

**IMPACT OF LEADERSHIP AND MANAGEMENT IN  
ORGANIZATIONAL PERFORMANCE A STUDY OF BENUE LINKS  
TRANSPORT COOPERATION AND PLEASURE TRAVELS**

**BY**

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**BEING A RESEARCH PROJECT SUBMITTED TO THE  
DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF  
ADMINISTRATION, NASARAWA STATE UNIVERSITY, KEFFI, IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
AWARD OF MBA IN BUSINESS ADMINISTRATION**

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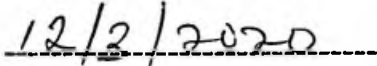
**JANUARY, 2019**

## DECLARATION

I hereby declare that this project was written by me and it is the record of my own effort. It has not been presented or published anywhere by any person, institution or organization or used for any previous application for MBA or other qualifications. All sources of information used have been duly acknowledged by means of references.



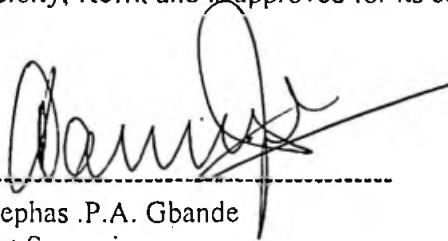
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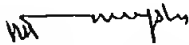
CERTIFICATION

The projects entitled; "Impact of Leadership and Management in Organization Performance" meets the regulations governing the award of Master of Business Administration (MBA) of the School of Postgraduate Studies, Nasarawa State University, Keffi, and is approved for its contribution to knowledge.



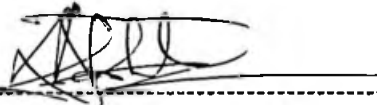
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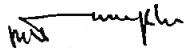
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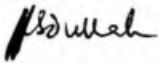
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## DEDICATION

This project work is dedicated to Almighty God for his everlasting love, grace and support granted unto me throughout the accomplishment of this project.

## ACKNOWLEDGEMENT

My sincere and healthy appreciation goes to the Almighty God for giving me ability to undertake a course of study in the University Keffi. My appreciation also goes to the entire management of the university who make learning situation conducive for my entire stay in the university.

My appreciation will be incomplete if I don't mention my distinguished project supervisor. Dr. Cephas Gbande for his immense contribution, supervision, and corrections on this research project May God reward him. I also appreciate all the lecturers of the Department of Business Administration for their moral support, especially my HOD.

My deeply appreciation goes to my beloved Wife Ololo Iyayi Fait and my daughter Ololo Chloe Ayirioritshe for their endless contribution to see that my mission has been accomplished I all levels and ramification.

My appreciation also goes to my parent Mr. And Mrs. Ololo and my mother in-law Mrs. Uwaifo. God bless you all.

## ABSTRACT

*The study assessed the Impact of leadership and management performance in an organisation in terms of productivity. This study investigates whether or not leadership and management has any impact in organisational performance, it also looks at other author's view in terms of leadership and management and why leadership and management is given less attention in spite of its importance. Data for the study were collected from both primary and secondary source, using questionnaire as a major source of getting primary information. Chi square was used to test the research hypothesis and the empirical result reveals that manpower training and development contributes a lot to the growth and higher performance of any organisation. The study finally recommends that leadership and management should be encouraged in all organizations as the effectiveness and success of an organisation therefore lies on its, leadership and management formed and work within the organization.*

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Modern organisations are complex and require flexibility in leadership and management. Leadership is dynamic, and is built by means of an ongoing process requiring considerable time and organisational resources and culture (Fleishman, Mumford, Zaccaro, Levin, Korotkin, & Hem, 1991; Wiersemarna & Bantel, 1992).

Previous studies on leadership and organisations affirm leadership's significant role in steering organisational culture and organisational change (Ryrner, 2008). Conversely, organisational culture is pivotal in shaping leadership style (Pors, 2008). Studies over the past four decades demonstrate the profound impact of organisational culture on the success or failure of an organisation's leadership, and that organisational culture and leadership are intertwined (Ogbanna & Harris, 2002; Pors, 2008).

Trompenaars and Wooliams (2003) found sufficient variation within any one country to know that it is very risky to speak of national, corporate or even functional culture in terms of simple stereotypes. Cultural differences are caused by differences in values (Dubrin & Daiglish, 2001). Leadership varies from culture to culture but being value-based, there is strong continuity within each society (Dubrin & Daiglish, 2001). Comparative study, therefore, can help organisations to understand the nature of leadership in each cultural context.

In addition, a study of international management from the perspective of not-for-profit organisations does not sufficiently elucidate these Transport Authority (Rymer, 2008; Rojanapanich & Pimpa, 2011). Literature on

leadership and management studies (Trompenaars & Wooliams, 2003) identifies strong relationships between society, people, values and the institutions where they belong. Thus, leadership styles vary from place to place, according to local cultures and societal impacts. The level and degree of influence can be different from culture to culture, and the rest depends on various local cultural factors (Hofstede & Hofstede, 2005).

Leaders in the public sector have a major impact on the formation of organisational culture and staff effectiveness. Despite the disparate nature and structure of governmental and for-profit organisations (Colley, 2001), it is apparent leaders' values and beliefs form the key values of the organization in both sectors.

Ogbonna and Harris (2000) proposed that leaders from not-for-profit and for-profit organisations alike could embed and transmit organisational culture through different mechanisms, for example coaching and role modelling. To what extent can culture influence the nature of leadership in the public sector? In particular, when we view leadership in the public sector through different cultural lenses, what will we see as the implications for international leadership?

This study focuses on management and leadership style in public sector organization based on socio-cultural and political backgrounds. Nigeria is described as a developing society where individualism, social equality and progression are seen as the social norm.

## **1.2 Statement of the Problem**

Today, work organizations in Nigeria "cultivate and fertilize" negative reactions among workers due to 'leadership failure'. Managers/supervisors tend to use top-down, command and control management techniques, which have caused bosses to develop failed working relationships, which in turn

failed to foster trust, respect and confidence among their staff. This leadership atmosphere is suspected to demean, disrespect and demotivate employees, thereby leading to seeming erosion of motivational tendencies, organisational commitment and job involvement (Alarape & Akinlabi, 2000).

Lack of recognition of individual performance, lack of effective communication, innovation and general mistrust toward managers/supervisors are suspected experiences of employees in the work place as due to leadership failure (Suar, Taweri & Chaturbedi, 2006). In order to protect themselves probably, the average Nigerian worker is suspected to have become apathetic toward the workplace. Where opportunities are not available to quit the organization, such workers become emotionally or mentally withdrawn from the organization.

