

Identifying Factors Influencing Organizational Leadership for Adequate Housing Delivery in Nigeria: A Delphi Survey Approach

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ABSTRACT

Nowadays, there exists a high incidence of competitions between organizations seeking control, relevance, and dominance in the market space due to globalization exacerbated by the continuous advancement in technologies, high customers' tastes, and expectations. This has significantly influenced organizational decisions leading to constant reevaluation of operational procedures, adopting and implementing changes that will influence positive business outcomes. The literature search revealed that past studies on organizational leadership focused mainly on elements of leadership styles, strategies, and ethics. Hence, studies have not identified the factors that influence organizational leadership for adequate housing delivery in Nigeria. The study identified the factors that influence organizational leadership in the delivery of housing in Nigeria using the Broaden and Build theory, and Kurt Lewin's leadership philosophical concepts as the fundamental basis underpinning the study. Delphi study approach was used to determine the areas of commonality before a consensus was reached. A structured questionnaire was administered to validate and removing outliers from the result. The Delphi study identified 20 distinct factors that influence organizational leadership for AHD in Nigeria. Factors such as organizational sustainability, motivation, etc., are the most significant factors influencing organizational leadership towards AHD. However, results from SEM analysis showed that only 12 variables are significant in measuring organizational leadership and management for AHD. The study concludes that the 12 identified factors are significant in AHD. Nevertheless, the application of these factors in housing delivery is still low in Nigeria. Hence, it is recommended that real estate developers and other operators in housing should use the result from this study as a template for developing adequate housing.

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1. Introduction

The real estate construction industry, housing sub-sector in particular is complex because it comprises people of diverse professions and ages, from different cultural and social-economic backgrounds, possessing varying degrees of perceptions, who understand things differently (Mbazor & Okoh, 2014). These obvious diversities present enormous challenges to organizational leaders, who are constantly saddled with the responsibilities of effective management and control of resources in such a manner as to meet the corporate objectives of the organization.

Several studies exist on different aspects of delivering housing adequacy. As a result, a variety of ideas and definitions on housing adequacy can be found in the literature. Maliene & Malys (2009) for instance sees housing adequacy as a way of delivering a healthy and attractive living environment within the society. The study considered housing adequacy based on a good, high-quality, economic, ecological, aesthetical design, comfortable and convenient to sufficiently suit the needs of an occupier. Unfortunately, not much attention has been paid in the literature to the issue of leadership and management practices that result in adequate housing. Without effective organizational leadership and management practices, adequate housing delivery will be a mirage. Consequently, Sze'kely & Knirschm (2005) pointed that "several organizations have embarked on different strategies to address the housing need and expectations of the investors and the general public.

The issue of organizational leadership creates important understandings on leadership and management functions in all segments of organizational operations, housing delivery inclusive. This study primarily focused on identifying the factors influencing leaderships among the chief executives (CEOs), sectional leaders, line managers, and supervisors in the organizations' practices such as the housing delivery industries. Organization of any size, nature, and nomenclature is a complex, dynamic and unique entity. The day-to-day actions and decisions taken in an organization are the core and basic reasons for leadership.

This research is poised to identify the influencing factors based on experiences, skills, and technical knowledge used by the selected experts, to improve leadership styles to achieve the quality objectives of their organizations. In highlighting the problem statement of the study, issues such as lack of societal responsibilities, poor leadership process, lack of friendly approach to leadership, and lack of commitment in taking initiatives are part of the obvious challenges among leaders in the housing industry (Mbazor & Okoh, 2015). These factors, to a great extent have influenced the overall performance of organizations including the housing organizations. Further, Ejimabo (2015) found that most organizational problems normally present themselves in non-associated symptoms. The study mentioned that the usual tendencies of employees of an organization including the chief executive officers (CEOs) are to tackle the symptoms of the identified problems, and left the real problem unattended. This approach has been noted to be one of the major shortcomings of organizational leaders. But Olsen & Eoyang (2001) posits that seeing challenges from different angles within an organization give a broader view and better

understanding of such problem. Hence, it is pertinent that leaders of organizations should imbibe the culture of critically evaluating problems rather than running into quick actions and conclusions that would not produce lasting solutions to the problem.

Several studies have been undertaken on the subject of organizational leadership in different fields, but there is a gap in the literature on the influence of organizational leadership and management concerning AHD process in a developing country such as Nigeria.

The Delphi and survey techniques employed in this study primarily focused on identifying the major elements influencing leadership effectiveness among the experts and other operators in housing organizations' day-to-day activities. The technique allowed the selected experts and others to freely air their individualistic perceived opinions on the leadership constructs presented to them by the researchers, and at the same time allowed the participants the freedom to make their independent opinions which were subjected to further evaluation by other participants to build a consensus on the opinions expressed. Through the adoption of a mix approach (Delphi and survey study approach), the researchers intention is to conduct comprehensive contextual analyses; with emphasis on identifying leadership attributes that create the structure for assisting housing organizations' leaders to effectively deploy their skills and experience in leading their organizations towards attaining housing adequacy goal.

In assessing adequate housing delivery programs, the perceptions of final beneficiaries and the general public on the final housing product are always of great concern to the constructors, policymakers, and indeed the entire stakeholders. The focus and concerns about the final housing product are usually expressed primarily based on the satisfaction derived in terms of the quality of the fabrics used and the entire housing environment. Humans by their nature have the intrinsic tendency to place value on their immediate environment, and based on what they perceive to be good or bad. This instinct evaluation in man is generally influenced by cultural value, level of adaptation, and past experiences, age, gender, social status, and political roles.

Therefore, for the developer to ensure adequate housing delivery that will satisfy the final beneficiaries, effective leadership, and management structure must be deployed by leaders to influence the subordinates for enhanced products outcomes. Unlike the developed countries, little research has been carried out in developing countries such as Nigeria on the factors that influence organizational leadership and management in the delivery of adequate housing.

Hence, this research aims to investigate the factors that influence organizational leadership for adequate housing delivery. It is anticipated that the study will contribute to the body of knowledge by adding to the existing literature on how leadership characteristics in the housing sector can positively influence teams' performance, and by so doing ensuring the realization of adequate housing delivery objectives that satisfies the end users.

