

LEADERSHIP STYLE AS DETERMINANT OF INDUSTRIAL HARMONY IN NIGERIA

JAKPA Grace Ufuoma^{1*}, IBEGBULEM, Andreas Brutus²

^{*1} Department of Office Information and Management, Southern Delta University, Ozoro Nigeria

² Department of Business Administration, Southern Delta University Ozoro Nigeria

<p>Corresponding Author JAKPA Grace Ufuoma</p> <p>Department of Office Information and Management, Southern Delta University, Ozoro Nigeria</p> <p>Article History</p> <p>Received: 24 / 04 / 2025</p> <p>Accepted: 07 / 05 / 2025</p> <p>Published: 10 / 05 / 2025</p>	<p>Abstract: In this study, we examined some key elements of authentic leadership and how they can be magic bullets for peace in the workplace. Survey research design involving 208 employees in both public and private organizations were employed. Three (3) key elements of authentic leadership style were used namely, inspiring motivation, ethical transformational quality, and leadership transparency. Data obtained were analyzed by means of descriptive and inferential statistical tools. The research findings indicated that authentic leaders who possess ethical transformational abilities are better able to foster harmony in the workplace. Another strategy to enhance workplace harmony was to inspire motivation. We also looked at how service-oriented leadership improves harmony at work and finding indicated that leadership openness and a fair distribution of information both contribute to improved workplace harmony. Thus, the study concludes that genuine leaders use social exchange theory to improve workplace harmony, hence, authentic leadership serves as a determinant of industrial harmony. On the basis of the findings, to improve workplace harmony, the study recommends that managers in both public and private organizations need to cultivate authentic leadership styles via moral transformational traits, motivating inspiration and leadership transparency. By so doing, they can enhance workplace harmony, which will in turn contribute significantly to organizational success and growth.</p> <p>Keywords: Leadership style; Authentic leader; Inspiring motivation; Ethical transformational qualities; Leadership transparency; Autocratic leadership; Industrial harmony, JEL Classifications: M19; M12.</p> <p>How to Cite: JAKPA, G. U., IBEGBULEM, A. B., (2025). LEADERSHIP STYLE AS DETERMINANT OF INDUSTRIAL HARMONY IN NIGERIA. <i>IRASS Journal of Multidisciplinary Studies</i>, 2(5),21-25.</p>
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INTRODUCTION

Broadly, leadership style significantly influence the level of industrial harmony, with diverse styles like autocratic, transactional, authentic, transformational and democratic, among others each affecting industrial harmony and workplace environment in diverse ways. A leadership style designed for specific a circumstance may not be efficient in bringing good industrial harmony and relations (Wichham, 2024). Ultimately, authentic leadership characterized by cooperation and followers' engagements may be imperative in realizing industrial harmony and good work environment (Waweru, Kariuki & Mburu, 2024). Thus, we investigate the extent to which dimensions of authentic style of leadership (inspiring-motivation, leadership transparency and ethical transformational qualities) may affect industrial harmony of public enterprise in Nigeria.

The idea of workplace harmony has been the subject of more research in recent years as a result of a better understanding of the concept's significance for leadership. According to Ayça, (2019), the problem facing modern organizations is that employees are growing more aware of their rights and privileges, which has become a hindrance to rising management as they question the glory of capitalistic mindedness, which once ruled the road to This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license

managing like a goliath; this trend appears to have an effect on workplace harmony, as the frequency of management-workforce conflicts is rising quickly in many sectors of the global economy.

Institutions support leaders who can reduce conflict in the workplace, establish values in employees, and respond to changing environmental situations. In this sense, adopting a more contemporary leadership style - the real leadership style is essential (Longe, 2023). One of the emerging pillars of leadership for the past ten years has been authentic leadership (Abolade, 2022). By guiding and encouraging both positive psychological traits and a more ethical atmosphere, authentic leadership is a style of leadership behaviour that promotes self-awareness and internal morality. In order to promote good self-esteem, leaders who deal with subordinates must process information in a balanced way, preserve relationship transparency, and uphold workplace harmony (Bamidele, 2020; Danraka, 2021).

A relatively new leadership approach, authentic leadership encourages moral and honest behaviour in the workplace, which eventually helps leaders, followers, and companies (Covelli & Mason, 2017). Hence, it is believed that true leadership will improve workplace harmony because it has been shown in multiple

studies to influence employee behaviour (Akuh, 2016; Chinedu, et al, 2018; Musheke & Phiri, 2021). According to Ramprakash and Harini (2022), authentic leadership combines transformative and ethical qualities. They asserted that in addition to being visionary, inspiring, and motivating, authentic leaders are also morally upright and caring.

