

CONSENSUS-BASED LEADERSHIP PRACTICES AS TOOL FOR ORGANIZATIONAL PERFORMANCE: A CROSS-SECTIONAL STUDY OF PUBLIC ESTABLISHMENTS IN DELTA STATE

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Abstract: Consensus leadership approach and the insufficiency of team members to cohesion have led to a high turnover rate of personnel in the public work space has led to the discourse of consensus based leadership practices in public organizations, thus, this study examined consensus based leadership practices and organizational performance of public establishments in Delta State. The specific objectives of the study determined the effect of open dialogue, knowledge sharing, stakeholders' involvement and group cohesiveness on organizational performance of public establishments in Delta State. The study adopted a cross-sectional survey research design method, which aid the researcher to collect quantitative data used to address the relationship between the dependent and independent variable. Primary data was sourced through the administration of structured questionnaire on the employees of selected public establishments in Delta State, while secondary data was gotten through the review of related literature on the subject matter. A total of two hundred and forty six (246) copies of questionnaire were administered on the respondents adopting stratified random sampling techniques, and only two hundred and one (201) copies were properly filled and returned with was used for the study's analysis. Data collected were analyzed using the pearson's correlation co-efficient and hypothesis were tested using multiple regression statistical approach. The findings revealed that there is a significant effect on consensus based leadership practices (open dialogue has significant effect on organizational performance ($0.019 < 0.05$), knowledge sharing has significant effect on organizational performance ($0.024 < 0.05$), stakeholders' involvement has significant effect on organizational performance ($0.009 < 0.05$), and group cohesiveness has significant effect on organizational performance ($0.001 < 0.05$). The study concluded that consensus based leadership measures are key indicators to enhance organizational performance in public establishments. It is recommended that public establishments ought to have clear knowledge flow paths across all departments, establish a culture that promotes sharing of knowledge and encourage teamwork among employees, as well as share new developments. State Corporations should also need to have programs, mentorship of junior employees and approve secondment of employees to other departments. Regular meetings should also be organized.

Keywords: *Consensus Based Leadership, Open Dialogue, Knowledge Sharing, Stakeholders' Involvement, Group Cohesiveness and Organizational Performance*

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Introduction

Over time, theoretical perspectives on leadership have evolved, shifting from traditional, hierarchical models to more relational and adaptive approaches. These developments have profound implications for understanding leadership as a dynamic and collaborative process that responds to the complexities of modern organizational contexts (Robinson, 2020). As such, leadership is no longer seen as a mere positional attribute, but as an interactive, transformative force that can drive organizational success or failure. Equally important is the organization of the work environment itself. The physical, social, psychological and organizational elements of the workplace significantly contribute to employee productivity, well-being, and overall organizational performance (Mullins, 2018). There is lot of issues with knowledge sharing in several different organizations and one of the main

issues is the lack of expert human resources. Knowledge sharing is more about people centric where more tacit knowledge can be captured by experts and can be converted into explicit knowledge. Knowledge is the real power and asset for organizations and it is considered as a key source to achieving competitive advantages in today's dynamic world. The lack of documentation of some of business processes within departments and lack of knowledge in some specialization areas within departments. These issues cause inconsistency in decision-making quality within organizations. The competitive nature of the marketplaces is putting pressures on organizations to undertake personnel reduction that may result in jeopardizing their business knowledge. Personnel reduction creates a need to replace tacit knowledge (informal, people intellect) with explicit

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knowledge (formal, stored knowledge) otherwise organizations will end up losing significant amount of their knowledge as most of organizational knowledge is in the form of informal knowledge.

In furnace, despite these growing concerns, limited empirical studies have focused on consensus-based leadership practices within public establishments in Delta State. Most existing literature focuses on transformational leadership or the direct reward systems of transactional leadership, leaving a significant knowledge gap regarding the implications of consensus-based leadership practices and organizational performance. This study sought to bridge this gap by providing a comprehensive analysis of how consensus-based leadership practices, with data-driven insights and practical recommendations for improving organizational performance.

Objectives of the Study

- i. examine the effect of open dialogue on organizational performance of government establishments in Delta State
- ii. determine the effect of knowledge sharing on organizational performance of government establishments in Delta State
- iii. ascertain the effect of stakeholders' involvement on organizational performance of government establishments in Delta State
- iv. investigate the degree to which group cohesiveness have effect organizational performance of government establishments in Delta State