Underlying Theory For The Study (Broaden-And-Build Theory And Kurt Lewin's Leadership Philosophical Concepts)

This research adopted the conceptual framework developed by Frederickson (2001). This framework however has an underpinning theory of Broaden-and-Build theory of leadership influence and Kurt Lewin's leadership philosophical concepts of leadership. The Broaden-and-Build theory according to Frederickson (2001) gave an explanation of how the concept of positivity in leadership connects to the improvement and well-being of an organization, and how it contributes to adaptability, growth, and effective work performance. The theory posits that "positive emotions broaden awareness as well as thinking and action repertoires". Also, Kurt Lewin's leadership philosophical concepts focused on "the classic experiments with authoritarian and democratic styles of leadership." The results of the experiments showed that the factors that determine individual or group behaviors in an organization are the styles of leadership and not the individual or group differences as generally believed. It was Lewin's leadership concepts that initiated the movement toward a democratic style of leadership in an organization.

Similarly, Vacharkulsemsuk & Frederickson (2013) pointed that "positive emotions contribute to building enduring cognitive, physical, social, and relational resources". This theory implies that positive affective conditions or states broaden abilities to be able to formulate novel and effective concepts, taking alternative actions to improve their competencies, enhance the connectivity of team members, and add to the organizational growth and product improvement (Sekerka & Frederickson, 2008; Vacharkulsemsuk & Frederickson, 2013). Furthermore, relating affective states or conditions, either positive or negative on certain work outcomes, past studies such as Tsai et.al (2009) revealed that leadership influences work performance directly and indirectly.

This suggests that when positive effects are put up by leaders say in the delivery of housing, it will have a ripple effect with the capacity to motivate the subordinates (such as the masons, carpenters, welders, etc.) to deliver efficiently, and on the other hand, negative effects will demotivate the subordinates resulting to poor work performance. The outcomes of the study contribute significantly to the literature on the roles positive conditions plays between leadership and actual performance of an organization.

2. Literature review

The term leadership has received very wide descriptions from diverse disciplines. Leadership as a concept is a term generally considered to be significant in the diverse operations of any given institution, organization, group, association, general society. Leadership studies have been an important topic that has attracted a wide range of discussions across disciplines ranging from science, sociology, psychology, natural and social sciences among other disciplines. The subject has produced myriads of conceptual and empirical researches and has generated several intellectual debates and discusses among experts. Many ideas have been given to the subject of leadership. For instance, Yukl (2010) informed

that leadership is a term derived from the common lexis and integrated into the official lexis of a scientific field.

Several other researchers' perceptions of leadership are identified in the literature. For example, Northouse (2014) considered leadership as a tailored process where individuals influence groups or individuals to achieve a common set out goals. Drath & Palus (1994) asserts that leadership is an idea of 'making meaning out of someone else's joint actions, and in such a manner that the actions could be understood and followed. It is also defined as a process used in influencing others to consent to an idea in an understandable manner (Yukl, 2010)). Leadership according to Jacobs & Jaques (1990) is a process of giving direction to a collective effort to achieve a goal. It supports and promotes organizational sustainability (Epstein, et al. 2010).

Leadership according to Misztal (2013) is pre-condition through which the quality management system of an enterprise or organization can be maintained. Regrettably, a lot of business entrepreneurs do not understand the enormity of this assertion. Even though at recruitment, they declare the quality policy of their organization while engaging the employees, their behaviors deviate significantly from the angle of leadership. Hence, Misztal (2013) observed that procedures and rules assume the means for the settlement of employees' assigned tasks with no regard to their working conditions. Consequently, the employees become unmotivated, and as such, they work reluctantly and carelessly because they do not see a sense of fairness in their work. This attitude further result in nonconformities of products and all corrective actions may not produce or yield any positive results because they are primarily concerned about the causes and look away from the managers' personality roles.

Hamrol (2005) argued that success attainment in quality management process is only 10% dependent on technical equipment, nature of available technology (40%), and 50% on people and the way and manner they are managed. Leadership, according to Hamrol (2005) implies that the top management team should cooperate in the assessment of the strategies, the aims, and the organization's management policy. Leadership's primary goal according to Hamrol (2005) is to create and maintain internal and external conditions wherein the employees may be completely engaged to drive the objectives of the organization. It should be such that the leader should consistently plan certain activities and at the same time support the subordinates in the implementation of their duties. The principle of ethical leadership can build an organization to an enviable level. Hence, Bubble (2012) mentioned that the ethical leadership process is a significant factor used in influencing employees through values, principles, and beliefs that border on the accepted norms within organizational behaviors.

It thus appears that no one has an all-purpose and all-around definition of leadership. From the foregoing definitions of leadership, it becomes certain that leadership as a concept conjures an idea of 'one leader with multiple followers'. In a leadership book written by James MacGregor Burnes, he cites an author who has 130 different definitions of leadership. This suggests that there is no single set of universally accepted factors or processes that have identified the qualities of effective

leadership in an organization or amongst groups. Barnes & Kriger (1986) identified two (2) distinct extremes to leadership. At one extreme, they identified leadership who is equated with a leader being “a hero-person”, at the other extreme exist leadership who is viewed as possessing a set of personal attributes such as charisma, energy, or peculiar style. They further identified a middle position between the two extremes which consist of the contingency theorists who argue that leadership depends upon anything ranging from tasks situations to the subordinate's expectations.

The key management's task which is driven and controlled by the organizational leadership are to identify and ascertain a workable structure, assign responsibilities, ensure effective internal and external communication, and efficient control of activities to guarantee a continuous business success. In addition, the other key components required of an effective leader includes the ability to motivate and equip the people under them through effective communication (Hamrol, 2005), manage and resolve conflicts (Myszewski, 2009), and develop creativity and technical tasks (Salmani & Bagheri, 2010).

Misztal (2013) reasoned that those personality features, which make a person a leader, make him or her unique as a person managing human resources. Where such an individual does not have the expected charisma, such a person can be regarded as a leader if and only if he or she can convince others to act in a certain expected way(s) - using appropriate interpersonal relations principle, and not through punishment or enforcing some specific goals on them. It is also argued that organizational support, maintenance culture, organizational justice, maintaining appropriate organizational structure, and the strategic approach devoted to the maintenance of human resources are significant to organizational success (Chenijani et al., 2013; Ejimabo, 2013).

