iJRASET
International Journal For Research in Applied Science and Engineering Technology

INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 9 **Issue:** IX **Month of publication:** September 2021

DOI: https://doi.org/10.22214/ijraset.2021.38183

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International Journal for Research in Applied Science & Engineering Technology (IJRASET)
ISSN: 2321-9653; IC Value: 45.98; SJ Impact Factor: 7.429
Volume 9 Issue IX Sep 2021- Available at www.ijraset.com

Leadership and Management in Non-Profit Organization: Perspective from Nigeria

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***Abstract:** This study is set out to investigate "Leadership and management in nonprofit organization: perspective from Nigeria". Relevant data were drawn from selected staff and managers from selected non-profit organizations in Lagos, using a well-structured questionnaire. The result of the findings revealed that there is a significant impact of leadership on the performance of nonprofit organizations in Nigeria and that there is a significant relationship between management and the performance of nonprofit organizations in Nigeria and finally lack of funds and the current economic situation is a problem facing management and leadership of non-profit organizations in Nigeria. It was concluded that managers of non-profit organization must possess extra ordinary qualities of leadership to move their organizations forward. The study recommended that managers in non-profit organizations need to expand their leadership and management skill sets in order to strengthen the organizations and help effectively manage the running's of these organizations.*

I. INTRODUCTION

Leadership is a research topic as well as a practical talent that encompasses an individual, groups, or organization's ability to "lead," influence, or direct other people, teams, or the entire organization. Management is the administration of an organization, whether it be a company, a non-profit, or a government agency. Managers' roles in firms have changed substantially during the last few decades. The function of managers has been significantly impacted by significant organizational changes such as greater use of communication technologies, downsizing, flattening of hierarchies, new matrix management structures, and the deployment of cross functional teams. As a result, the value of a position that was once critical to the organization is now being questioned. Few jobs in business have been as reviled as middle managers, who are frequently labeled as waste and overhead, as well as gatekeepers and controls who are risk averse (Haneberg, 2015). Not only has the number of managers decreased over time, but other scholars dispute if the position's importance has been diminished (Stoker, 2016). As a result of all of this development, some have speculated that the future of managers may be bleak (Stoker, 2016). Many authors, on the other hand, are more positive and envision a new role for center- or middle-leaders emerging (Dopson & Stewart, 2010; Floyd & Wooldridge, 2016; McDermott, 2013). For example, a study by Yang, Zhang and Tsui (2010) has discovered that managers' leadership practices have a considerably greater impact on individuals in lower-level jobs than those in higher-level positions. Other research suggests that managers are better equipped to lead change projects because they have the right abilities (Dopson & Stewart, 2010; Huy, 2018; Kanter, 2017; Sethi, 2014). As a result, boards of directors are increasingly looking to their managers to take on more leadership responsibilities within the company (Huy, 2018).

Senior executives are not the only ones who want greater leadership from their managers; subordinates also anticipate more of these qualities from their bosses. Employees want their managers to lead by giving a vision for the future, improved communication and inclusion in decision-making, coaching and skill development, and increased empowerment (McDermott, 2013). Managers are being told that they must be leaders, but the concept of leading, as opposed to managing, is often difficult to grasp (Carroll & Levy, 2018). Their jobs become less process-oriented and more people-focused as they seek to achieve these new leadership standards. Regrettably, many managers are yet to acquire more people-oriented leadership approaches (Stoker, 2016). If managers are to be successful in their role as leaders, they must first understand the various skill sets required for effective management and leadership.

Managers of non-profit businesses may find it more challenging than their for-profit counterparts to make the transition to a more central leadership role. Nonprofit organizations, in general, have had a difficult time implementing management and leadership abilities into their operations. Until around 50 years ago, non-profit organizations thought management was a terrible thing since it was too closely associated with for-profit company, which they were not (Drucker, 2010). However, time and an increasingly dynamic environment have prompted a shift in thinking, and non-profit organizations now recognize the importance of cultivating great management talent, particularly when many traditional measures of growth and success, such as profits, no longer exist.