In recent times it appears that optimal organisational functioning has dropped significantly, compared to what was obtainable in the past. The capacity of an average Nigerian worker to give extra discretionary contributions that are neither required nor expected without “rubbing” his/her hands has almost become a tall dream. Individual worker chooses to withhold loyalty by engaging in sharp practices as a direct result of his/her perception of negative experiences in the workplace.

Given this background, it is suspected on one hand that behaviours of managers and supervisors (or better still management style/approach) and the way such behaviours are perceived by subordinates is affect the job behaviours of workers. If Nigerian workers are given the opportunity to describe their bosses leadership or supervisory behaviour, many would probably describe them as corrupt opportunist.

This suspected perception is inimical to favourable disposition to work and as a result has serious implications for followership. As we speak, it appears that

only a few supervisors/managers tend to gain little effort of their subordinates, because of the way and manner in which people are led and managed in the workplaces. These perceptions have the potential of discouraging workers from readiness and capacity to make significant contributions to organisational success. They also have the tendency of being reflected in subordinates' general attitude to work, motivational tendencies and so on.

Specifically, the manner in which managers/supervisors ask employees to undertake tasks may result in critical differences in employees' commitment and involvement. As part of human characteristics, every man is endowed with some measures of dispositional tendencies which are wrapped-up in our personality (Fagbohunge & Longe, 2003).

In line with global attention in this direction Suar, Tewari and Chaturbed (2006) have shown that subordinates' perception of leadership style has a significant relationship with commitment to the organization and job satisfaction. Several major studies have found a positive relationship between these variables (e.g. leadership and satisfaction etc). These studies include that of scholars such as Mathieu and Zajack (1994) and Wilson (1995). However, research evidence in Nigeria, as far as this relationship is concerned, has been quite inconclusive and reveals mixed evidence (Esigbone, 2000). This study investigates this notion.

### 1.3 Research Questions

Below are the questions to be answered in the course of this study:

- i. Will workers who perceive their bosses to be high on interpersonal relations and emancipator leadership-behaviour identify more with their organizations than workers who perceive their bosses to be low on these two variables?

- ii. Will workers who perceive their bosses to be low on autocratic control leadership- behaviour be more involved in their jobs than workers who perceive their bosses to be high on autocratic/control?
- iii. Will workers who perceive their boss to be high on interpersonal relations, emancipatory and patriotic leadership-behaviour be more loyal to their organizations than workers who perceive their bosses to be low on these variables?

#### 1.4 Objectives of the Study

The primary objective of this study is to examine management and leadership on the commitment and performance of public sector organizations in Nigeria.

Other specific objectives include:

- i. To examine how workers perceive their bosses to be high on interpersonal relations and emancipatory leadership-behaviour within the organizations.
- ii. To investigate whether workers who perceive their bosses to be low on autocratic/control leadership-behaviour be more involved in their jobs than workers who perceive their bosses to be high on autocratic/control.
- iii. To ascertain whether workers who perceive their boss to be high on interpersonal relations, emancipatory and patriotic leadership behaviour be more loyal to their organizations than workers who perceive their bosses to be low on these variables

#### 1.5 Research Hypotheses

Based on the research questions and objectives stated above, the following null hypotheses will be tested in this study

**H1:** Workers who perceive their bosses to be high on interpersonal relations and emancipatory leadership-behaviour will identify more with their organizations than workers who perceive their bosses to be low on these two variables,

**H2:** Workers who perceive their bosses to be low on autocratic control leadership- behaviour will be more involved in their jobs than workers who perceive bosses to be high on autocratic/control.

## **1.6 Scope and Limitation of the Study**

In the light of seeming declining organizational effectiveness that is ravaging private and public sector workplace, how can excellence from employees be encouraged? Even though there are many aspects of an employees' work life that do contribute to performance, one of the most important concerns is the relationship between employees and their managers/supervisors. Their study examined the relationship between leadership-behaviour and organizational factors as predictors of workers organizational commitment within a period of five (5) from 2008-2013.

The scope of this research work is limited to trying to assess the leadership style and employee productivity in a business organization as a comparative study of Benue Links Transport Cooperation and Pleasure Travels - Makurdi, Benue State. The time frame between which this study ought to be completed and submitted and financial involvement served as a constraint for its effectiveness in all ramifications.

## **1.7 Significance of the Study**

As twenty-first century vista of knowledge continues, life at work continues to change in many ways. Competitive organizational environments, demographically diverse workforces, technological advances and unending

wave of newness, are just a few of those changes. These changes increasingly require flexibility and excellence from workers, because availability of equipment and machines in any work setting no longer guarantees performance. Performance requires among things; functional leadership, knowledge, skills, abilities and other human characteristics that all workers should possess for optimal organisational functioning.

In the light of seeming declining organizational effectiveness that is ravaging private and public sector workplace, how can excellence from employees be encouraged? Even though there are many aspects of an employees' work life that do contribute to performance, one of the most important concerns is the relationship between employees and their managers/supervisors. This study examined the relationship between leadership-behaviour and organizational factors as predictors of workers organizational commitment.

Based on this, this study will be of immense significance in a number of ways:

It will help to reveal the relationship between leadership and Organizational performance and how leadership style could be applied to public sector organizations bearing in mind the environmental influences and differences.

It will be of importance for students of business administration who might become future managers and leaders public sector organizations.

This study will also help management and leaders of public sector organizations to become aware of the factors that actually motivate their employees to low and high productivity in their work.

Importantly, it is expected that when these suggestions are made and applied between leaders and workers in the organization, they would enhance co-operation and improvement in their performance, high productivity and

interpersonal relationship. Other organizational issues such as stress, aggression, regression, fixation and friction among workers and leaders could also be reduced.

Finally it is hoped that research findings would serve as a references to scholars worldwide because of the dearth of studies on Leadership and corporate governance in this part of the world. Also it is hoped that this study would generate diverse interests and further focus on policy formulation and implementation on how to improve organizational performance espeeciall in Nigeria and Africa in general.

### 1.8 Operational Definitions of Terms

**Leadership:** In the broad context of this study, leadership is an act of exemplary conduct and self-less service that is capable of inspiring or galvanising subordinates to get things done wilfully and efficiently. Leadership in the context of this study is not about personality it is about behaviour

**Perceived Leadership-Behaviour:** Refers to individual worker's ratings of his/her supervisor or manager's leadership behaviour as measured by Leadership Behaviour Description Inventory.

**Interpersonal Relations Leadership-Behaviour:** A dimension of supervisor/manager's leadership behaviour in which the subordinate perceives the supervisor/manager as possessing the following qualities: supportive and enduring relationship, mutual understanding and synchronised interaction.