To fully maximize the potentials of people working in an organization, Lindebaum & Cartwright (2010) suggests that “the top management should, through its leadership, create and maintain a shared vision, shared values and an internal environment in which people can become fully involved in achieving the organization’s objectives”. It can be understood that most of the factors that improve work efficiency and induces high productivity, are inside the social and emotional character of the employees. The continuous existence and survival of any organization require a concept and measurement of organizational performance review, development of technical tasks, development of creativity skills, as some of the measuring tools for the achievement of organizational goals (Harold & Montgo, 2010; DiLiello & Houghton, 2006; Nagendra & Farooqui, 2016).

Leadership requires a good measure of ethical standards. The ethical aspect of leadership connotes ‘the making accurate decisions and being proactive along with credible intents that are joined with moral correctness of conducts’ (González & Guillén, 2002). This ethical aspect stresses the logical as well as the practical correctness of the actions of leaders in relating with their subordinates. Rus, et al. (2010) argue that leaders who are self-centered or who are self-serving are wicked and are bad class

leaders whose actions and conduct constitute consequences for followers as well as for the entire organization.

Knowledge-based business managers are conversant with the significance of involving employee using a more friendly leadership approach in place of dictatorial tactics. This friendly approach of organizational leadership normally produces positive results, which is not only measured based on human resource management parameters, but most importantly on the level of products and services quality, and the overall financial improvement of an organization.

In other to comprehensively perform the leadership role in an organization, the ten (10) features that Deming suggested in his lecture in the USA should be replicated in today's organizations (Latzko & Saunders (1998). The 10 points are that a leader should:

- Identify the extent to which group work aligns with the company's corporate objectives;
- Examine the early and late phases of a particular work process;
- Ensure that all the employees’ conditions of work are improved to motivate them;
- Avoid being a judge, instead serves as a coach;
- Use figures to clearly understand the caliber of people working with him/her;
- Improve on the operational system and cooperates with all colleague employees;
- Inspires confidence on subordinates;
- Never assumes perfection;
- Listens and learns from all; and
- Empowers the employees in completing their tasks.

The concept of succession planning for employees and managers according to Cadmus (2006) is a significant factor in an organizational leadership process. It starts with making a clear vision and strategic plan. It also consists of hiring, developing, and coaching all staff to meet new competencies that are required for survival and progress. The succession planning process requires strong commitment, vigilance, and engagement by all members of the housing delivery sector.

Hurduzeu (2015) observed that effective organizational leadership is not an easy task as it involves several actions to be taken by the leader, and such actions include employee motivation, staff management, encouragement, inducement, remuneration, and personal analytical skills. The study further stressed that the leadership qualities will result in an increased staff's commitment resulting to higher productivity and profitability.

Similarly, Sila & Ebrahimpour (2005) mentioned that the cumulative effect of effective leadership on organizational performance was innumerable ranging from a high rate of turnover, increased job performance, organizational effectiveness to the efficient cost and quality management. The leadership process is a strong factor that influences relationships in an organization (Hollander & Julian, 1969).

Notwithstanding the myriads of conceptualizing leadership as an area of organizational research, certain key ideas stand out as the

most critical components that are central in describing organizational leadership, and they include: Leadership is regarded as a very dynamic process; Leadership is a concept that comprises of influences, intelligence, and perseverance; Leadership normally occur within the confine of a group context; Leadership deals with personal assessment and development; and finally, Leadership involves setting and attainment of goals timely and within a stipulated budget, and of specific quality. From the foregoing, it can be concluded that leadership is a dynamic process primarily concerned with influencing subordinates to perform optimally. It is therefore appropriate to handle the leadership issue in the housing organizations as an input required for the implementation and sustenance of adequate housing delivery.

2.1 Styles Of Leadership

Leadership is a practice of social influence where the leader solicits directly or indirectly for the voluntary cooperation, support, and participation of subordinates to reach or even surpass organizational goals and objectives. Leaders delegate and influence others to act in such a manner and process as prescribed to fulfill some specified objectives. Hersey, et al. (2001) opined that the style of leadership is the most significant factor in the organizational leadership process. They argued that leaders acquired their styles of leadership through training on one hand, and experience on the other hand. The leadership style employed in an organization can improve or reduce the productivity and growth of such an organization. Judge and Piccolo (2004) argued that effective leaders inspire, motivate, and boost the morale of the employees who in turn are encouraged to put in their best towards the good of the organization.

Several styles of leadership have been identified in the literature. For instance, Bass (1999) categorized leadership style into two (2) main categories which include transformational leadership, and transactional leadership. Transformational leadership according to the study has intellectual stimulation, individual influence, and spiritual encouragement as its distinctive features. Transformational leadership style especially considers individual participation, has an established vision and aim, and has a culture that is open and transparent, has trust and confidence in the staff to reach their individual goals, and also ensures that employees reach their maximum potential. On the other hand, transactional leadership according to Bass (1999) is concerned about employees' basic and external demands; about the relationship existing between leaders and subordinates in an organization. Transactional leaders tend to realize the goals of an organization through the performance of some specific roles, and effective design of organizational mission statement. The primary goal of transactional leaders is to entrench and sustain an enduring organization.

Bass & Avolio (1990) opines that transformational leaders normally encourage subordinates to have a different perspective about challenges; they provide necessary supports and encouragement, communicate the vision and mission to all employees, create passion, and identify with all. In Bruce et al. (1995), transformational leaders normally define and

communicate the vision and mission of their organizations, and identify a suitable style of leadership that can “influence” and or “transform” individual members of an organization. They stressed that this could be achieved through a sustained motivation, through mediating any possible conflict among team members. According to Podsakoff et al. (1990), transformational leadership has an overwhelming influence on both individual employees and organizational outcomes by way of job satisfaction and higher performance.

Yang Jen-Te (2007) mentioned that transactional leaders use the concept of motivation to influence their subordinates. This is accomplished in the form of an “exchange” mechanism, where for instance, accomplishing a task is rewarded. In a study by Kahai et al. (1997), it was revealed that teams' effectiveness was higher when the transactional leadership principle was applied. Mitonga-Monga, et al. (2012) observed that transactional leaders focus more on task completion and staff compliance, and more so, they rely substantially on the principles of rewards and punishments to influence the performance of staff.