According to Ramprakash and Harini (2022), authentic leadership is characterised by a leadership style that enhances the healthy environment in organisations, applies the healthy environment to organisational goals, successfully distributes information in a balanced manner, maintains transparency in relationships with employees in the workplace, and aids in the growth of the organisation. Researchers and scholars are currently becoming more and more interested in the topic of authentic leadership (Ayça, 2019).

According to Sumanjari (2022), the ability of authentic leaders to effortlessly transcend success is what piques the interest of practitioners and scientists in authentic leadership. These leaders are also thought to be able to solve the issues that contemporary organisations face. Even though more research has been done on the elements that contribute to workplace harmony, it has been noted that not as much attention has been paid to the idea that real leadership is the answer to workplace harmony (Tamunobere & Tamunoniebi, 2023). As a result, it is now vital to investigate, how authentic leadership (inspiring-motivation, leadership transparency and ethical transformational qualities) may be used as a magic bullet for driving workplace harmony.

REVIEW OF RELATED LITERATURE

Inspiring Motivation

Motivating others is more akin to transformative leadership. Genuine leaders inspire their followers and work to translate their concepts into organisational goals. One of the most crucial traits of inspirational motivating leaders is their engagement with their followers, which is a result of their greater creativity. They encourage others to be creative by serving as role models (Tamunobere & Tamunoniebi, 2023). According to Fallatah (2020), inspiring inspirational leaders let their followers recognise problems and potential answers in order to ensure that they develop intellectual stimulated. They also stimulate critical thinking, where leaders give their followers the attention, encouragement, and support they need to do well.

Pins and slogans are examples of symbols that authentic leaders use to help focus their efforts and clearly communicate the importance of their company's purpose (Nwinyokpugi, 2015). Their inspirational motivating method helps them build more teams and inspires them to work towards the organization's objectives. Workers appreciate a leader that shows empathy, builds trust, and attends to the needs of their team members (StateJensen, et al, 2012). A true leader uses both monetary and non-monetary rewards to motivate their staff (Mildon, Dyke-Ebirika & Tidjoro, 2021). Therefore, we contend that true leaders use motivating inspiration to improve workplace harmony.

Ethical Transformational Qualities

One of the key components of an authentic leadership style is ethical transformative quality. The majority of research on genuine leadership style did not consider ethical transformational quality as a factor that promotes workplace harmony. A true leader's actions are based on high moral principles. The term "internalised moral viewpoint" describes a leader's moral principles

and beliefs that align with their behaviour (Adekunle, Abimbola & Ehimen, 2019; Alilyyani, Wong & Cummings, 2018).

We assert that ethical transformational qualities will improve workplace harmony because authentic leaders use moral logic and a moral compass to guide their judgements, which are supported by a self-reliant, moral company culture, and followers want to imitate their moral actions (Covelli & Mason, 2017; Kuluski, Reid & Baker, 2021). Ethical transformation qualities exhibit ethical traits passed on to their subordinates, who model their conduct and performance after them. Therefore, we contend that true leaders use ethical transformational qualities to improve workplace harmony.

Leadership Transparency

One of the major components of an authentic leadership style is the use of leadership transparency; this component of authentic leadership style has been found to have significant influence on workplace harmony (Miidom, Dyke-Ebirika & Tidjoro, 2021; Ifeoma, Chinedu & Uzoamaka, 2022). According to Onyeizugbe, et al (2018), transparency is the act of showing oneself to others, fostering cooperation among co-workers, and assisting in the development of trust and collaboration.

Furthermore, an authentic leader tends to be candid and open with people in partnerships (Bakari et al., 2018). In the field of organisational behaviour, employees' relationships within the company are greatly influenced by authenticity. Transparency is essential to how employees view actual business practices. Consequently, we argue that true leaders use transparency quality to enhance workplace harmony.

Industrial Harmony

An organization's success depends on having a favourable work environment (Wichham, 2024) Managers in the business and government sectors have the challenge of ensuring employee satisfaction, commitment, and loyalty while simultaneously increasing productivity and above all - preserving harmony and mutual trust in the workplace. According to Waweru, et al (2024), greater organisational production and growth depend on a peaceful workplace that guarantees both employer and employee happiness. According to Alilyyani, et al (2018), a discordant work environment is characterised by a degree of incompatibility within the group, organisation, or society and shows itself as resistance or disagreement with particular ideas, interests, individuals, or situations.