Review of Related Literature

Consensus-Based Leadership Practices

The key challenges of modern organizations are strategic decisions. However, metacognitive experience and external expectations are essential to be successful in strategic decision-making. Irregular strategic choices are less likely than seasoned, more dynamically engaged, metacognitive managers and managers. In comparison, erratic consensus decisions are more likely to occur than managers in hostile environments, particularly in low dynamism (Mitchell et al., 2021). Strategic decision-making is complicated and calls for a new range of capabilities and methods. In the strategic decision-making phase, we consider that strategic assessments are required. The strategy analysis provides critical environmental assessment and development information and potential opportunities and threats to be addressed in decision-making (Papulova & Gazova, 2016) manager can implement his own decisions, which, depending on the facts, the circumstances, and genuine desire for the individual, are narrower or larger. It is not guaranteed to make the right choices in a world that changes around us more quickly than we think. Although we all are careful and scrutinize our decisions and preferences, we sometimes regret happiness and circumstances and situations and people. Opportunities can be removed from our feet. Some of us have not had the whole room to understand the nature of decisions and choices, and in particular significant decisions. A decision is to select a major and field. It is also a choice to choose the first job, and to change a job is a disaster

Open Dialogue

Dialogue is useful in the pre-determination phase, dialogue acts as an appropriate and robust design to solve complex problem differences and provide the choices and options needed as the basis

for decisions. Dialogue is a way to make various aspects more concrete. Dialogue act as a bridge for organizational projects, it distinguishes between different aspects such as time, content, and social aspects. Raising awareness of changing perspectives is a fundamental aspect of systematic organizational consulting. Dialogue creates an environment where people can see the differences and make decisions based on clear choices and options. Therefore, dialogue should be viewed not as an individual intervention, but as a highly valuable integration process that bridges the temporal, contextual, and social aspects of each situation.

Knowledge Sharing

Knowledge sharing is one of the most important knowledge management activities, as it is not possible to talk about knowledge sharing within an organization without talking about transferring it; because the process of knowledge transfer is the critical step towards the process of sharing it (Saffar & Obeidat, 2020). Knowledge is an integrative, cumulative process that occurs over relatively long periods of time; In order to be available for application and use in order to address specific problems and conditions, knowledge is used to interpret available information about a particular case and to make a decision about how to manage and treat this condition (Alyan, 2017)

Stakeholders' Involvement

Stakeholders' involvement is extremely important in the advancement tasks of the projects. Even though minor decisions and also emergency circumstances are generally not ideal for stakeholder involvement, it is important to include the aspect of the stakeholders (Keshkamat, Looijen & Zuideest, 2016). Stakeholder participation is the procedure through which companies or governments interact and are familiar with their stakeholders. According to Klijn, Eshuis and Braun (2020), the primary purpose of stakeholder participation is to minimize the chances of resistance. Locatelli, Invernizzi and Brookes (2017) noted that lack of stakeholder participation will certainly lead to inadequately established techniques or more resistance within. Stakeholder participation enables the decision-making units to have numerous options for policy formulation. It is important to note that high stakeholder involvement enables the organization to have a variety of opinions from the stakeholders. Efficient engagement aids equate stakeholder requires right into organizational objectives and produces the basis of efficient method advancement (Korneć, 2020).

Group Cohesiveness

Group cohesiveness can be defined as a bond that pulls people toward membership in a particular group and resists separation from that group. Group cohesion is the sum of all the factors causing members of a group to stay in the group or be attracted to the group. Group cohesion is a social process that characterizes groups whose members interact with each other and refers to the forces that push group members closer together (Carron, 2022). Group cohesiveness is a multidimensional concept. An excessive number of group cohesion definitions, from those that focus on interpersonal attraction among group members, to others that address various components that comprise group cohesion, can be found in the literature. As a result, defining the construct has caused confusion, inconsistency, and lack of uniformity among many researchers (Mudrack, 2017).

Organizational Performance

Performance is an important subject that has received ample attention in management studies in general; This is due to the importance of the topic at the individual and organizational level and the overlapping of influences that affect performance and its diversity (Shrouf et al, 2020; Jad alRab, 2020) indicated that access to the distinguished job performance of employees is mortgaged and simultaneous with the availability of an acceptable level of services and work and from material and moral justice.

Theoretical Review

Belbin's Team Roles Model

Theory Belbin Associates retrieved 20 February 2012 brought the concept of a theory on the characters of the specific team members which describes each team participant to be exceptional in the group performance. Belbin also argued that individuals in a team tend to embrace very special behaviour which can sometimes affect the performance of the organization..To support this argument, he used self-perception some questionnaire in his research in order to identify the various team roles in the group in the organization. Out of his research, Belbin found nine different roles that form very unique characteristics of individual in a team. Belbin in additional determined that every team's role has strengths and weaknesses which must be clearly understood by all the leaders. To drive great teams, it is imperative for the team leader to clearly understanding every role played by the team member. According to him the highly performing teams members had to apply all the combinations of team characters in order to increase team overall organizational productivity and profitability.