Jony et al. (2019), in their study on the influence of leadership styles on organization success identified three broad categories of leadership styles, and they include autocratic, democratic and laissez-faire leadership styles.

Autocratic leadership style is described as a leadership style that is purely based on an individual's control over the affairs and actions of members of the team, with little or no input by the team. Autocratic leaders according to Cherry (2019) take a decision based on their conviction, and they rarely involve or consult their subordinates in decision making. Al-Khajeh (2018) noted that leaders with this style of leadership normally expect those under them to act as commanded without any option of opposing or airing their views. The autocratic style of leadership may not be a bad style of leadership as it sounds. Armstrong (2012) mentioned that the style is required and necessary in an emergency, and where the employees are homogeneous. Also, Bhargavi & Yaseen (2016) argued that it is appropriate to act autocratically in certain circumstances, such as during a crisis where there is a need for quick restoration of normalcy in the organization.

Democratic style of leadership is another popular leadership style employed in organizational management. This style of leadership is otherwise referred to as the participatory or collective style of leadership. Cherry (2019) mentioned that the democratic style of leadership allows team members to contribute and participate on issues for the good of an organization. Puni et al. (2014) argued that under democratic leadership, decision-making is decentralized, and followers are allowed to make input for the progress of an organization. This position was supported by Sadia & Aman (2018) who believed that followers could give intelligent ideas that will tremendously benefit an organization. However, the democratic style of leadership was criticized by Nwokocha & Iheriohanma (2015) who argued that decisions made by the subordinates may be poorly conceived and if implemented may affect the growth of an organization.

The laissez-faire style of leadership, on the other hand, is a leadership style where organizational leaders work together and empower team members to take part in decisions making process (Cherry, 2019). This leadership style has been criticized by Bass & Bernard (1985). They argued that a situation where leaders do not trust or believe in their leadership ability, instead allows their subordinates to make decisions, will no doubt put a lot of pressure on the subordinates. Jony et al. (2019) described this style of leadership as a situation where organizational leaders refuse to make decisions themselves. Puni et al. (2014) suggested that organizations should not invest in the advancement of laissez-faire leaders since they believe that employees can take care of themselves. However, Dalluay (2016) noted that laissez-faire leadership style can result in employees' unhappiness leading to unproductivity and inefficiency.

2.2 Influence Of Leadership On Organizational Management

Due to globalization, commercialization, and the complexities of today's business, there is a greater need for efficient leaders who recognize the complexities within the dynamic global business environment. Nanjundeswaraswamy & Swamy (2014) observed that if the organizational tasks are sufficiently structured, and there is a cordial relationship between the leader and the subordinates, employees' effectiveness will be high. Mullins (2007) observed that democratic leaders involve all members of the team (all employees) and motivate them for efficiency.

It has been argued that leaders wield great influence over the well-being or otherwise of their subordinates (Kelly & Barsade, 2001; Bono et al., 2007). Customary theories around leadership like the 'traditional influential theories of leadership contain an aspect of the emotional component. Here, leaders create a joint emotional experience that bonds team members together and induces high productivity. In Baeza, et al. (2009) for instance, it was revealed that leadership charisma has a great influence in the promotion of a positive team atmosphere and averting negative effective working conditions.

Having the capacity to influence others is a vital skill in the leadership process. According to Kouzes & Barry (1995), to influence means to have a domineering impact on other people's psyche, behaviors, attitudes, opinions, conducts, and choices. Influence is not synonymous with the power of control, as it does not connote an act of manipulation of others to have your way. Rather, it has to do with the ability to identify those factors that motivate and boosts employee commitment, and then employing such knowledge to leverage work performance thereby resulting in higher productivity. The ability of a leader to influence others is based on several factors. Todorovic (2020) identified 6 leadership influence attributes that can help an organizational leader to become more effective and those attributes include: attitude, value, connection, passion, openness, and timeliness.

Several past studies exist on the influence of leadership on organizational management. For example, Bass & Riggio (2010), Kouzes & Posner (2007) and Yukl (2009) identified the influences of leadership on organizational performance. Bass & Riggio (2010)

classified leadership into 4 broad parts which include: charismatic leadership, inspiration leadership, intellectual stimulation leadership, and individual leadership consideration. Charisma, according to Bass & Riggio (2010) is significant in influencing workers' performance and behavior because it helps in developing a connection between the leader and the led (subordinates). People are attracted and influenced by what they see, observe or feel. Charisma can be measured based on attitude, character, behavior, actions, and reactions portrayed by an individual. It also involves gaining and building the trust, respect, and confidence of others.

Inspirational leadership has received wide discussion. At its very core, inspirational leadership is generally about looking for ways that will enhance the potential of the subordinates in such a manner that works best for them, and others will be inspired to push themselves further and harder to achieve more and reach their potential. Though the technique to do this might differ from organization to organization or from individual to individual, but the overall result will always be the same (Finney, 2019). This suggests that is a process where people (workers) develops strong confidence in what they are doing and using this confidence in such a manner that it will profit the organization that engages them. For organizational leaders to push their organization to the level of success expected, they of necessity need the buy-in (inspire) of all employees since they are the drivers of an organization.

From the angle of organizational leadership, Rafferty & Griffin (2004) observed that intellectual stimulation is understudied. Nevertheless, they pointed that leadership has strong influence on team process, such as in employee's learning. They stressed that, with intellectual stimulation, organizational leaders constantly encourage members of a team to think outside the box by performing in innovative ways. This, according to the study can be realized by working on their personal beliefs and upholding and embracing new and innovative procedures. Likewise, it has been established that leaders who impart positive psychological and emotional behaviors assist their teams to enhance work performance and general well-being of the workforce and the organization (Pirola-Merlo, et al. 2002 and Salanova et. al., 2012).

Other studies on leadership reported that some behaviors displayed by leaders have a significant effect on employees' confidence and interest (Bonoet, al. 2007), emotional commitment (Rafferty & Griffin, 2004), and that it can assist in creating a positive team condition (Baeza, et al. 2009). Broaden and Build theory suggests that positive affectivity such as emotions, feeling, etc. broadens peoples' modes of thinking, reasoning, and action, and hence builds enduring resources such as cognitive, social, etc. (Fredrickson, 2001; Sekerka & Fredrickson, 2008).