**Emancipatory Leadership-Behaviour:** A dimension of supervisor/manager s leadership behaviour in which the supervisor/manager is perceived to possess the following qualities: transformational acts, modeling acts, positive

exemplary acts, human development acts, societal change acts, and the act of initiating and promoting subordinate's self-development.

**Autocratic Leadership-Behaviour:** a dimension of supervisor/manager's leadership behaviour in which the supervisor/manager is perceived by subordinates as demonstrating excessive control, refusal to explain actions, blowing-up and criticising, decides in details what work and how work shall be done, puts the welfare of the unit above that of the subordinates.

**Productivity Leadership-Behaviour:** a dimension of supervisor/manager's leadership behaviour in which the manager supervisor is perceived by subordinates to demonstrate excellent, nurturing-task and participative leadership; push the staff for greater effort, emphasise meeting deadline for duties; work subordinate to capacity; encourage attendance at relevant training course; and provide opportunities for skill development on the job.

**Patriotic Leadership-Behaviour:** A dimension of supervisor manager's leadership behaviour in which the supervisor/manager is perceived by subordinates to demonstrate fairness, trusting relationship, organizational justice, tolerance of diverse beliefs, ability to transform good will into vision and hope for better life.

**Employer:** An employer can be defined as a person or institution that hires people.

**Employee:** This refers to the person being hired (supplier of labour).

**Management:** This can be defined as an act of controlling and directing people so as to coordinate and harmonize the group thereby accomplishing goal and beyond the capacity of people being directed.

**Corporate Image:** Corporate image shows or depicts the attributes people give an organization. In other words it could mean the identity of the organization.

**Motivation:** Motivation is a conscious act aimed at spurring better results from individuals who may ordinarily not ready to go beyond their capacity.

**Organizational Environment:** organizational behaviour refers to the microenvironment affecting the performance of an organization. This includes suppliers, customers, small-scale industries and the public.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

To facilitate a pedagogical perspective of the work, a review of some existing literature, - books, articles, etc will be undertaken in this chapter. An examination of some fundamental concepts and theories will also be carried out to provide the theoretical and conceptual framework for the relevant research questions and hypotheses.

#### 2.2 Concept of Leadership

According to London (2001), objectives assist executives in performing leadership roles by providing the basis for uniting the efforts of the workers within the organization. It was further stressed that achieving set objectives help to give identity to an organization as well as recognition and status.

As mentioned by Dubrin (2007), there are different classes of needs. These include: physical, social and egoistic needs. However, job satisfaction is often associated with human need and condition. Leadership has been linked to management as it involves directing, controlling to an extent the nature, degree, extent and passé of activities and changes occurring within the organization. Management as a process is rooted in the interactions of people at work directed towards maximization of efficiency and scarce resources: labour, machines, raw materials and information (Hoover 2001).

Importantly, leadership of an organization should be given adequate attention, if the organization intends to achieve its objectives. The practice of leadership as it were involves taking charge and streamlining the activities of organization members to ensure that desired results are achieved.

In context, leadership development can be viewed as the planned experience, guided growth and training opportunities provided for those in position of authority. To this effect the leader of a small scale business should recognize that their responsibilities include performing management function, which according to Dubrin (2007) are planning, organizing, directing, controlling and co-ordination all activities as they relate to the activities of the firm in order to achieve the firm s objectives.

Paley (2004) explained that planning is a process of looking ahead to determine the course of action(s) a firm or organization will follow to achieve its objectives. Both short and long term plans should be duly considered for an organization's success. The contributor further buttressed that organizing as a function involves correlating the basic components of the firm: people, tasks and materials so that they follow and align with the set goals and objectives.

In most organization, directing involves face-to-face supervision of employment. In the daily business activities, the effectiveness of the manager or leader in directing is a major factor in determining the success of the industry. Controlling as another duty of a leader is the function that provided the manager with the means of checking to ensure that the plans that were developed were properly implemented.

This was further explained by Huisman and Wissen (2004); control involves having the capacity to guide and correct activities, which does not promote achieving the organization's goals. However, control could be said to consist of four basic steps:

- i. Set standard of performance (establish acceptable levels of employee output)
- ii. Check performance at regular intervals: hourly, daily weekly or monthly.

- iii. Determine if there are deviations from the performance standard
- iv. If there are deviations, take corrective measures such as more training or retraining. If no deviation exists, continue with the activity.

### 2.2.1 Levels of Leadership

A leader is anyone who directs and controls a group of people to achieve a set purpose (Hicks and Gullet, 1975). However a social organization has many leaders operating at the same time. They may be rivals but they share the various leadership functions of planning, directing, reviewing, and coordinating and so on. Circumstance may cause changes in leadership pattern thus leading to classification of leadership, based on how it is performed (Hicks and Gullet. 1975). It was further commented by Hicks and Gullet (1975) that there might be two types of leaders:

- i. **Unofficial Leader:** This leader is often not important in an organization, though the power ascribed to such leader may rise or fall.
- ii. **Official Leader:** The individual holding this position is officially given charge over the subordinates who should be directed and controlled.

The subordinates need to be led to value the rewards they obtain from their work. This could be cash (money), friendship, status, approval or a combination of any of these. In most cases official leaders could be called supervisors or managers and they reserve the power to reward or punish. To a lower extent, the success of such leadership depends on experience and teachers virtuosity, but on their management style at a greater extent.

According to Goldman (2006), early writers were of the opinion that leaders or managers were given birth to and not made, perhaps they came from a specific family or lineage. Thus, there is only one specific form of leadership style. However, later studies focusing on behavioural point of view of both

leaders and subordinates in actual work situation showed that there exist different forms of leadership styles.

### **2.2.2 Participation**

Worker's participation refers to the inclusion of workers in decision making process in the organization. This means that the employees could have adequate information on which to base their decision (Dubrin, 2007). Sometimes, when the involvement of employees in decision-making is much, it could be because they are co-owners of the business. At times, management makes the major decisions and later invites the employees for comments. The extent to which the worker's participation is possible and desirable is a very controversial issue as it entails political overtones (Allan, 2003).

A renounced teacher of business management Douglas McGregor propounded the THEORY X and Y. The theory gave two contrasting assumptions on employee behaviour. The summary of this theory is often woven into management styles. The profounder was of the opinion that Theory Y was the correct assumption to make and that organization should be organized on that basis. He stressed that Theory X gave employees the opportunity to satisfy only basic and security needs, while theory Y enables to satisfy Maslow's higher needs such as ego and self- actualization. However, today, no manager is all of theory X or Y (Wikipedia 2007).

### **2.2.3 Leadership Process**

Effective leadership: the role of reduction in labour turnover as well as grievances are factors affecting leadership process, the principal aim of this research in management style is to establish its relation to effectiveness. Effective leadership is determined by the degree to which it facilitates adequate or high productivity (Dubrin, 2007).