Methodology

Research Design

This study employed a cross-sectional survey research design to gather, summarize, present, and interpret information across the various strata for purposes of clarification. Cross-sectional survey research design method will be adopted because it is an applicable design to find out how consensus based leadership affect the performance of public establishments in Delta State at a period of time

Data Collection Tool

The study involved the collection of primary data by the researcher. The research employed a structured questionnaire as the primary data collection instrument. The questionnaire comprised two main sections: Demographic Information: Gender, age, education level and years of work experience. The questionnaire will use a 5-point Likert scale, with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), ensuring that respondents' perceptions were measured accurately. The instrument was pre-tested through a pilot study conducted on a

similar organization to assess its validity and reliability. Cronbach's Alpha was also used to test internal consistency, yielding a coefficient of 0.87, indicating high reliability of the questionnaire

Validity of the Research Instrument

Validity pertains to the level of accuracy and effectiveness of a measurement in fulfilling its intended purpose. In order to ascertain the validity of the instrument to be used for data collection, the questionnaire will be administered to my research supervisor and esteemed experts affiliated with the Faculty of Management Sciences at DELSU Business School, Asaba. This process was instrumental in establishing the content validity of the instrument. Subsequently, necessary modifications and improvements were made to confirm that the questionnaire effectively elicits the desired information.

Reliability of the Research Instrument

To this effect, Reliability of the instrument was obtained through employing the Cronbach's Alpha coefficient measure the internal consistency of the instrument on the questionnaire administered to forty (40) respondents for the pilot testing. After running the data using SPSS version 25.0, it was found that all the measures possessed high reliability standard ranging from 0.720 to 0.856. This is in line with the benchmark that an instrument with coefficient of 0.60 is regarded to have an average reliability while the coefficient of 0.70 and above shows that the instrument has a high reliability standard

Method for Data Analysis

In analyzing the data for this study, descriptive statistics and inferential statistics was used. The Descriptive statistics (Mean, media, standard deviation etc.) was used to determine the level of consensus-based leadership and level of organizational performance of selected public establishments in Delta State. The inferential statistics include simple linear regression analysis, ANOVA, Pearson correlation coefficient analysis and factor analysis using Statistical Package for Social Science (SPSS) version 25.0. Regression analysis was chosen for the estimation of the coefficients, involving independent variables that best predict the value of dependent variable. Simple linear regression will also be used as a tool of analysis to test the effect of single independent variables on dependent variable (organizational performance) being that the independent variables are mutually exclusive. It was also be used to test the research hypotheses at 5% level of significance (95% confidence level). Pearson correlation coefficient analysis was used in this study to test the independent variables to know how strongly pairs of consensus-based leadership practices related to dependent variable (organizational performance).

Results and Discussions

Descriptive Statistics

Constructs	N	Minimum	Maximum	Mean	Std. Deviation
OD	201	4	20	16.88	1.981
KS	201	4	20	16.03	2.162
SI	201	4	20	16.28	1.867
GC	201	4	20	16.13	2.035
OP	201	4	20	16.12	2.039
Valid N (listwise)	201				

Source: SPSS Output, 2025.

The Table above shows the descriptive statistics which comprises of the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the measures of Consensus Based Leadership Practices are; open dialogue, knowledge sharing, stakeholders' involvement and group cohesiveness were assessed in relation to the dependent variable (Organizational Performance (OP)).

The descriptive statistics for Open Dialogue (OD) indicate a mean of 16.88, a standard deviation of 1.981 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in Open Dialogue (OD) is tremendous, since the mean value is greater than the standard deviation.

Similarly, the descriptive statistics for the independent variable shows that Knowledge Sharing (KS) has minimum value of 12 and maximum value of 20 leading to the mean and standard deviation of 16.03 and 2.162 respectively. This implies that Knowledge Sharing (KS) varies significantly and this is also reflected in the variation of the Organizational Performance (OP), since the mean value of 16.03 is greater than the standard deviation of 2.162.

Also, the descriptive statistics for Stakeholders' Involvement (SI) indicate a mean of 16.28, a standard deviation of 1.867 with the difference in the maximum and minimum values

which stood at 8. This implies that the Stakeholders' Involvement (SI) varies significantly and this is also reflected in the variation of the Organizational Performance (OP), since the mean value of 16.28 is greater than the standard deviation of 1.867.

More also, the descriptive statistics for Group Cohesiveness (GC) indicate a mean of 16.13, a standard deviation of 2.035 with the difference in the maximum and minimum values which stood at 9. This implies that the variation in Group Cohesiveness (GC) is tremendous, since the mean value is greater than the standard deviation.

Finally, the descriptive statistics for Organizational Performance (OP) indicate a mean of 16.12, a standard deviation of 2.039 with the difference in the maximum and minimum values which stood at 9. This implies that the Organizational Performance (OP) varies aggressively over the years.