Also, studies have revealed that team positivity has a strong influence on team dynamics, behaviors, attitudes, and overall performance (Collins et al., 2013). Intellectual stimulation as pointed by Rafferty & Griffin (2004) may have a strong positive or negative effect on the reactions of a team, and may manifest in

their level of commitment, judging from their perception of how their leaders value their contributions. Therefore, intellectual stimulation has the capacity to arouse teams' learning process by imparting positive affect and reactions on them, which again can assist them to be positively engaged in group learning.

Leadership based on individual perspective, effective leaders should pay serious attention to the actions, needs, and expectations of the subordinates, and also delegate responsibilities while providing sufficient guidance, mentoring, and coaching in the process of executing the delegated tasks. According to Walumbwa, et al. (2005), organizational leaders normally use a 'situational approach' to practice different leadership styles with consideration given to the levels of subordinates' maturity. This position supports the argument portrayed in Hersey et al. (2001) to the intent that the level of maturity of the subordinates determines the style of leadership to be employed by the leader. They further stressed that effective leaders could adapt any of the following leadership approaches: (a) directing – a process where the leader uses one-way communication to inform their subordinates. (b) Selling and coaching – a process where the leader uses a two-way communication approach to reach out. In this approach, leaders and subordinates come to terms with what to do or what not to do. (c) Participating style – Here, the leaders are seen as just supportive and work together with the subordinates. (d) Delegating approach – In this case, there is very little involvement of the leader.

To fully understand organizational leadership influence, leaders must clearly define the future of the organization through articulated and well-defined vision and mission, knowing how the company future should look like, aligning activities and programs with the stated vision, and motivating all to ensure the realization of the company goals, notwithstanding the obvious challenges. It is expected that organizational leaders should master the act of leading and managing, without which the business will head for extinction due to adverse threats that are common to businesses (Kotter, 1990).

The continuous business threats, complexities, and challenges as found in the housing delivery are indicators that there is a need for the development and implementation of the effective policy by housing organizational leaders. Studies have shown that leadership influence plays a significant role in effective management of organizational activities, such as favorable working environment, the building of trust to assist in the development of effective communication and openness among employees and management; among superiors and their subordinates; among industrial unions and management; and between the employers in the organization (Thomas et al. 2009).

2.3 Re-Conceptualizing Adequate Housing Delivery (AHD)

Determining the effectiveness of the housing delivery system and constructing suitable standards to satisfy requirements of projected objectives are very fundamental to the problem of adequacy.

The concept of adequate housing has been differently defined and interpreted by authors and researchers. In Eggers and Moumen (2013), housing adequacy is described as a situation where there is a complete and total absence of physical, spatial, and service anomalies within the dwelling unit and around its immediate surroundings.

Ibem and Alagbe (2015) considered adequate housing as the residential environment that is qualitatively and quantitatively suitable in fulfilling the needs, desires, expectations, and aspirations of users. Further, Ibem et al. (2012) contend that to objectively assess housing adequacy a comprehensive assessment of the availability or non-availability of housing services and management practices, basic social infrastructures, and the physical and spatial characteristics of housing units are required. UN-Committee on Economics and Cultural Rights (1992) stated that "housing deficiencies would not only be solved by expanding the quantity, but it should also embrace qualitative adequacy and accessibility of housing.

Qualitative adequacy of housing entails moderate design, adequate space, sizeable rooms, legal occupancy, adequate security, access to social infrastructural facilities (road, water, electricity, schools, hospital etc.), place of work and market (Atati, 2014). Nonetheless, the UN-HABITAT (2006) argues that what constitutes adequate housing differs from one place to another and depending on existing social-cultural, environmental, political, and economic norms. The implication of this therefore is that housing adequacy is a divergent construct determined by multiplicity of factors. Therefore, in real term adequate housing to one may be in-adequate to the other depending on the perception of an individual.

In addition, there are human established and non-measurable functions or activities which affect the sense of adequacy. Xiaolong et al. (2016) argue that "public facilities, housing policies, housing amenities, housing internal design, housing indoor quality and safety, building external design and landscape, housing affordability, and facility management style" are the components that determines housing adequacy.

Similarly, Kitila (2019) identified accessibility, services, facilities, and quality management as the key challenges to housing adequacy. The study further stressed that "a decrease in the accessibility of housing sites is directly associated with a decreasing number and quality of infrastructural and social services provided". Also, Rapoport, (2001) identified such functions as security, available opportunity, and identity as indices to measure housing adequacy.

Ochieng (2015) outlined specific classified attributes as the basis for measuring and determining housing adequacy:

Attribute One: Housing unit- in terms of type of accommodation, space, size, occupancy ratio.

Attribute Two: Housing setting - in terms of the environment, functionality, quality of finishes, facilities provided, and management style.

Attribute Three: Number produced - in terms of quantity benchmarked against effective demand/supply

Attribute Four: Delivery process - in terms of overall efficiency of the delivery system.

2.4 Factors Influencing Adequate Housing Delivery

To identify the factors that contribute to adequate housing delivery is highly important given that there are few studies in relation to this area of study, and more importantly, several of them failed to identify a comprehensive list of the factors. For example, Zyed et al. (2016) while examining young Malaysians housing affordability as a critical problem, failed to provide those possible factors that influence the delivery of housing. Also, Olanrewaju and Woon (2017) did not consider 'household income in relation to rental cost and housing price' as a factor that influences adequate housing delivery, which Ibem and; Amole (2013) considered as important factor influencing housing demand in every society. Likewise, the study by Mulliner and Maliene (2015) failed to consider transportation cost in relation to the income of the household among the factors examined.

Additionally, Olanrewaju et al. (2018) in their study considered price and functional utility (tangible) and symbolic, emotional, cultural, and social (intangible) as factors influencing adequate housing choice and delivery. The study however failed to consider the significant roles played by the environmental factors on housing delivery efforts. Therefore, this section identifies the key economic, social and environmental factors necessary for the delivery of adequate housing as viewed in ast studies. For instance, Maina (2013) noted that transportation cost in relation to income, taxation and subsidy influences the adequacy of houses delivered, Also, household income level (Coolen, 2002), security of tenure (Gan et al., 2019), accessibility [Jansen, 2012], housing quality/adequacy (e.g., meeting decent home standards (Wiedmann et al., 2019), safety/security (reduced incidence of crime and criminality) (Ross et al., 2010), were identified as important factors that influence adequate housing delivery.

