholder approach to leadership to address the social and environmental issues related to sustainability and sustainable development. Then, drawing from spiritual and being-centered leadership theories, the study offer a model of Global Leadership for Sustainability (GLfS) that incorporates and extends the conceptual domain beyond current approaches to leadership for sustainability. In doing so we propose that spirituality, through the qualities of self-transcendence and interconnectedness, is critical for sustainability and is foundational for GLfS. We also emphasize the importance of cultivating a Global Mindset for Sustainability, which incorporates two ethical principles—an ethic of remote moral responsibility and an ethic of care and compassion. As a result, global leaders for sustainability become more committed to moving beyond satisfying stakeholders' demands for economic returns, toward a more

sustainable, triple bottom line, balanced approach. Finally, the study discuss implications for theory, research, and practice of GLfS.

METHODOLOGY

3.1 Research Design

The researcher adopted survey research design, survey research design has its tools as questionnaire, oral interview and observation. Thus, these research instruments were adopted for the purpose of this research.

3.2 Sources of Data

Data collected for this study were sourced from both primary and secondary sources.
Primary Data: Primary data are original data collected basically for the purpose of the research or study. The primary sources of data for this research include questionnaires, etc.
Secondary Data: Secondary data are both published and unpublished works. The published were obtained from library, textbooks, journals, internets, articles publications. The researcher therefore adopted this source of data to obtain the information needed.

3.3 Population of the Study

The population of the study consists of all the management staff of selected telecommunication firms in Umuahia North L.G.A. Abia state. For purpose of convenience, three (3) selected telecommunication firms were selected based on their perceived level of impact in the society. Below is the total number of staff of each of the selected telecommunication firms as provided by the personnel departments of the institutions.

S/N	Selected Telecommunication Firms	Number of Staff
1	MTN Telecommunication	93
2	GLO Telecommunication	48
3	Airtel Telecommunication	77
	Total	218

Source: *Researcher's survey, 2025*

3.4 Sample Size Determination

For the purpose of this study, the researcher derived the sample size statically by using Taro Yamani as follow;
Using the formula;
$n = \frac{N}{1+N(e)2}$ Where.
n = Sample size
N = Population (218)
e = Margin of error (0.05) Thus, the sample size is:
$n = \frac{218}{1+238(0.05)2}$
$n = \frac{218}{1+218(0.0025)}$
$n = \frac{218}{1+0.60}$
$n = \frac{218}{1.55}$
= 140.65
n = 141 staff
Therefore, the sample size for this study is 141 staff of selected telecommunication firms in Umuahia North L.G.A. Abia state.

3.5 Sampling Technique

Simple random sampling technique was used by the researcher in obtaining information for the research. The sampling technique provide employees the same and known chances of being nominated.

3.6 Description of the Research Instrument

The researcher extensively used structured format of questionnaire which was formal and standardized. It followed a pattern of questions which the researcher used to obtain the required data. The questionnaire used by the researcher was in line with the research questions as well as research objectives of the study.

Questionnaire: This involves a set of question which relates to the purpose of the study and the hypothesis to be verified. The questionnaire was divided into two sections. Section A and B, Section A contains personal data of the respondent such as sex, marital status, qualification etc. Section B contains questions that requires both direct and indirect answers, which requires the respondent to tick the one that appeals him most and was structured in 5-point Likert scale ranging from Strongly agreed, Agreed, Undecided, Disagreed and Strongly disagreed, (five to one).

3.7 Validity of the Research Instrument

To make the instrument valid, the research supervisor and other lecturers in Business Administration department scrutinized the research instrument. They vet through the items of the questionnaire and make their corrections and comments on the relevance of the items to the objectives of the study. More so, they verify wording of the items and clarity of instructions to the subject so as to enable the researcher to modify the instrument. Their comments and corrections were finally integrated into the final draft of the instrument for production. This is known as content validity.

3.8 Reliability of the Research Instrument

Reliability is the tendency toward consistency found in repeated measurements. The reliability of the instrument was ascertained using the internal consistency method. 45 questionnaires were given to the respondents, and after two weeks of interval, another 45 questionnaires were issued out to the same respondent to check consistency and reliability. This is called the test re-test method.