Correlation Matrix

Correlation analysis is used to examine the relationship between dependent and independent variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables and are perfectly related while -1 indicates a negative linear sense between two variables. This tells the degree of correlation between the independent and dependent variables, whether there is moderate or low degree of correlation

Correlations Analysis

		OP	OD	KS	SI	GC
Pearson Correlation	OP	1.000				
	OD	.380	1.000			
	KS	.305	.448	1.000		
	SI	.326	.536	.513	1.000	
	GC	.979	.393	.284	.330	1.000

Source: SPSS Output, 2025

The Pearson correlation in table, showed the coefficient of the type of relationship that exist between the independent variables open dialogue, knowledge sharing, stakeholders' involvement and group cohesiveness and dependent variable {Organizational Performance (OP)}.

The open dialogue has a coefficient of ($r= 0.380 > 0.05$) which reveals that open dialogue has strong positive correlation with Organizational Performance (OP), this implies that an increase in open dialogue would have significant effects on Organizational Performance (OP) in the selected government establishments in Delta State

The knowledge sharing has a coefficient of ($r= 0.305 > 0.05$) which reveals that knowledge sharing has strong positive correlation with Organizational Performance (OP), this implies that an increase in knowledge sharing would have significant effects on Organizational Performance (OP) in the selected government establishments in Delta State

Stakeholders' involvement has a coefficient of ($r= 0.326 > 0.05$) which reveals that stakeholders' involvement has strong positive correlation with Organizational Performance (OP), this implies that an increase in stakeholders' involvement would have significant effects on Organizational Performance (OP) in the selected government establishments in Delta State

Group cohesiveness has a coefficient of ($r= 0.979 > 0.05$) which reveals that group cohesiveness has strong positive correlation with Organizational Performance (OP), this implies that an increase in group cohesiveness would have significant effects on Organizational Performance (OP) in the selected government establishments in Delta State

The study was focused on enhancing organizational performance through consensus based leadership practices. The results of the correlation analysis involving all the indicators of consensus based leadership practices reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of consensus based leadership practices

Regression Analysis

Model	Unstandardized Coefficients		Beta	T	Sig.
	B	Std. Error			
1 (Constant)	.179	.322		.556	.579
OD	.119	.029	.118	4.103	.019
KS	.037	.016	.039	2.313	.024
SI	.108	.020	.107	5.400	.009
GC	.979	.016	.977	61.508	.001

a. Dependent Variable: Organizational Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.980 ^a	.960	.959	415	1.908

a. Predictors: (Constant), Open Dialogue, Knowledge Sharing, Stakeholders' Involvement, Group Cohesiveness

b. Dependent Variable: Organizational Performance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	798.141	5	199.535	1158.810	.000 ^b
Residual	33.749	196	.172		
Total	831.891	201			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Open Dialogue Sharing, Stakeholders' Involvement, Group Cohesiveness

Source: SPSS Output, 2025.

Conclusion

The study seeks to examine the effect of consensus based leadership practices on organizational performance. The study concluded that open dialogue has significant effect on organizational performance. Dialogue between parties is the best way to resolve conflict to enhance organization effectiveness, but violence should not be used. It is impossible to completely eliminate conflicts. Managers trying to eliminate conflicts will not last long, but managers who resolve them usually experience both institutional benefits and personal satisfaction. Dialogue is shared social space for all in the organization and thoughts on shared meaning that can bring effectiveness and satisfaction to the employees in the organization.

Second, the study concluded that knowledge sharing has significant effect on organizational performance. This was attributed to the following factors; state corporations held sessions to share new developments, encouraged teamwork among employees, established a culture that promoted sharing of knowledge and encouraged mentorship of junior employees. State corporations organized regular internal trainings for its staffs, encouraged on the job training and seminars for its staff, had proper plans for conduction orientations and inductions and approved secondment of employees to other departments.

Third, the study concluded that stakeholders' involvement has significant effect on organizational performance. Effective stakeholders' involvement translates stakeholders need organizational goals and builds an effective strategic development framework. The views and opinions of key stakeholders are very important in the early stages of planning and development processes. Stakeholder participation aids in the formation of new relationships and collaborative partnerships that generate value.

Lastly, the study concluded that group cohesiveness has significant effect on organizational performance. Group

cohesiveness is an anchor in ensuring effective and efficient operations of a given group (team) of employees. It is also a very important consideration for the survival of any group without which a group will collapse, hence which affect the parent organisation. Additionally, leaders motivate in-group morale, search for progress, and face challenges. Subordinates working in an energetic and cohesive team are sure to intensely identify themselves with the organization. Employing transformational leadership can boost team cohesion and employee enthusiasm and loyalty. It can furthermore promote core ability, create organization value, and enable the team to achieve a team goal.

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