Boswell (1973) explained that some studies have shown that effective managers stress the need for supportive people. Other studies did not produce clearly defined results on this. Some have however showed reverse relationship to the following: size of the firm, the nature of the production process, personalities of subordinates, the feelings of the subordinates and the manager's power in the organization.

In context, there may be no management style that could be effective in every situation. Thus, there has to be modifications. Agboli and Chikwendu (2006) further stressed that different work situations need different styles if they are to perform optimally. Often, manager's skills could be said to be diagnostic. The manager assesses all relevant factors affecting work. However, diagnosis may not always be followed by proper behaviour because managers could find it difficult to change their styles (Boswell, 1973).

#### **2.2.4 Importance of the Process**

Task structure (extent to which a work is defined or programmed) could be said to be an important factor determining the management style. Gerhard (2002) explained that technology often influences task structures and this is best illustrated by two extremes:

- i. Structures or highly programmed work; an assemblage in a mass production factor, is strictly defined with respect to method and time. Every job is specific as regards time and method. Every job is specialized and should be carried out with strict compliance to achieve the desired result. Based on this, the subordinate is left to take little or no individual decision on the job.
- ii. Unstructured or loosely programmed: this has a wider perspective. It allows the subordinate to make decisions regarding methodology and sequence of performing his job.

Occasionally, the job may be unspecific hence there could be many men doing it. Thus, it can be said that the subordinate is at his own liberty.

### 2.2.5 Leadership Ability

It is unquestionable that there are unlimited researches on how people acquire leadership ability. However, the Aristocrats believe that it is in born in the blood): just like monarchy. Most work known today attempts to describe leadership act and techniques, theorize about why leaders emerge; understand people and the dynamics of interpersonal relations.

Both near and far, there exist highly talented people with leadership ability. Various informal groups: preparatory to university, families to social institutions, traditional settings to modern setting all have distinguished set of people who have demonstrated superior leadership act. However, teaching this process could be difficult. This could be due to the fact that leadership is a dynamic personal process (Gerhard, 2002).

Leadership could be said to be dynamic because it varies with circumstances and individuals involved. It is also said to be personal because of the interpersonal influences allowed. However, this does not necessarily mean direct contact between the leader and the subordinates. While some leaders are known to have direct contacts with their subordinates as evidenced in most small scale industries in Nigeria, others are void of this process, possibly because of larger number of subordinates involved.

In business, excellent leadership ability appears rare. This may be partly due to the fact that great ability is rare, employees could work without zeal, lack of alternatives for the employees, inability to finance a change, and the subordinates are lazy or are hindered by a union (Budhwar and Yaw. 2001). In this situation, a manager does not need to use much leadership. Therefore

he may depend on negative motivation and authority to command (Budhwar and Yaw, 2001).

Budhwar and Yaw (2001) further stressed that this situation is unfortunate and unfriendly for both superior and subordinates. It leads to defensive and unsupportive behaviour on the part of the subordinates. Nature of environment in which interpersonal group relationship occurs also affects quality of leadership. The environment is affected by leader's success and failures, which in turn is also affected partly by other external factors like government policy (Cleland, 1998).

Among the environmental factor is the hygienic factor. Supervision, working condition, wages, policies, interpersonal relation, policies and job security are easy to come by during prosperity. During adversity, the hygienic factors may gradually reduce in volume, scope and quality: benefits and salaries are reduced. However, human relations and supervision may improve, certain efforts may yield better results than the others and there may be shift of attention as the case may be. At this point, it may be important if reward and self-development aspects of motivation system become prominent (Cleland, 1998).

As explained by Donnelly (1999), adversity could fasten zeal. Some individuals like to be inefficient at every possible opportunity. Using the contrast between the zeal expressed by the British workers during the 1930's and during the Second World War, or between the American railroads workers before and after the changes made to the Union and government regulations. In both cases, decisive leadership was demonstrated. However, the former changed from desultory to brilliance, while converse could be said of the later.

Donnelly (1999) further explained that in the 1930s the British were pacifist-minded; they chose political leadership, which promised security and sharing of wealth. However, during critical challenge, they chose preservation of their freedom above any other thing. Thus, a leader that could satisfy this need was chosen. As regards the American railroad, the employee morale was high in the years of construction. But with the introduction of railroad unions and government regulations, the employees took solace in others aside from their managers for fulfilment of their needs.

Whatever the environment is, leaders emerge to make decisions and make positive impacts. Strategic planning is very important while making decisions. According to Dubrin (2007), self-analysis of the company is needed to assess past performance and present position of the organization. Strategic planning is designed based on realistic assessment of the capacity: strength and weakness of the organization, which are of great managerial value (Dubrin, 2007). The study of leadership has gone through three major phases. The first phase focused on trait theory, the second was on behavioural theory while the third was on situational theory. Explained below are these theories.

### **2.3 Trait Theory**

In the past, researchers and theorists in leadership focused on the features of leaders. This belief was probably due to the belief that leadership ability stemmed effective leadership. In turn this emanated from personality characteristics, which are either innate or acquired.

This reasoning method lost favour during the first part of this century. In forefront of explaining this reasoning is “great man” theory and personality theory. According to Wikipedia (2007), Great man’s theory was explained to be a theory supported by some people who were of the opinion that history

should be explained by impacts of great men or heroes. It was believed that great men influence individuals through their charisma, virtues, intellect or political will. It was further explained that progress could be accounted for by individual efforts and that accomplishment of these great men who have some special personal trait makes them suitable as effective leaders.

Studies in leadership were dominated by researches into traits studies between the end of World War I and after World War II. However, results produced by various researches in this area were inconsistent. As early as 1948, Skogdill reviewed about 124 studies of leadership traits and found out that leaders are fluent, more popular and know how to fix their jobs. Other characteristics revealed that the results were not clear and uncertain. In light of this, six studies revealed that younger leaders supported trait theory.

Skogdill concluded that it would be necessary to view leadership as a relationship between people in a social setting than as a set of characteristics possessed by the leader based on the extent to which traits differ (Skogdill, 1981). It was further stressed that the extent of the pattern of personal qualities of the leader should have some relationship to the characteristics, goals and activities of the followers. Leadership was also considered to have interactions of variables and changes.

In 1949, Nixon and Carter published a study, which was influential in discrediting universal trait theory. The study was on high school students who were members of a particular group. They were assigned three tasks on grounds of intellectual, clerical and the last one; mechanical.