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It's been a similar experience bringing leadership skills to non-profits. Non-profit leaders demonstrated leadership abilities at their peril until a few decades ago. Boards, which are typically made up of strong leaders, appeared unwilling to employ a strong leader to run the firm, instead assigning them low-level titles like executive director (Shakely, 2011). Today's non-profit organizations understand the importance of good leadership and management (Hesselbein, 2011). They also recognize that in the years ahead, leadership strategies that encourage a less hierarchical structure and more participation from everyone in the organization will be critical to their success: "Future non-profits will require leaders at all levels of the organization, as well as staff members who can quickly adjust to changing circumstances." (Green, 2011:32)

In a non-profit company, balancing leadership and management skills has proven to be difficult. According to Stid and Bradech (2017) Non-profit organizations, particularly those led by founders, have a tendency to be over-led and under-managed. This is due in large part to non-profits' financial challenges, which shift energy to operations that produce immediate results, such as fundraising, which relies on a visionary, charismatic leader to connect with funders. Furthermore, there is little compensation for demonstrating superior management abilities; contributors' emotional attachment to an organization is based on its objective, not on how effectively it is run. A focus on management has been hampered by a conviction, according to Drucker (2013:276) that "good intentions and a pure heart are all that is required." They haven't yet accepted responsibility for their actions and outcomes."

Within a non-profit institution, developing both leadership and management abilities will be critical to establishing and maintaining success. As stated by Ahmed (2015:925), "Without a doubt, leadership is a tremendously strong resource. However, good leadership alone cannot fully and efficiently address all of the difficulties that NGOs face; organizations must also produce successful management. Stid and Bradech (2017:40) "The friction between leadership and management considerations will persist," they say, "So it's critical to be on the lookout for signs that suggest a need to adapt or renew management efforts." Understanding the distinction between leadership and management will aid in maintaining this balance and recognizing which skill sets require development.

The current recession is one of the most serious issues that non-profits are experiencing. They've been harmed as revenue streams have dried up and demand for services has soared. Staff reductions and program activity reductions have taken their toll, and a new report that questioned non-profit leaders about managing in difficult circumstances recommended that organizations focus on identifying those people who are vital to both short- and long-term success (Foster & Perreault, 2017). This conclusion shows that in order to survive in this environment, non-profit organizations must have a balance of management and leadership abilities throughout the company. According to Nanus and Dobbs (2014:10), "If a nonprofit organization is to prosper, it must have both effective leadership and good administration. Both are necessary, but neither is adequate. Thousands of worthwhile non-profit organizations fail every year due to a lack of one or the other." Non-profit organizations must clearly embrace techniques that aid in the development of both their managers and leaders. Therefore the study centers on Leadership and management in Non-profit organization

A. *Objectives Of The Study*

The purpose of this study is to examine Leadership and management in Non-profit organization: perspective from Nigeria

1) To examine the impact of leadership on the performance of nonprofit organization in Nigeria
2) To examine the relationship between management and the performance of nonprofit organization in Nigeria
3) To examine leadership and management challenges faced by managers in nonprofit organization in Nigeria

B. *Research Questions*

1) What is the impact of leadership on the performance of nonprofit organization in Nigeria?
2) What is the relationship between management and the performance of nonprofit organization in Nigeria?
3) What are leadership and management challenges faced by managers in nonprofit organization in Nigeria?

II. LITERATURE REVIEW

A. *Conceptual Review*

1) *Concept of Leadership And Management:* One disadvantage of making obvious boundaries between management and leadership functions is that many descriptions portray management as evil and leadership as excellent. Kumle and Kelly (2010) distinguish between leadership and management as two approaches to employee oversight. They define leadership as acts such as building a trusting environment, communicating openly and honestly, and putting people first with no hidden objectives. They contrast this with management, which they define as fear-based control, limited communication to those who need to