Similarly, factors such as suitability or type of architectural design (Ross et al., 2010), access to recreational facilities, e.g., parks, green open spaces (Charoenkit and Kumar, 2014) effective maintenance and management of properties [Babalola et al., 2019], household size, unit size (Maliene and Malys, 2019), clean and attractive environment (Aliu et al., 2018, number of bedrooms needed (Tibesigwa et al., 2017) have been identified as key factors influencing housing delivery. Likewise efficient waste management and energy efficiency, access to recreational/leisure facilities were identified by Wiedmann et al., (2019) as significant factors affecting the delivery of adequate housing, On the other hand, access to health facilities (Muazu and Oktay, 2011), lighting quality, e.g., day lighting (Olanrewaju and Woon, 2017), and type of materials used (Gan et al., 2019) were equally considered as relevant factors to the delivery of housing. Similarly, in a study on the severity of factors influencing housing choice, Ezennia and Hoskara (2019) identified housing price in relation to household income, type of building, e.g., apartments, condominiums, semi-detached, etc., and housing location, e.g., City, countryside, etc.as some of the key factors that influence affordable housing delivery in Nigeria.

3. Methodology

The main objective of this study is to identify and assess the factors influencing organizational leadership for adequate housing delivery (AHD) in Nigeria. The study objective is qualitative as it was meant to explore the opinions and views of experts in the housing industry, who have had a sufficient degree of professional experience in housing delivery.

The primary reason for adopting the Delphi research approach in this current study was because of its ability to solve a complex human problem as reported in (Skulmoski et al. 2007). The experts selected and used in this study critically analyzed the identified factors underlying this study, and by so doing made their opinion on the subject known to the researchers based on their professional experiences on the subject under discussion. The individual opinions of the experts helped in reaching a consensus on the factors influencing organization leadership for adequate housing delivery. The Delphi study approach is normally adopted in a complex study, particularly where human ideas and opinions are sought as noted in Agumba & Mosunda (2013).

3.1 Selecting The Panel Of Experts

Experts for the Delphi study were selected based on their professional experience and deep knowledge in the field of housing delivery. They were drawn from the academia and the housing industry. The concept of Seuring & Muller (2008) was used in the selection of experts for this study. They suggested that experts should be drawn among those with requisite knowledge of the subject under study. These experts were selected across the major state capitals in Nigeria, particularly from those states that are noted for massive real estate development, and they include Lagos, Abuja, Port-Harcourt, Enugu, Kaduna, Yola, and, Akure. The selection of these experts was a rigorous exercise, but it allowed the harvesting of intelligent opinions and ideas that are relevant to the study from the experts notwithstanding the rigors.

The study questionnaires were designed and unanimously distributed to avoid any conflict of interest. Due to the global pandemic, covid 19, the distribution of the questionnaires was made electronically using emails and what Sapp platforms. The condition to be selected as an expert includes but not limited to: such a person must be an expert in the field of housing; must have been a registered member in a professional body related to housing industry; must have sufficient communication skills; and must have proven knowledge of housing design, construction and management.

The study used 2 iterations of the Delphi process before arriving at a consensus. Each of the rounds took up to 30 days to be completed. In the first round, the experts were allowed the option of selecting from the already identified and outlined organizational leadership factors. They were required to rate the influence of the factors on adequate housing delivery (AHD) using a 10 point scale ranging from “no influence” to a “very high influence”. The result obtained from the first round was thereafter used to structure the second round, in which case the experts were required to reconsider their earlier decisions and make a change if they so wish. This was made possible by comparing their original opinion with the group median (M) as obtained from round 1.

3.2 Arriving At A Study Consensus

The consensus obtained in this study was made possible by adopting an arithmetic mean (\bar{x}) principle. This is because arithmetic means can account for all the variables in the data set as found in McDonald (2009). This approach has been equally used in past studies such as Green, et al. (1990); Aigbavboa (2014), and Somaiah (2019). These studies showed that to arrive at a consensus, the mean rating should be categorized in any of the following ways: very important, at least 90%, important ranges from 80-90%, unimportant, ranges from 70-79%, and very unimportant ranges from 69% and below. Similarly, Njuangang et al. (2017) suggested that to arrive at a consensus, a mean score value of at least 80% must be attained. Lumus, et al. (2005) on the other hand stated that a consensus is achieved in the Delphi study if a means (\bar{x}) rating of at least 7 is achieved.

In this study, the approaches used in Aigbavboa (2014) and Somaiah (2019) were adopted to arrive at a consensus. The influence factor mean for each variable was calibrated and ranged between good and strong consensus using interquartile deviation (IQD) as demonstrated below:

Strong consensus = median (M), 9-10; mean (\bar{x}), 8-10; IQD, ≤ 1

Good consensus = median (M), 7-8.99; mean (\bar{x}), 6 - 7.99; IQD, ≤ 2

Weak consensus = median, ≤ 6.99 ; mean (\bar{x}), ≤ 5.99 ; and IQD, $\geq 2 \leq 3$

4. Results and Discussion

4.1 Results

Despite various criticisms surrounding the reliability and validity of the Delphi method of research, the method is widely used particularly in human-related studies. To ensure the reliability and validity of the method, the study ensured that all the experts selected for the study clearly and unambiguously understood each of the factors influencing organizational leadership for housing delivery, and as indicated in the study.

The first page of the study questionnaire is the expert assessment survey which highlighted issues on how to correctly answer the questions. It contains items such as years of professional experience, knowledge of housing delivery mechanisms, professional membership status, level of academic qualifications, level of interest to take part in the Delphi study, and the number of paper publications where applicable. This expert survey assessment was used in this study to identify those that qualify to take part in the study.

Using the approach of Aigbavboa (2014), the validity of the experts was determined by allocating specific points to each criterion, any experts who scored a cumulative point of less than 40 will be eliminated and adjudged not to be qualified to take part in the study. However, before the screening and final selection of the experts, 36 experts were identified and qualified to serve as experts in the first round of the study, as they all passed the set criteria.