It was discovered that students who emerged as leaders on ground test tend to be leaders in clerical tests too. Other leaders emerged the mechanical tasks. These results were not in agreement with the expectations of trait theory because the leaders ought to have the same tasks assigned. In recent years,

with the neglect of those discrediting trait theories, leadership theory and researches have changed to other framework and approaches. Though this may sound unfortunate, however, it may be said that universal leadership trait does not exist; some evidences suggest that different traits may lead to leadership effectiveness in different situations (Outcalt 2000)

### **2.3.1 Behavioural Theory**

Over time when trait theory was discredited, interest was focused on exploring the relationship between behaviour of leader and workers' group performance as well as satisfaction. Quite a number of research works contributed to understanding the leader's behaviour in determining performance. Among the most important studies of the past were studies carried out at the Ohio State University and the University of Michigan.

The research carried out in Ohio state research focused mainly on varying issues affecting effectiveness and impact of leader behaviour on the actions of the subordinates. However, the Michigan studies were concerned with interactions among leader behaviour, employee satisfaction, group processes and performance.

### **2.3.2 Likert Leadership Theory**

Likert propounded this theory. According to Likert (196 basic styles used in categorizing task orientation and employee orientation were incorporated to develop Likert's model of management effectiveness. Based on this model, there are four possible leadership systems. Namely:

- i. Exploitative and authoritative
- ii. Benevolent and authoritative
- iii. Consultative
- iv. Participative

With respect to the exploitative and authoritative system, the subordinates carry out the tasks while manager makes all work related decision. Managers tend to set rigid standard and methods for the subordinates to work with. Departure from this standards and methods by subordinates attract threats and punishments from the supervisor. The managers entrust little confidence in their subordinates and in return, the subordinates fear their superiors and feel that they are inferior or different from them.

Benevolent and authoritative management style operates with the manager in control and issues orders, while subordinates are given some level of flexibility in carrying out their work, however, within specific limits and procedure. The third system is the consultative style. The manager set goals and targets after due consultation with the subordinates.

Though subordinates can take their own decisions on how to go about their work, however, higher-level managers handle major decisions. Threat and punishment were replaced by rewards as an instrument of motivating subordinates. In this style, subordinates are free to discuss work-related issues with their managers. In turn the managers believe that to a large extent their subordinates can be trusted to carry out work with minimal supervision and correction.

The forth style is the participative style. This is the last and most supported management style by Likert. Goals and targets are set, while the group makes work related decisions. This is done after incorporating the ideas and suggestions of all group members. Therefore set goals and decisions may not be favoured on personal or individual grounds. Workers are motivated with economic rewards and a sense of self-worth and importance. This style holds friendly interaction between managers and subordinates.

Conclusively, Likert's studies shows that leaders in organizational departments used the first and second styles of management mentioned with low productivity. High producing departments in an organization are those managed through consultative and participative leadership style.

Based on all these, Likert concluded that system IV of management is the best form of management in almost all work situations. However, other theorists, who are of the opinion that no management style fit all situations, have opposed this assertion.

### 2.3.3 Situational Theory

Quite a number of leadership theories were developed over time, most of them were in the late 1950's and 1960s. These theories emphasized the need for traits and behaviours of leaders to vary with situations if they are to be effective at work (Patchian, 1962). Patchian listed the following factors to affect leadership effectiveness:

- i. Personality of the leader
- ii. Performance requirements of the tasks for both leader and follower
- iii. Attitudes, needs and expectations of his followers
- iv. Organizational and physical environment of the leader and the group.

Though a number of situational theories are known only a few will be treated here.

### 2.3.4 Fielder's Contingency Theory

According to Likert (1967), Fielder commenced studies on the relationship among structures of leader's need, productivity and morale as well as his interactions with the subordinates. Though no clear pattern was discovered in these studies, Fielder went ahead to present his "contingency mode of effective leadership".

Likert (1967) further explained that work group was classified into three categories in the original model proposed by Fiedler. The first group is the interacting group. The reflection on this group shows that the ability of an individual to carry out his job could depend upon another that has completed his part of the total task. An example is members of a football team. The second group is the coaching group.

This group also works together on the same task: however, group performance is a result of cumulative performance of all members in the group. Thirdly is the counteracting group. This group consists of members who work to achieve only individual goals at the detriment of others. For example a negotiation between a Union management and employer for more wages.

Initially, Fielder suggested his theory was applicable to only to interacting group. However, additional evidence prompted him to extend the model to coaching groups, while counteracting groups were left out (Filley and House, 1971).

Need structure of leader is the next major element in Fielder's original theory. This was measured by use of his LPC questionnaire. This questionnaire assessed the level in which a leader holds his least preferred co-workers (LPC). The questions (16-20) in the questionnaire depending on the version used describe the person whom the leader worked least well with in accomplishing some specific tasks.

From this example, "friendly" is graded 8 points while "unpleasant" is graded 1 point. Over the years the LPC score has changed remarkably. In the original model, Fielder stated that "We visualize the high-LPC individual (who perceived co-worker in relatively favourable manner) as a person who derives his major satisfaction from successful interpersonal relationships. While low

LPC person (who describes his LPC in very unfavourable term) derives his major satisfaction from task performances” (Fiedler, 1967).

Situational favourableness was the third element in the theory. This focuses on the extent, to which leader influences the work group. This element is composed of the following sub factors: task structure, leader position power and affective leader-member relations.

According to Fielder (1967), Affective leader-member relations refer to the quality of the personal relationship between the group members and the leader. According to Fielder, the warmer and friendlier the relationship is the more the likelihood of the leader being trusted and liked by the subordinates, the easier it is for the leader to get group cooperation and effort in a situation when the leader and group are at logger heads, obeying the leader’s wish is done grudgingly and the group may require special favours to carry out their duties. Based on this, Fielder therefore described affective leader-member relation as the most vital of the three components of situational favourableness.

Fielder regarded task structure as the next most important dimension of situational favourableness. It was specified that the more structured the task performed by the group is the easier it is for leaders to exert influence. Leaders are provided with more knowledge than group, concerning the method of carrying out task and also with the opportunity of demanding that the group follow such procedure (Fielder 1967).

Position power is the third in this order. It is largely determined by leader’s organizational right to issue directives (organizational right), punish those that fail to live up to expectations (coercive power) and reward those that comply (reward power). As expected, leaders with high position power are more favoured to influence group performance.

### 2.3.5 Fielder's Revised Theory

According to Fielder (1971), the initial theory was revised and reinterpreted based on the meaning of the LPC to accommodate research results which indicated that in highly favourable situations, high-LPC leaders will generally display task oriented behaviours, while in unfavourable and moderately favourable situations, the usually displayed relationship is oriented behaviours.

Low LPC, which is task, oriented often display relationship-oriented behaviours in favourable situations, but display task oriented behaviours during unfavourable and moderately favourable situations. Though Fielder was not explicit concerning the expected behaviours from high and low-LPC leaders in different situations, it could be said that the original theory predicted leader's behaviour directly opposite to those obtained.