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know, and working through small groups rather than obtaining feedback from everyone. In discussing the symbolic functions of each, Czarniawska-Joerges and Wolff (2011) A leader is someone who has power over fate and causes change, whereas a manager is someone who has control over entropy by maintaining order and serving as the adversary of creativity and change. Maccoby (2010) uses the character Dilbert from the comic strip Dilbert to explain how management is viewed as poor and annoying. This perception persists, according to Capowski (2012), because almost everyone has worked for a horrible boss at some point in their career, but only a few have had the chance to work for a fantastic leader. Even when the distinction does not specifically portray management as bad, very often the descriptions suggest that managers are not as important as leaders. Bass (2016) suggest that there is a predisposition to see leadership as superior to management. Often it appears that the goal is to make leaders out of managers, but not vice versa, because "managers are earthbound and ordinary. Leaders reach for the stars" (Leavitt, 2014:138). Rees and Porter (2008) describe the difference between managers and leaders as a function of how they have achieved their position, with leaders relying on popular support while managers are appointed. In contrasting the approaches of leaders and managers, Yukl (2012) describes the distinction as leaders using their influence to gain commitment from others, while managers merely perform their responsibilities and exercise authority. When discussing change, Maccoby (2010) highlights the role of the leader as the change agent, while the role of the manager is described as administrative. In discussions on transformational and transactional leadership, where the transactional approach is considered closer to a managerial approach, Bass (2016:26) states: "to be transactional is the easy way out; to be transformational is the more difficult path to pursue". For managers, the ability to blend leadership and management skills is very vital (Balogun & Johnson, 2014). As stated by McGurk (2019:465), "managers, more than front-line or senior managers, require a delicate balance of management and leadership skills.". Antonioni (2010) claims that for middle managers to be effective, their management skills must be balanced equally with their leadership and coaching abilities. In reality, it is this ability to blend the seemingly contradictory abilities of management and leadership that ultimately distinguishes successful managers from those who are marginalized (McCartney & Campbell, 2017). In an attempt to explain why some high-potential individuals succeed while others fail, McCartney and Campbell propose that individual achievement is based on a good blend of management and leadership qualities.

2) *Concept of Non-Profit Organization:* The nonprofit sector refers to all of the organizations that are not for profit. This is the umbrella term for all social institutions and organizations that are not companies or governments. The not-for-profit sector, sometimes known as the independent sector, the third sector, the philanthropic sector, or the volunteer sector, is a subset of the nonprofit sector. Outside of the Nigeria, nongovernmental organizations are commonly referred to as nonprofits. It is estimated that the nonprofit sector in Nigeria accounts for around 6% of all organizations, and that one out of every 15 Nigerians works for a nonprofit organization. Each year, non-profits spend billions of Naira. In a nutshell, nonprofit organizations are everywhere and affect almost everyone. The nonprofit sector, which is made up of numerous nonprofit organizations, comprises a large component of society that has an impact on the entire population. According to all estimations, the nonprofit sector is rising in size.

B. Empirical Review

A study carried out by (McCartney & Campbell, 2017) the impact of leadership style and management on the performance of non-governmental organizations shows that leadership style and management have a significant impact on the performance of non-governmental organizations in Nigeria. Therefore they recommended that managers of NGOs must be trained to possess those qualities and skills of leaders in other to drive these organizations

A study carried out by (Balogun & Johnson, 2014), examine the challenges facing the leadership and management of Nonprofit organizations in Nigeria. They opined that lack of monetary support from individuals is a problem limiting the running of such organizations by their leaders.

III. METHODOLOGY

The study was conducted in Lagos state, Nigeria. The population of rivers state, according to the rivers state Government is 21.5 million. This research adopted a descriptive survey design and questionnaire was used as the primary data collection instrument. The population of the study comprised of selected staff and managers of nonprofit organization. Simple random sampling method was used to select a sample size of forty (40) selected staff and managers of Nonprofit organizations. 50 questionnaires were shared to respondents and 40 were successfully returned.

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ISSN: 2321-9653; IC Value: 45.98; SJ Impact Factor: 7.429
Volume 9 Issue IX Sep 2021- Available at www.ijraset.com

IV. DATA ANALYSIS, FINDINGS AND DISCUSSION

This chapter deals with the presentation and analysis of the result obtained through questionnaires

A. Bio Data of Respondents

Table 1 gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	60	60.0	60.0	60.0
	Female	40	40.0	40.0	100.0
	Total	100	100.0	100.0	

Source: field survey, September, 2021.

Table1 above shows the gender distribution of the respondents used for this study.
60 respondents which represent 60.0percent of the population are male while the remaining 40 respondents which represent 40.0 percent of the population are female.

Table 2 age grade of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 17years	15	15.0	15.0	15.0
	18-20years	15	15.0	15.0	30.0
	21-30years	40	40.0	40.0	70.0
	31-40years	10	10.0	10.0	80.0
	41-50years	10	10.0	10.0	90.0
	above 50years	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

Source: field survey, September, 2021.