3.9 Data Analysis Techniques

The data analysis technique used for this study in testing the hypotheses is the Spearman's Rank Order Correlation Coefficient. The Statistical Package for Social Sciences (SPSS) version 20. was used in running the test. The outcome of the tests served as a guide to the researcher in drawing worthwhile conclusions. The formula for the Spearman's Rank Order Correlation Coefficient is given as:

$$Rs = \frac{1 - 6\Sigma d^2}{N(N^2 - 1)}$$

Where:

Σd^2 = sum of the squared differences in the ranking of the subject on the two variables.

N = is number of subjects being ranked.

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

This chapter focuses on the evaluation and discussion of result from the analysis upon which the model specified in the previous chapter is based.

4.1 DATA PRESENTATION

Table 4.1.1 Distribution of questionnaire to staff of selected telecommunication firms in Umuahia North L.G.A. Abia state and response rate.

Total copies of questionnaire	Respondents	Percentage (%)
Number returned	132	93.62
Number not returned	9	6.38
Total	**141**	**100**

Source: Field survey, 2025

Table 3.1 shows the number of questionnaires that was distributed by the researcher as 141 and the number returned as 132 which makes up 93.62% of the total number while the remaining 9 copies which makes up 6.38% were not returned. The workable sample size took at 132 instead of 141.

Table 4.1.2: Distribution of respondent by sex

SEX	FREQUENCY	PERCENTAGE (%)
Male	52	39.40
Female	80	60.60
Total	**132**	**100**

Source: Field Survey, 2025

Table 4.1.2 shows the number of male staffs as 52 which makes up 39.40% of the total number of respondents and 80 females which makes up the remaining 60.60%. This indicates the population is more of female respondent than male.

Table 4.1.3: Distribution of respondent by age

POISTION	FREQUENCY	PERCENTAGE (%)
20-29	30	22.72
30-39	34	25.76
40-49	51	38.64
50 and above	17	12.88
Total	**132**	**100**

Source: Field survey, 2025

Table 4.1.3 shows the current age status of the respondents which include 30 respondents within the age of 20-29 *that is* 22.72% of the total respondents, 34 respondents within the age of 30-39 which makes up 25.76%, respondent within the age of 40-49 which makes up 38.64% and respondent within the age of 50 and above which makes up 12.88% of the total respondents.

Table 4.1.4: Distribution of respondent by educational qualification

QUALIFICATION	FREQUENCY	PERCENTAGE (%)
SSCE, GCE	23	17.43
OND, HND	31	23.48
BSC, ACA	52	39.39
MSC, MBA	18	13.64
PHD	8	6.06
Total	**132**	**100**

Source: Field survey, 2025

Table 4.1.4 reveals the qualification of the respondents. 17.43% has the SSCE and GCE, 23.48% has OND and HND, 39.39% has BSC and ACA, 13.64% has MSC and MBA and while 6.06% has PHD. This shows that the respondents have knowledge of the variables used for this study.

Table 4.1.5: Distribution of respondent by position

POISTION	FREQUENCY	PERCENTAGE (%)
Top Management	10	7.58
Middle-Level Management	16	12.12
Lower-Level Management	31	23.48
Other Staff	75	56.82
Total	**132**	**100**

Source: Field survey, 2025

Table 4.1.5 shows the current position of the respondents which include 10 top managers that is 7.58% of the total respondents, 16 middle level management which makes up 12.12%, 31 lower-level management which makes up 23.48% and 75other staff which makes up 56.82% of the total respondents.

Table 4.1.6: Distribution of respondent by marital status

POISTION	FREQUENCY	PERCENTAGE (%)
Married	32	24.24
Single	68	51.52
Widow	21	15.91
Divorced or Separated	11	8.33
Total	**132**	**100**

Source: Field survey, 2025

Table 4.1.6 shows the current marital status of the respondents which include 32 Married *that is*. 24.24% of the total respondents, 68 Single which makes up 51.52%, 21 Widow which makes up 15.91% and 11 Divorced or Separated which makes up 8.33% of the total respondents.