Fielder developed the idea that LPC measures the leader's primary motivational goals and that even individual possess a goal structure, which is classified as primary and secondary levels. Individuals with high LPC were postulated to have relationship maintenance as first goal level, while task accomplishment was his second level. Converse of this occur for low-LPC leaders.

Fielder further buttressed that in favourable situations; leaders will either attain or feel that they can attain their primary goals. Therefore they concentrate their effort on realizing secondary goals. However, the leader may feel threatened and may concentrate on securing primary goals to the neglect of secondary ones during moderately favourable situations.

### 2.3.6 Criticism of Fielder's Theory

According to Graen (1970) some researchers were against Fielder's use of same set of results from the same completed studies to rebuild and support his conclusion. His theory is known to fit known results rather than being tested by new research methodology. Though it is clear that Fielder's LPC questionnaire is useful in measuring some dimensions of leaders personality and leader's effectiveness (to some extent), the changing of what LPC score means with situation is disturbing. Questionnaires are designed to measure specific dimensions, therefore changes in definitions of any of the instruments measured after getting the fact is questionable (Graen 1970).

It was further explained by Graen (1970) that Fielder employed a number of different measures of position power and effective leader member relations during his research. Based on this, he has limited the chance of comparing and combining results from the different studies because there is possibility of the different parameters not measuring the same thing. Lastly fielder's theory is based on results, which do not consistently reinforce the theory as well as commonly applied standards of statistical significance.

A different theory is the Path-Goal theory of leadership proposed by House in 1971. According to House and Mitchell (1974), the theory was propounded based on two basic facts: the first deals with the role of a leader and the second deals with the dynamics of the situation. The first part states: "the leader's function is a supplemental role". His effectiveness is limited by the extent to which he can coach, guide, support and reward his subordinates; however these limitations are found in the work environment and necessary for effective performance. Therefore, the leader's effect on his subordinates depends on the level of deficiency of the environment with respect to other sources of motivation and guidance.

House and Mitchell (1974) summarized his first proposition as follows: the motivational role of the leader includes increasing factors such as reducing road blocks and pit falls, increasing pay-off of subordinates aimed at attaining work goal and increasing opportunities for personal satisfactions. His second proposition was that "motivation impact of specific leader behaviour is determined by the situation in which it operates". Based on this, two types of factors are proposed by House:

- i. Characteristics of the subordinates who are being led
- ii. Environmental pressures and other demands determining the subordinates' chance of accomplishing work goals and meeting personal needs.

House and Mitchell (1974) further explained that the leader's behaviour would be acceptable to subordinates to the extent that it is perceived as being either immediate or future source of satisfaction. The subordinate's reaction to leader's behaviour is also affected by their ability to perform their assigned task.

House and Mitchell (1974) explained that factors, which are not controlled by the subordinate but capable of affecting his ability to perform efficiently and meeting his personal needs constitutes the subordinates environment. Therefore, under any situation, only one aspect of the environment, the manager and the effects of their attempts to motivate the subordinates shall depend on other parts of the environments namely:

- i. The primary work group of the subordinate
- ii. The task performed by the subordinate
- iii. The formal authority system of the organization

The possibility of predicting the effects leader's behaviour will have on the: subordinate satisfaction with intrinsic rewards of job, expectations of subordinates focusing on effective job performance leading to rewards,

subordinates satisfaction with extrinsic rewards of job and expectations of subordinates that effort will bring about effective performance of their job, is possible by the assessment of the other parts of the environment mentioned earlier (House and Mitchell, 1974).

For instance, when work methods are well defined due to the routine nature of the job, complete procedures set by the company and clear group norms, any attempt by the leader to further clarify them will be perceived by the subordinates as undue monitoring or supervision. Therefore leader's behaviour will be perceived as motivational if they assist subordinates in coping with uncertainties from the environment, threats and other sources of frustration.

House and Mitchell (1974) predicted that such behaviours would increase subordinate's satisfaction based on job content, as well as increase motivation through increasing subordinate's expectation that efforts will bring about getting valued rewards.

#### **2.4 Concept of Management**

Various definitions have been given for management, many of which have tended to see it from a particular viewpoint that could be traced to a certain school of thought. The Human Behaviour School (Mayo 1933) defined management as a process of getting things done through people". The Management Process School, in extension, view management as "a process" of getting things done through and with people operating in organised groups. The Empirical School sees management as "the study of experience", sometimes with the intention of drawing generalisations but usually as a means of teaching experience and transferring it to practitioners and students.

And the Social System Schools (Barnard 1938) views it as a social system, that is, a system of cultural interrelationships'. Although emphasis given to

aspects of the definition by the various schools may be different, one cannot see the inability to describe as being a problem of authors. Rather, the issue is the limitation in the conceptualisation of management. In refocusing discussions on what management is, the study believes that the progress and advances in science as well as in management depends not entirely on the number or quality of answers but on the number and quality of questions raised.

Most of the answers provided in the literature are responses to questions raised in respect of the developed economies. Most of the writers in management were born, raised, trained and have been nurtured in their own environments. Little wonder, then, that the features of their environments could have naturally affected their perceptions. The argument about management being universal, neutral and culture-free is not really correct since the differences in environment between the developed and developing economies are sufficiently significant to the practice of management and the theory of management.

## **2.5 Leadership in Public Sector Organization**

Wyse and Vilkinas (2004) propose that public sector executive leadership roles have not been explored independently of private sector roles. It is more common for private sector research and models to be adopted by the public sector with little or no modification for the public sector context, even though differences between public and private sector demands on executives are acknowledged (Colley, 2001). This may associate with insufficiency in understanding of leadership roles and effectiveness in public sector.

Different leadership theories have been adopted to describe and measure complicated leadership behaviour in various cultural contexts (Politis, 2001). Traditionally popular was the duality model of leadership; one dimension

concerned with people and interpersonal relations and the other with production and task achievement (Wright & Pandey 2010). Recent studies tend to employ a multi-perspective approach to investigate and explain the complexities of leadership in public institutions (Glickman & Sergiovanni, 2006; Wright & Pandey, 2010).

Of all leadership models in public institutions, Sergiovanni's (1984) Hierarchy of Leadership Forces is one of the most adopted models in education and public sector. Sergiovanni (1984) identified and defined multiple school leadership dimensions as 'leadership forces' (leader and follower behaviours). The technical force describes the management functions espoused by the proponents of 'classical' management theory; for example, planning, organising, staffing, directing, coordinating, reporting and budgeting. The human force concerns the supporting of people, encouragement of professional growth, and the building of morale. This is similar to the management ideology of human relations.