Table 2 above shows the age grade of the respondents used for this study. 15 respondents which represent 15.0percent of the population are below 17 years.15 respondents which represent 15.0 percent of the population are between 18-20years.40respondents which represent 40.0 percent of the population are between 21-30years.10respondents which represent 10.0 percent of the population are between 31-40years.10respondents which represent 10.0 percent of the population are between 41-50years while 10respondents which represent 10.0 percent of the population are over 50years.

Table 4 marital status of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	60	60.0	60.0	60.0
	Married	30	30.0	30.0	90.0
	Divorced	5	5.0	5.0	95.0
	Widowed	5	5.0	5.0	100.0

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Table 4 marital status of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	60	60.0	60.0	60.0
	Married	30	30.0	30.0	90.0
	Divorced	5	5.0	5.0	95.0
	Widowed	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Source: field survey, September r, 2021.

Table 4 above shows the marital status of respondents used for the survey
60 respondents representing 60.0percent of the population are single.30 respondents representing 30.0 percent of the population are married.5 respondents representing 5 percent of the population are divorced while 5 respondents representing 5 percent of the population are widowed.

Table 1 There Is A Significant Impact Of Leadership On The Performance Of Nonprofit Organization In Nigeria

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	50	50.0	50.0	50.0
	Agree	25	25.0	25.0	75.0
	Undecided	5	5.0	5.0	80.0
	Disagree	10	10.0	10.0	90.0
	Strongly disagree	10	10.0	10.0	100.0
	Total	100	100.0	100.0	

Source: field survey, September, 2021.

Table 1 shows the responses of respondents that there is a significant impact of leadership on the performance of nonprofit organization in Nigeria. 50 respondents representing 50.0 percent strongly agree that There is a significant impact of leadership on the performance of nonprofit organization in Nigeria. 25 respondents representing 25.0 percent agree that there is a significant impact of leadership on the performance of nonprofit organization in Nigeria. 5 respondents representing 5.0 percent were undecided. 10 respondents representing 10.0 percent disagree that there is a significant impact of leadership on the performance of nonprofit organization in Nigeria 10 of the respondents representing 10.0 percent strongly disagrees that There is a significant impact of leadership on the performance of nonprofit organization in Nigeria.

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Table 2 There Is A Significant Relationship Between Management And The Performance Of Nonprofit Organization In Nigeria

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	40	40.0	40.0	40.0
	Agree	50	50.0	50.0	90.0
	Undecided	2	2.0	2.0	92.0
	Disagree	5	5.0	5.0	97.0
	strongly disagree	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: field survey, September, 2021.

Table 2 shows the responses of respondents that There is a significant relationship between management and the performance of nonprofit organization in Nigeria. 40 respondents representing 40.0 percent strongly agree that There is a significant relationship between management and the performance of nonprofit organization in Nigeria. 50 respondents representing 50.0 percent agree that There is a significant relationship between management and the performance of nonprofit organization in Nigeria. 2 respondents representing 2 percent were undecided. 5 respondents representing 5.0 percent disagrees that There is a significant relationship between management and the performance of nonprofit organization in Nigeria while the remaining 3 of the respondents representing 3 percent strongly disagree that There is a significant relationship between management and the performance of nonprofit organization in Nigeria.

Table 3 Lack Of Funds And The Current Economic Situation Is A Problem Facing Management And Leadership Of Nonprofit Organization In Nigeria

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	50	50.0	50.0	50.0
	Agree	30	30.0	30.0	80.0
	Undecided	5	5.0	5.0	85.0
	Disagree	10	10.0	10.0	95.0
	strongly agree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Source: field survey, September, 2021.

Table 3 shows the responses of respondents that lack of funds and the current economic situation is a problem facing management and leadership of non-profit organization in Nigeria. 50 respondents representing 50.0 percent strongly agree that lack of funds and the current economic situation is a problem facing management and leadership of non-profit organization in Nigeria. 30 respondents representing 30.0 percent agree that lack of funds and the current economic situation is a problem facing management and leadership of non-profit organization in Nigeria. 5 respondents representing 5 percent were undecided. 10 respondents representing 10.0 percent disagrees that lack of funds and the current economic situation is a problem facing management and leadership of non-profit organization in Nigeria while the remaining 5 of the respondents representing 5 percent strongly disagrees that lack of funds and the current economic situation is a problem facing management and leadership of non-profit organization in Nigeria

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V. CONCLUSION

From the above analysis we conclude that lack of funds and the current economic situation is a problem facing management and leadership of Nonprofit organization in Nigeria, There is a significant relationship between management and the performance of nonprofit organization in Nigeria and finally there is a significant impact of leadership on the performance of nonprofit organization in Nigeria. we conclude that managers of No-profit organization must possess extra ordinary qualities of leadership to move the organization forward.