As the firm's leaders, organisation managers are expected to be able to use the power granted to them by their position within the company to influence the behaviour of others. Workers complete their responsibilities in response to the encouragement and instructions of their managers or leaders. According to Fallatah, (2020), leaders use their influence to motivate people to achieve their goals and objectives. Loyalty and dedication are inspired by the way leaders engage with their workforce. Kuluski, et al (2021) opined that leadership also aids in inspiring, motivating, encouraging, and recognising followers in order to accomplish crucial performance goals.

Conversely, poor leadership de-motivates workers and fuels grievances, strikes, and other forms of labour unrest. It has been observed that conflict is encouraged by authoritarian leadership. An amicable and cooperative agreement on working relationships for mutual benefit between employers and employees is referred to as industrial harmony (Miidom, et al, 2021;

Onyeizugbe, et al, 2018). Tamunobere and Tamunoniebi (2023) defined industrial harmony as the relationship between management and workers about terms and conditions of employment and the workplace. In actuality, it is a scenario where management and staff freely collaborate to accomplish the objectives of the company.

An industrial setting where workers, their unions, and management acknowledge and welcome each other as development partners and where a collaborative mindset benefits both parties in terms of output, efficiency, and rewards is referred to as having harmonious relations (Sumanjari, 2022). It makes the assumption that there are proactive and successful collective agreements and grievance procedures in place to prevent disagreements from turning into crises, not that disputes do not exist. Poor human resource(HR) management will be eradicated as a result of internalising positive labour relations.

In its best form, workplace harmony suggests a relatively balanced industry with friendly and fruitful interactions between individuals and/or groups. Ramprakash and Harini (2022) assert that because disputes between groups within an organisation are inevitable, conflict and competing agendas are a common occurrence in contemporary organisations. Conflict of this kind prevents the formation of industrial harmony, demonstrating that the organisation is undergoing change (Ramprakash & Harini, 2022).

According to Musheke and Phiri (2021), industrial harmony is the absence of strikes by industrial unions within a company, which will unavoidably result in more effective and efficient management. In order to achieve harmony, teams must be coordinated by a central leader who also helps them achieve their goals. It involves allocating resources among divisions and setting priorities. Effective management of cross-functional and multi-departmental teams is essential for successful collaboration.

Theoretical Framework

The social exchange theory serves as the foundation for our investigation. The social exchange hypothesis states that a series of interaction between individuals in mutually dependent relationship creates responsibilities. Exchange theory holds that social interaction and human behaviour are based on the exchange of physical and intangible activities, particularly in relation to cost and reward (Ifeoma, et al, 2021). According to this perspective, the exchange of benefits - specifically, providing others with something more valuable than what the giver finds costly is the fundamental basis or unveiled secret of human behaviour (Ifeoma, et al, 2021). As a result, it is seen as a phenomenon that permeates every facet of social life (Danraka, 2021).

EMPIRICAL RESULTS

Table 1: Descriptive Statistics

Variables	Mean Scores	Standard Deviation	Minimum Value	Maximum Value
Wph	2.7384	0.0485	1	4
Inmot	2.7331	0.0528	1	4
Ethtrans	2.6092	0.0507	1	4
Leadtrans	2.6123	0.0510	1	4

Source: Compiled by the Researcher (2025)

The descriptive statistics in Table 1 revealed that all the elements of authentic leadership (Inmot, Ethtrans and Leadtrans) scored above 2.50 cut-off point of the mean. This implies that items on the elements of authentic leadership style are suitable

Trade also permeates the non-economic sphere, which is the social space situated between the extremes of intimacy, self-interest or cost-benefit analysis, and disinterested, expressive activity (Bamidele, 2020). The relationship between bosses and subordinates is comparable to this. One of the fundamental principles of social exchange theory is that, provided both parties adhere to certain exchange rules, partnerships eventually grow into dependable, devoted, and reciprocal commitments (Bamidele, 2020).

These regulations typically incorporate reciprocity or payback standards, whereby the actions of one person prompt a reaction or action from the other (Akuh, 2016; Abolade, 2022). Because they supply what the employees expect and the employees will provide what is expected of them, the use of this idea will help authentic leaders improve workplace harmony (Adekunle, et al, 2019; Nwinyokpugi, 2015).