The human relations approach to management requires a participatory or 'democratic' management style by managers who are skilled in working with people. Leadership styles that suite the nature of public sector organisation is not clearly defined in his work (Sergiovanni. 1999: 2001). The model confirms that public organisations require certain aspects of leadership that may differ from for-profit organisations.

Although Sergiovanni's model proposes useful approaches in leadership for public sector, it fails to incorporate some important factors such as organisational culture and contexts, style and roles of leader. Organisational culture consists of ambient stimuli that are likely to prime role cognitions coherent with their content and direction (Cannella & Monroe. 1997). Research on national and organisational culture supports the importance of

roles by demonstrating that culture influences the cognitive processes of individuals by intensifying the retrieval of perceptions consistent with the overall cultural values. This aspect, thus, require further investigation from the leadership s perspectives.

Yukl (1994) proposed that ineffective leadership in any organisation seems to be the major cause of diminishing the organisation's productivity and downward positioning of North American corporations on the international scale. It can be well-linked with organisational culture (Pors, 2008; Kefala, 2010). Indeed, leadership and organisational culture are purported to be tightly intertwined. Leaders must have a deep understanding of the identity and impact of the organisational culture in order to communicate and implement new visions and inspire follower commitment to the vision (Schein, 1992).

In the public sector context, literature in leadership emphasizes the influence and effectiveness of transformational (over transactional) leadership (Ogbonna & Harris, 2002; Wart, 2003; Pimpa, 2010). Hooljberg and Choi (2001) also reported that monitoring and facilitating roles of leader in the governmental organisations have a stronger impact on perceived leadership effectiveness than the use of forces and power. They also reported that transformational leadership is slightly more important in terms of both perceptions of leader effectiveness and follower satisfaction in the case of public sector,

Wright and Pandey (2010) reported that the structure of public sector organisations might not be as bureaucratic as commonly believed in the literature. Some bureaucratic had little, if any, adverse affect on the prevalence or practice of transformational leadership behaviours. They also confirm in their study that there is no relationship between transformational

leadership behaviours and organisational red tape (or other aspects of organisational culture), even though organisational hierarchy and inadequate lateral or upward communication were associated with lower transformational leadership.

It seems to be the pattern of research in public sector to investigate the concept of traditional leadership (transactional transformational leadership traits and behaviour in leadership) in a particular setting. The comparative aspect between public sector organisations in different cultural backgrounds is lacking. From the research perspective, the comparison of leadership styles and approaches will lead to a better understanding of the effects of local and organisational culture on leadership effectiveness in public sector.

## **2.6 Leadership-Behaviour and Organisational Commitment**

Various researches have shown that the type of leadership style/behaviour determines the behaviour of subordinates or workers in an organisation. For example, Wysocki and Kepner (2000) in one of such studies reported that leadership styles that see workers as generally motivated by money, resistant to change, lacking in job knowledge, and as a means to an end rather than cooperative and hard work tend to retard employee productivity, effectiveness, satisfaction and organizational commitment.

In Nigeria, it has been observed that most managers in organizations especially those in the public sector adopt leadership styles that do not encourage initiative, creativity and autonomy of the employees and this has led to organizational inefficiencies (Ogunyinka, 1992).

Fagbohunbe (1981) in a similar study used leadership behaviour description and industrial turnover questionnaire to determine the behaviour of work supervisors in Nigeria National Population Commission. In the study, 48 junior workers were instructed to rate the behaviour of their leaders by filling

the questionnaires i.e. leadership behaviour description, and industrial turnover questionnaire. The result indicated that democratic style was less associated with high turnover than the autocratic leadership. Tenure and age appears to be a strong predictor of organizational commitment (Aboloko, 1985).

Ejimofo, (1987) in a similar study found out a significant relationship between organizational commitment and leadership style, particular with autocratic leadership style. No relationship was found between democratic leadership style and organizational commitment. Meanwhile, a related study conducted by Aboloko reported significant relationship (Aboloko, 1985). This result is not surprising, because it is a reflection of superior supervisory practices in the private sector.

Also, Esigbone (2000) in a related study on influence of perceived leadership style on employees' job satisfaction reported that democratic leadership style showed a statistically strong significant positive correlation with job satisfaction, while autocratic leadership style showed a weak relation with job satisfaction.

Omeneki (1991) investigated the impact of perceived leadership styles on employee commitment among NITEL workers. The result revealed that there was no significant difference in employees' commitment between workers who perceived their leaders/bosses as democratic or autocratic. There were also no gender differences in workers commitment. Job tenure was also found not to be related to workers' organizational commitment.

Ogunyinka (1992) in similar study, found a positive correlation between democratic leadership style and organisational commitment. Makoto (1997) also investigated the relationship between leadership behaviours (pressure, planning and maintenance) and subordinate morale, skill level, status and

need for autonomy. He concluded that for a subordinate with high status (senior staff) planning is the most effective leadership behaviour, while maintenance is more effective with subordinate with low status.

Alarape and Akinlabi (2000) were of the opinion that employees develop their work attitude based on their general perceptions about the actions of their organisations toward them. Such perceptions are formed based on the organizations' policies, procedures and decisions driven by managers.

From such perceptions, employees could infer the intentions of the organization toward them and choose to be committed, involved or withdraw their loyalty. Foke (2001), in a similar study investigated the effects of leadership behaviour on job satisfaction, productivity and organizational commitment.

The study explored the relationships between five leadership behaviours identified by Kouzes and Posner (2002) and the employee outcomes of registered nurses practicing in the general wards, intensive care units and the coronary care unit in an specialist hospital. The study concluded that leadership behaviours and employee outcomes were significantly correlated. The regression results indicated that 29% of job satisfaction, 22% of organizational commitment, and 9% of productivity were explained by the use of leadership behaviour (Foke, 2001).

Laka-Mathebula (2003) investigated the relationship between organisational commitments among 246 employees from 11 institutions of higher learning. There were 45.12% females and 54.51% males. The average age of respondents was 41.9 years. Correlation analysis and multiple regressions indicated a weak prediction of organisational commitment. Jaskyte (2004) revealed that for commitment, the combination of leadership behaviours,

participation, work control and subordinate relations explained 48.1% of its variance.

Mester, Visser, Roodt, (2003, examined the relationships between leadership styles and organisational commitment, job satisfaction, job involvement and organisational citizenship behaviour among employees of selected engineering company. A sample of 52 leaders and 276 employees participated in the empirical study. The results of a canonical correlation analysis using the rater data indicated that the most prominent relationship was that between transactional leadership and affective commitment. Furthermore, transformational and transactional leadership styles did not correlate significantly with the constructs of job involvement and job satisfaction.