From the information extracted from the expert responses, it was revealed that the experts are residing in the 6 geopolitical zones of Nigeria which are North East (NE), South East (SE), North West (NW), South West (SW), South-South (SS), and North Central (NC). Seven (7) of the experts resides in Lagos (SW), 7 in Akure (SW), 9 in Abuja (NC), 4 of them resides in Port-Harcourt (SS), 3 resides in Enugu (SE), 4 of the experts resides in Kaduna (NW) while 2 of them resides in Yola (NE) of Nigeria. Concerning the expert's years of experience, the study revealed that 6 of them have had experience between 1 to 5 years, 8 of them have experience spanning between 6 – 10 years, 11 of the experts have had between 11 - 15 years of professional experience, 7 of them were found to have had between 16 to 20 years cognate experience, while 4 of the experts indicated that they have had an experience of 21 years and above.

In regards to the sector where the experts work, the study revealed that 13 of the experts work as academics, 16 of them were in the organized private sector (real estate industry), while 7 of the experts were in the public sector organizations (ministries and agencies related to real estate). On the expert's educational qualification, the study revealed that 10 of the experts possess Ph.D. qualification, 19 of them hold MSc. Degree or its equivalent, and 7 of them were holders of Bachelor's degree or its equivalent. When the expert's area of specialization was considered, it was revealed that 6 of them were Estate Surveyors and Valuers, 10 were Architects, 8 of them were professional Builders, and 4 of the experts were Quantity Surveyors, while 5 and 3 of the experts were construction project managers and Civil Engineers respectively.

Results obtained from the computations for the round 2 of the Delphi showed that it was not necessary to proceed to another round of the study since further values cannot be added to the already attained consensus as obtained in the second round. Table 1 show the consensus result obtained from the expert panelists. In addition to the Delphi method used, the study employed both an online survey in which a single link was sent out to the potential respondents, and a physical administration of questionnaire to those who are unable to respond through the Google form. A total of six hundred and twenty eight (628) respondents completed and returned the questionnaire. The data obtained was downloaded and entered and analysed using SEM-PLS method for further analysis, in which case 481 was found suitable for use.

Table 1: Delphi analysis of the factors influencing organizational leadership for AHD in Nigeria

Leadership factors	Median (M)	Mean (x̄)	Standard deviation (σx)	Interquartile deviation (IQD)	Mean score ranking (R)
Organizational sustainability	9	9.00	0.52	1.00	1
Effective communication	8	7.64	1.34	1.00	3
Leadership process	7	6.86	1.77	1.00	8
Ethical consideration	8	7.86	1.00	1.00	5
Organizational performance review	8	7.71	0.99	1.00	2
Societal responsibility	7	6.64	1.08	1.00	7
Succession planning	8	7.64	1.22	1.00	13
Employees motivation	9	8.57	0.51	1.00	2
Friendly approach of leadership	7	6.93	1.38	2.00	17
Maintenance culture	8	7.79	0.68	1.00	10
Maintaining appropriate organizational structure	8	8.00	0.68	1.00	9
Management of conflicts	6	6.00	1.60	1.00	20
Development of creativity skills	8	7.64	1.60	1.00	13
Development of technical tasks	9	8.50	0.52	1.00	3
Creation of organizational vision	8	8.07	0.73	0.75	4
Maintenance of organizational vision	8	7.93	0.73	0.75	6
Maintaining high sense of fairness among the employee	8	7.86	0.86	0.75	8
Inclusive leadership style	8	7.79	0.70	1.00	10
Unity of purpose and direction	8	7.93	0.74	1.00	6
Commitment in taking initiatives	7	7.36	0.84	1.00	11

M=Median; x̄ =Mean; σx =Standard Deviation (SD); IQD=Interquartile Deviation

From the twenty (20) identified factors that influence organizational leadership for adequate housing delivery, three (3) of the factors consisting of organizational sustainability, employees motivation, and development of technical tasks have a very high influence (VHI: 9.00-10.00) for adequate housing delivery, while sixteen (16) factors - leadership process, effective communication, ethical consideration, organizational performance review, societal responsibility, succession planning, friendly approach of leadership, maintenance culture, maintaining appropriate organizational structure, development of creativity skills, creation of organizational vision, maintenance of organizational vision, maintaining a high sense of fairness among the employee, inclusive leadership style, unity of purpose and direction and commitment in taking initiatives have a high influence (HI: 7.00-8.99). Only one (1) factor - management of conflicts has a medium influence (MI: 5.00-6.99). None of the identified factors was found not to influence adequate housing delivery. Also, from the IQD scores, it was revealed that strong consensus was achieved for seven-teen (17) factors whose score values range from 0.00 to 1.00, and as indicated in table 1.

However, in terms of their respective standard deviation (σx) eleven (11) of the factors recorded strong consensus showing consistency in the experts' responses as their standard deviation (σx) values was at most (1.00). Nevertheless, three (3) of the factors attained a good consensus with their score values ranging from 1.10 to 2.00. The values for their standard deviation (σx) revealed inconsistency and variability in seven (7) factors drawing from the response of the expert panelists as their respective standard deviation (σx) was more than one (1). In terms of ranking, the factors were ranked by their respective mean (x̄) scores values. 1.00 2

The study revealed that organizational sustainability was ranked 1st with a mean score value of 9.00, a standard deviation of 0.52, and an IQD of 1.00 out of the 20 factors that were measured. This was followed by employees' motivation which ranks 2nd with a mean score value of 8.57, a standard deviation of 0.51, and IQD of 1.00; while management of conflicts ranked last (20th) having a mean score value of 6.00, a standard deviation of 1.04, and IQD of 2.00.

From the above result, as obtained from the Delphi study, it can be concluded that a leader's decision to sustain an organization, and sufficiently motivate the employees would have a great influence on organizational leadership and management in the housing delivery.

To validate the result obtained from the Delphi study, the researchers embarked on a field research and examine the data characteristics by investigating the organization and leadership variables. After removing the data points identified as outliers, it is revealed that the samples left to

be analysed was 481. These values are displayed in the Table 2 below.

Result from Table 2 indicates the organizational leadership and management features in terms of percentage responses on a scale of 1 to 5, where 1 is to no extent (not at all influential), and 5 is very large extent (very influential), and a mean score (MS) ranging between 1.00 and 5.00. All the mean scores are above the midpoint score of 2.50, which indicates that all the respondents agreed with organizational leadership and management features of adequate housing delivery. It is notable that eleven of the organizational leadership and management features have a $MS > 3.00 \leq 5.00$, which indicates that 92% of the respondents perceive the organizational leadership and management features are significant in driving adequate housing delivery in Nigeria.