4.2 DATA ANALYSIS

Table 4.2.1 Organizational performance of selected telecommunication firms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	74	56.1	56.1	100.0
	Agreed	33	25.0	25.0	43.9
	Disagreed	11	8.3	8.3	18.9
	Strongly Disagreed	14	10.6	10.6	10.6
	Total	132	100.0	100.0	

Source: Field survey 2025.

From table 4.2.1 above it could be seen that 74 respondents representing 56.1% strongly agreed that there exists organizational performance in selected telecommunication firms. 33 respondents representing 25.0% agreed the same, 14 respondents disagreed, while 14 respondents strongly disagreed that there is existence of organizational performance in selected telecommunication firms

Table 4.2.3 ascertain the impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	67	50.8	50.8	100.0
	Agreed	31	23.5	23.5	49.2
	Undecided	9	6.8	6.8	25.8
	Disagreed	14	10.6	10.6	18.9
	Strongly Disagreed	11	8.3	8.3	8.3
	Total	132	100.0	100.0	

Source: Field survey 2025.

From table 4.2.3 above it could be seen that 67 respondents representing 50.8% strongly agreed that there is impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state. 31 respondents representing 23.5% agreed the same, 9 respondents were undecided, and 14 respondents disagreed, while 11 respondents strongly disagreed that there is impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state.

Table 4.2.4 evaluate the impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	62	47.0	47.0	100.0
	Agreed	41	31.1	31.1	53.0
	Undecided	4	3.0	3.0	22.0
	Disagreed	11	8.3	8.3	18.9
	Strongly Disagreed	14	10.6	10.6	10.6
	Total	132	100.0	100.0	

Source: Field survey 2025.

From table 4.2.4 above it could be seen that 62 respondents representing 47.0% strongly agreed that there is impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state. 41 respondents representing 31.1% agreed the same, 4 respondents were undecided, and 11 respondents disagreed, while 14 respondents strongly disagreed that there is impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state.

Table 4.3.2 Regression result showing the impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.959[a]	.919	.918	.27934	1.318

a. Predictors: (Constant), strategic leadership
b. Dependent Variable: organizational growth

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.857	1	61.857	792.713	.000[b]
	Residual	5.462	130	.078		
	Total	67.319	131			

a. Dependent Variable: organizational growth
b. Predictors: (Constant), strategic leadership

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.551	.141		3.913	.000
	strategic leadership	.895	.032	.959	28.155	.000

a. Dependent Variable: profitability
Source: SPSS V-25.0 Significance level at 0.05% level

The result present in table 3.3, the coefficient of determination R-square of 0.919 implies that 91.9% of the sample variation in the dependent variable is explained or caused by the explanatory variable while 8.1% is unexplained. The remaining 8.1% could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a very good relationship between the dependent variable. The value of the adjusted R^2 is 0.918 this shows that the regression line which captures 91.8% of the total variation in the dependent variable is caused by variation in the explanatory variable specified in the model with 8.2% accounting for the stochastic error term. The F-statistics was also used to test the overall significant of the mode. The high and positive F-value of 792.713 is an indication that the model is statistically significant at 5% level of significance. The t-statistics is 28.155 which is greater than 2.00 tabulated.

Hypothesis two

$H0_2$: There is no significant impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state.

$H_0 = B_1 = 0$. Test the hypothesis that all slope coefficients are equal to zero.

$H_1 \neq B_1 \neq 0$. Test the hypothesis that not all slope coefficients are equal to zero.

With reference to table above, the calculated t-statistics of 28.155 is greater than the critical value (i.e. 1.984), the null hypothesis was rejected and the alternative accepted. This means that, there is significant impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state.