METHODOLOGY

This study used survey research design in analyzing how some key elements of authentic leadership can influence workplace harmony in Nigeria. The study population encompass employees of both public and private organizations in Delta State, out of which 225 was obtained using convenience sampling. Structured questionnaire was the main instrument of data gathering, which was administered to the employees of the selected public and private organizations. The questionnaire was designed on a 4-point scale ranging from strongly agree to strongly disagree.

Furthermore, Cronbach alpha was used in determining the internal consistency of research instrument, yielding coefficients of 0.71 (inspiring motivation), 0.84 (ethical transformational quality), 0.79, (leadership transparency), and 0.81 (workplace harmony). The study used descriptive and inferential statistical tools in analyzing data obtained in the field study. The dependent variable is workplace harmony while the independent variable is authentic style of leadership measured via inspiring motivation, ethical transformational quality, and leadership transparency. In line with this, the following empirical models were formulated:

$$Wph = f(Inmot, Ethtrans, Leadtrans) \quad \text{eq. 1}$$

$$Wph_i = \beta_0 + \delta_1 Inmot_i + \delta_2 Ethtrans_i + \delta_3 Leadtrans_i + \varepsilon_i \quad \text{eq. 2}$$

Where: Wph is workplace harmony; Inmot is inspiring motivation; Ethtrans is quality of ethical transformation; Leadtrans is leadership transparency; δ_1 - δ_3 regression coefficients; ε is error term; and i respondents.

measurements for determining the link between authentic style of leadership and workplace harmony. Furthermore, the result is buttressed by the low standard deviation values; thus suggesting that to some extent, an authentic style of leadership is mainly used in the selected public and private organizations.

Table 2: Pearson Correlation Matrix

Variables	Wph	Inmot	Eththrans	Leadtrans
Wph	1.0000			
Inmot	0.0422	1.0000		
Eththrans	0.0319	0.0211	1.0000	
Leadtrans	0.0537	0.0782	0.0455	1.0000

Source: Compiled by the Researcher (2025)

In Table 2, the Pearson correlation matrix revealed that coefficients are positive; this implies a positive relationship between the elements of authentic leadership style (Inmot, Eththrans, and Leadtrans) and workplace harmony (Wph). More so,

all the Pearson coefficients did not exceed 0.8; an indication of nonexistence of multicollinearity in the empirical models of the study.

Table 3: Variance Inflation Factor (VIF) Results

Variables	VIF	1/VIF
Inmot	1.02	0.9804
Eththrans	1.01	0.9900
Leadtrans	1.01	0.9901

Source: Compiled by Researcher (2025)

In Table 3, the VIF result revealed an absence of heteroskedasticity in the model of workplace harmony and

leadership style (inspiring motivation, ethical transformational quality, and leadership transparency)

Table 4: Multiple Regression Results

Estimator	Predictors	t-value
R-Squared	0.7777	Inmot = 3.49 (P-value = 0.000)
Adjusted R-Squared	0.699	Eththrans = 4.01 (P-value = 0.000)
F-Ratio	22.49	Leadtrans = 5.08 (P-value = 0.000)
Probability. F	0.000	

Source: Compiled by Researcher (2025)

In Table 4, the multiple regression results for Inmot, Eththrans, and Leadtrans revealed that R-squared is 0.7777 indicating that all the elements of authentic leadership style explained about 78% of the systematic variation in workplace harmony (Wph). Hence, the empirical model showed a good fit to the datasets. The F-value is 22.49 and it indicates that all the elements of authentic leadership style significantly influence Wph. Furthermore, the t-values suggest that Inmot, Eththrans, and Leadtrans positively significantly influence Wph and this result agrees in part with those of Wichham (2024), Waweru, Kariuki and Mburu (2024) and Longe (2023) who found that significant positive influence of leadership style on harmony in the workplace.

CONCLUSION AND RECOMMENDATIONS

In this study, we looked at some key elements of authentic leadership and how they can be magic bullets for peace in the workplace. According to results, authentic leaders who possess ethical transformational abilities are better able to foster harmony in the workplace. Another strategy to enhance workplace harmony was to inspire motivation. We also looked at how service-oriented leadership improves harmony at work. According to our research findings, leadership openness and a fair distribution of information both contribute to improved workplace harmony. Thus, the study concludes that genuine leaders use social exchange theory to improve workplace harmony.

According to our research findings, in order to improve workplace harmony, the study recommends that managers in both public and private organizations - profit-making or non-profit-seeking need to cultivate authentic leadership styles through moral transformational traits, motivating inspiration, and leadership transparency. By so doing, organizations would enhance workplace harmony which will in turn contribute significantly to the success as well as growth of the organization.

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