Table 2: Organizational Leadership and Management features

Attributes	Mean	Std.	Rank
Effective communication	4.33	.743	3
Leadership process	4.49	.716	2
Ethical consideration	3.52	.861	8
Organizational performance review	4.59	.620	1
Succession planning	3.30	.997	11
Employees motivation	3.78	.982	7
Maintenance culture	2.81	1.327	12
Maintaining appropriate organizational structure	3.98	1.036	6
Development of creativity skills	3.32	1.198	10
Development of technical tasks	4.06	.948	4
Creation of organizational vision	3.39	.947	9
Maintenance of organizational vision	4.06	.815	4

Source: Fieldwork (2022)

In this research, the Composite Reliability (CR) values, presented in Table 3, are found to be 0.858. Therefore, the results in this regard indicate that the condition for composite reliability was achieved. The study also uses AVE to measure its convergent validity. AVE is the average variance extracted shared between variables and their measures. Couchman and Fulop (2006) suggest that AVE's value for a variable should be higher than the variance shared between variables, especially with other variables. Nevertheless, Barclay et al. (1995) proposed 0.50 as the AVE rule of thumb. The AVE and the composite reliability

(CR) values for the organizational leadership and management variables are presented in Table 3. Furthermore, the table presents the items' loadings. The retained items present items with loading greater than 0.4, while those less than 0.6 are eliminated to achieve the desired AVE of 0.5 (Hair et al., 2014).

Table 3: Factor Loadings, Composite Reliability, and Average Variance Extracted for the Constructs

Endogenous Construct	Items/indicators	Items loadings	Cronbach's Alpha	Composite Reliability	AVE	Discriminant validity
Organization Leadership & Management	Creation of organizational vision	0.847	0.782	0.858	0.603	Yes
	Succession planning	0.633				
	Maintenance culture	0.793				
	Development of creativity skills	0.818				

Source: Fieldwork (2022)

4.2 Discussion

This study was to determine the extent to which adequate housing delivery in Nigeria is influenced by organization's leadership and management. The result obtained from SEM results on this exogenous variable revealed that the inter factor correlations and the average value extracted (AVE) for organization leadership and management latent factor were large and statistically significant; suggesting a high degree of linear association between the indicator variables and the endogenous construct. Again, the inter factor values for organization leadership and management suggest that the latent variable considerably predicted the endogenous factor construct. More so, an examination of the total variances accounted for in each measure by the endogenous variable revealed that the scores were also valid. The indicator variables used in measuring organization leadership and management construct were highly relevant to the endogenous variable. The relationship between organization leadership and management indicators and adequate housing delivery was also found to be valid. Therefore, the overall results suggested that the influence of organization leadership and management in determining overall adequate housing delivery in Nigeria is direct and statistically valid (see Table 2).

Likewise, the descriptive statistics in Table 2 revealed that an aggregate percentage of 76.5% of the respondents found organization leadership and management (with extent of

influence ranging from ‘not influential’ to ‘high influential’, while only 0.21% of the respondents were of the view that organization leadership and management has no influence on adequate housing delivery. Hence, both the inferential statistics and descriptive statistics indicates that organization leadership factor have a direct influence on quality assurance management for adequate housing delivery in Nigeria. This is consistent with the findings of Day and Lord (1988) and Hogan and Kaiser (2005) that good leadership promotes effective group performance.

In relation to the construction industry, Olsen (2001) informs that subordinates and the followers will not be committed upon discovering that leader(s) in an organization are not effective and efficient, thereby resulting in product poor quality performance. Juran (1951) found that leadership in an organization through the concept of planning; control and improvement are influential factors in determining quality management.

However, it is argued that the best and the most credible approach to leading and effectively managing an organization such as the housing delivery operations for optimum quality outcomes is to clearly understand the organizations’ uniqueness and intricacies; its growth strategy, success rate, and goal accomplishments which are based on the organization’s policy, mission, and vision (Nelson & Quick, 2003; Hogan & Kaiser, 2005; Ejimabo, 2013). Likewise, it has been established that leaders who impart positive psychological and emotional behaviours assist their teams to enhance work performance and quality product outcome (Pirola-Merlo, et al. 2002 and Salanova, et. al., 2012). It has been mentioned that leadership is pre-condition through which the effectiveness of an enterprise or organization can be maintained (Misztal, 2013).

The findings further suggest that organizational leadership and management is a significant determinant of adequate housing delivery. Therefore, companies without effective leadership end up delivering poor quality products. Further, the findings showed a different position towards organizational leadership and management in adequate housing studies. The cumulative effect of the four variables that define organizational leadership and management are peculiar only to this study.

5. Conclusion And Recommendation

The study evaluated the factors influencing organizational leadership for adequate housing delivery in Nigeria. The objective of the study was achieved with the use of the Delphi method of research using a quantitative approach. The knowledge, opinions, and experiences of experts in the field of housing were used in realizing the research

objectives. In the study, a consensus was reached on all the 20 factors identified and measured using the criteria set for the Delphi study. The study, therefore, concludes that due to the high level of conflicts, competitions, and rivalry going on in organizations because of their quest for dominance and relevance, there is the need for organizational leaders in the housing industry to re-strategize and develop sufficient knowledge on those factors that would enable them to achieve adequate housing delivery to the satisfaction of the final beneficiaries. This finding is in agreement with the position of Bruce, et al. (1995) who affirms that a suitable style of leadership can “influence” and or “transform” individual members of an organization.

Findings from the study revealed that factors such as organizational sustainability, employee motivation, technical skills development, and creation of organizational vision were among the most significant leadership factor influencing adequate housing delivery in Nigeria.

The study, therefore, suggests that effective leadership mechanisms such as subordinate’s participation and sustenance of organizational vision should be put in place by leaders in the housing industry to initiate processes that would ensure the delivery of adequate housing. Also, the study recommends that continuous efforts should be employed by leaders to motivate their subordinates in order to encourage them to perform in line with the policy objectives of the organization. Additionally, the study recommends that leaders should develop and deploy those with innovative technical skills. It is further recommended that this study should be conducted in other countries with experts in the housing industry using the Delphi method. This will create an opportunity in identifying other factors influencing organizational leadership for adequate housing delivery.

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