Table 4.3.3 Regression result evaluating the impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.978[a]	.957	.956	.25891	.626

a. Predictors: (Constant), Paradoxical leadership
b. Dependent Variable: Organizational efficiency

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	192.218	1	192.218	2867.526	.000[b]
	Residual	8.714	130	.067		
	Total	200.932	131			

a. Dependent Variable: Organizational efficiency
b. Predictors: (Constant), Paradoxical leadership

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.406	.070		5.772	.000	.267	.546
	Paradoxical leadership	.903	.017	.978	53.549	.000	.870	.936

a. Dependent Variable: Organizational efficiency
Source: SPSS V-25.0 Significance level at 0.05% level

The result present in table 4.3.3, the coefficient of determination R-square of 0.957 implies that 95.7% of the sample variation in the dependent variable is explained or caused by the explanatory variable while 4.3% is unexplained. The remaining 4.3% could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a very good relationship between the dependent variable. The value of the adjusted R^2 is 0.956 this shows that the regression line which captures 95.6% of the total variation in the dependent

variable is caused by variation in the explanatory variable specified in the model with 4.4% accounting for the stochastic error term. The F-statistics was also used to test the overall significant of the mode. The high and positive F-value of 2867.526 is an indication that the model is statistically significant at 5% level of significance. The calculated t-Statistic remains 53.549 at ($df_1 = 4$ & $df_2 = 131$).

Hypothesis three

$H0_3$: There is no significant impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state.

$H_0 = B_1 = 0$. Test the hypothesis that all slope coefficients are equal to zero.

$H_1 \neq B_1 \neq 0$. Test the hypothesis that not all slope coefficients are equal to zero.

With reference to table above, the calculated t-statistics of 53.549 is greater than the critical value (i.e. 1.984), the null hypothesis was rejected and the alternative accepted. This means that, there is significant impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state.

4.4 DISCUSSIONS OF FINDINGS

In the first hypothesis, there is significant impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state. This is in relationship with the work of Wanasika, (2008), who study integrates essential strategic leader characteristics necessary to effectively manage globalization and steer the organization towards better strategic focus with respect to environmental turbulence. Therefore, essential strategic leader characteristics are future orientation, propensity to take action, propensity to take risks, and absorptive capacity. Combinatory effects of strategic leader characteristics are essential for effective strategic focus.

In the third hypothesis, there is significant impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state. This is in line with the study of Rabiul, Muhammad, Nazariah, and Abu, (2019), opined that organizational performance depends on the leadership style and behavior of the organization. The data for the study were obtained from existing literatures on the impact of global leadership behaviors on the performance of multinational companies. The methodology heavily relied on existing previous literatures on the subject being dealt with. Transactional leadership was explicated as the style of leadership that focuses on meeting specific goals or performance criteria and the development of followers and their needs. Relations-oriented leaders are different from task-oriented leaders. On this side of the spectrum, relations-oriented leaders tend to focus more on developing a close relationship with their employees.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

This study evaluated the impact of global leadership best practices on organizational performance (A study of selected telecommunication firms in Umuahia North L.G.A. Abia state). Having analyzed the distributed 141 questionnaire to staff of Alo Aluminum Enugu state, descriptive survey approach was adopted and analyzed using regressions with the help of SPSS version 23.0. The following findings were made.

i. There is significant impact of strategic leadership on organizational growth of selected telecommunication firms in Umuahia North L.G.A. Abia state.
ii. There is significant impact of paradoxical leadership on organizational efficiency of selected telecommunication firms in Umuahia North L.G.A. Abia state.

Conclusion

This study evaluated the impact of global leadership best practices on organizational performance of selected telecommunication firms in Umuahia North L.G.A. Abia state. The study also found that strategic leadership significantly influences organizational growth. This finding implies that when organizations are enhanced through CEO's commitment and strategic leadership, their leadership best practices boast organizational performance. Therefore, in order to improve organizational performance, management of organization needs to put in their best leadership qualities.

Recommendations

Based on the findings, the study recommends that:

i. The management of telecommunication industries should keep embarking on strategic leadership in other to keep increasing organizational growth and maintain efficient service delivery.

ii. This study also suggest that an increasing paradoxical leadership is needed in top managements of organizations to commit workers and customers staying with company, working toward for organization's success of target, focus to achieving goal, and working toward the success of organizational change, appears to influence the value of organizational efficiency as well as the level of employee engagement.

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