VI. RECOMMENDATION

The leadership pipeline deficit as described by Tierney (2016) recommends that managers in non-profit organizations need to expand their leadership and management skill sets in order to strengthen the organization and help effectively manage the running's of these organizations

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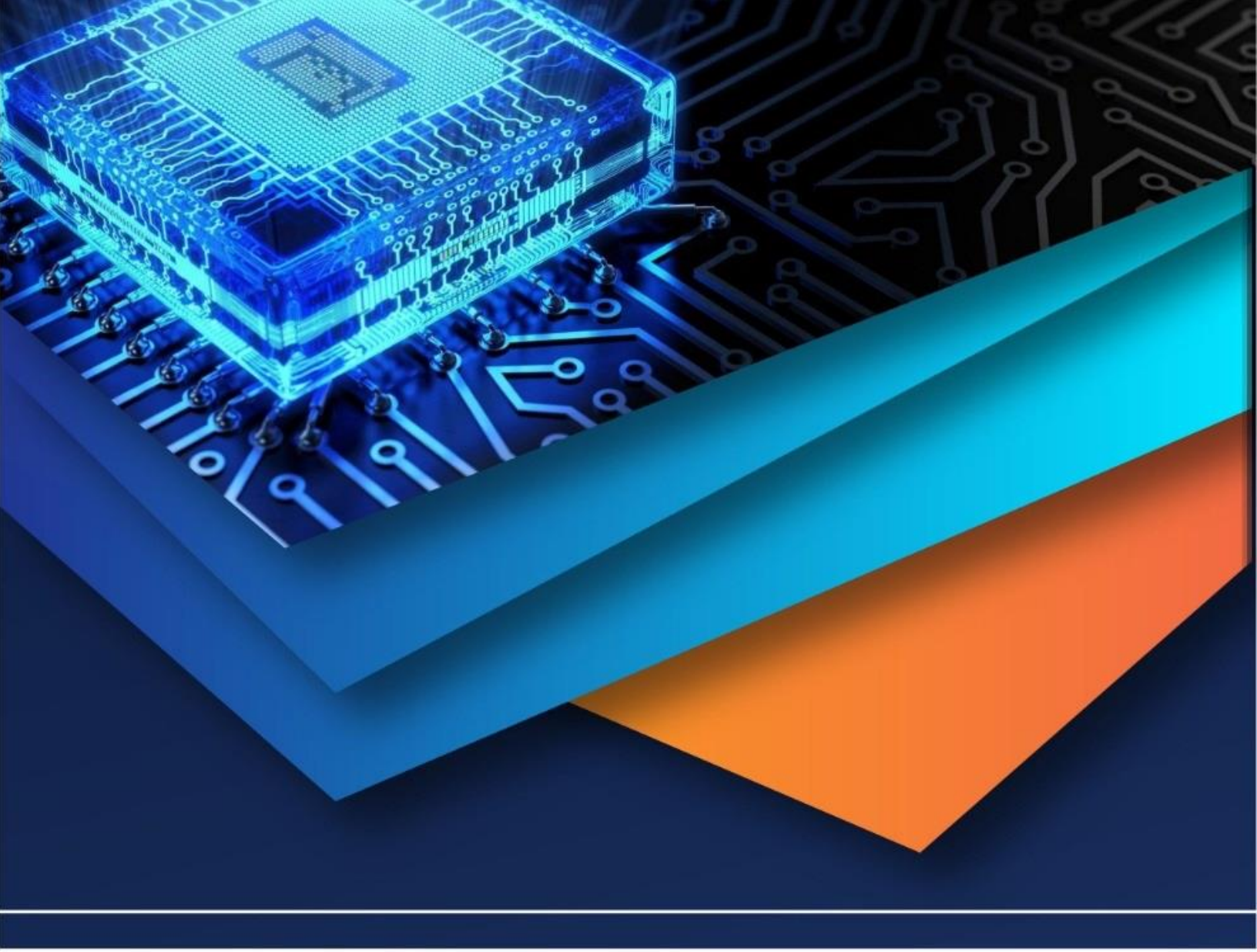

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