Jaskyte (2004) assessed changes in employees' perceptions of leadership behaviour, job design and organizational arrangements and their job satisfaction and commitment. It was hypothesized that employees' perceptions of organizational arrangements, job characteristics, and leadership behaviour would be related to their job satisfaction and commitment. The result showed that employees' perceptions of leadership behaviour were important predictors of job satisfaction and commitment (Jaskyte, 2004).

Avolio, Zhu, Koh and Bhatia (2004) examined whether psychological empowerment mediated the effects of transformational leadership on followers' organizational commitment among 520 staff nurses employed by a large public hospital. Results from HLM analyses showed that psychological empowerment mediated the relationship between transformational leadership and organizational commitment. Similarly, structural distance between the leader and followers moderated the relationship between transformational leadership and organizational commitment.

Elloy (2005), in a related study, investigated the influence of super-leader behaviours on organisational commitment, job satisfaction and organisational self-esteem among 141 employees in a self-managed work team. The results indicated that teams/groups that were led by a supervisor who exhibited the characteristics of a super-leader had higher levels of organisational commitment, job satisfaction, and organisational self-esteem.

Epitropaki & Martin, (2005) matched the behaviour of leaders with implicit expectations of their followers and observed that in job satisfaction, commitment to the organization, and well-being of employees improved. This finding suggests that worker-related leadership behaviour is more likely to promote desirable work attitudes in employees. This outcome however is not feasible unless supervisors and managers can establish the preferences of their followers. Fortunately, research indicates that the personality of followers could influence their leadership preferences.

Perryer and Jordan (2005) also investigated the influence of two dimensions of leader behaviour (supportive behaviour and extinction behaviour) on organisational commitment among public sector workers. It was found that, while controlling for demographic variables, both extinction and supportive leader behaviour affect organisational commitment.

Furthermore, a significant interaction of these two variables was found. This indicates that an increase in supportive leader behaviour together with a decrease in extinction leader behaviour will likely lead to a more than proportionate increase in levels of organisational commitment. Leach (2005) in a related study investigated the relationships between executive leadership and organizational commitment among nurses in acute care hospitals.

A cross-sectional, field survey of nurse executives, nurse managers, and staff nurses was conducted to assess the relationship of nurse executive

transformational leadership to organisational commitment. Results revealed an inverse relationship between nurse executive transformational and transactional leadership and alternative (high negative) organisational commitment. Also, a positive association was demonstrated between nurse executive leadership and nurse manager leadership.

Suar, Tewari and Chaturbedi (2006) have shown that subordinates' perception of leadership style has a significant relationship with commitment to the organization and job satisfaction.

Huang, Shi, Zhhang & Cheung (2006) investigated the impact of participative leadership on psychological empowerment and organisational commitment of 173 employees of two Chinese state-owned enterprises. The study found that participative leadership behaviour was associated with organisational commitment, but not with all four dimensions of psychological empowerment such support, delegation, decision making etc.

Akroyd, Jackowski and Legg (2007) in a related study to determine the predictive ability of selected organizational leadership, work role and demographic variables on organisational commitment gathered data from 3000 full time radiographers. The participants were surveyed by mail regarding their commitment to their employers, leadership within the organisation that employ them, employer support and demographic information. Results indicated that radiographers were found to have only a moderate level of commitment to their employers. Among the factors that significantly affected commitment were the radiographers' educational level, perceived level of organizational support, role clarity and organisational leadership.

Weaver & Yancey (2010) in a related study investigated the impact of dark leadership on organizational commitment and turnover among 80 employees

working for a manufacturing company. Results indicated that dark leadership (narcissistic, compulsive leader, paranoid leader, co-dependent leader, passive-aggressive leader) was found to be inversely related to the workers' affective commitment to the organization and to the workers' intent to remain with the organization.

Salami, (2002) examined demographic and psychological predictors of organizational commitment outside leaders' behaviour (320 employees: male 170, female 150), randomly selected from 5 service and 5 manufacturing organizations in Oyo State, Nigeria. Measures of biographical data, emotional intelligence, work-role salience, achievement motivation, job satisfaction and organizational commitment were administered on the sample. Hierarchical multiple regression analysis was used to analyse the data collected. Results showed that emotional intelligence, work-role salience, achievement motivation, job satisfaction and all demographic factors except gender significantly predicted organizational commitment of the workers.

## **2.7 Management and Leadership Style in Public Sector Organization**

Modern organisations are complex and require flexibility in leadership and management. Leadership is dynamic, and is built by means of an ongoing process requiring considerable time and organisational resources and culture (Fleishman, Mumford, Zaccaro, Levin, Korotkin, & Hem. 1991; Wiersemama & Bantel, 1992).

Previous studies on leadership and organisations affirm leadership's significant role in steering organisational culture and organisational change (Rymer, 2008). Conversely, organisational culture is pivotal in shaping leadership styles (Pors, 2008). Studies over the past four decades demonstrate the profound impact of organisational culture on the success or failure of an

organisation's leadership, and that organisational culture and leadership are intertwined (Schein, 1992; Ogbanna & Harris, 2002; Pors, 2008).

The key challenge for modern organisations is to understand the strong influence of organisational culture on leadership styles and its direct and indirect effects on individual members of organisations. The complication of understanding leadership and the measurement of competency of leaders are reported as key factors contributing to slowness in organisational development (Yoon, Donahue, & Woodley, 2010).

Ogbonna and Harris (2002) proposed that researchers in management science and organisational studies should investigate, through comparative studies, the Transport Authority among culture, organisations, human relationship and leadership. Previous studies, which attempted to identify the relationship between organisational culture and characteristics of leaders, have used narrow and similar cultural lenses.

Trompenaars and Wooliams (2003) found sufficient variation within any one country to know that it is very risky to speak of national, corporate or even functional culture in terms of simple stereotypes. Cultural differences are caused by differences in values (Dubrin & DalGLISH, 2001). Leadership varies from culture to culture but being value-based, there is strong continuity within each society (Dubrin & Daiglish, 2001). Comparative study, therefore, can help organisations to understand the nature of leadership in each cultural context.

In addition, a study of international management from the perspective of not-for-profit organisations does not sufficiently elucidate these Transport Authority (Rymer, 2008; Rojanapanich & Pimpa, 2011). Literature on cultural studies (Trompenaars & Wooliams, 2003) identifies strong relationships between society, people, values and the institutions where they

belong. Thus, leadership styles vary from place to place, according to local cultures and societal impacts. The level and degree of influence can be different from culture to culture, and the rest depends on various local cultural factors (Hofstede & Hofstede, 2005).

Leaders in the public sector have a major impact on the formation of organisational culture and staff effectiveness. Despite the disparate nature and structure of governmental and for-profit organisations (Colley, 2001), it is apparent leaders' values and beliefs form the key values of the organisation in both sectors. Ogbonna and Harris 2000 proposed that leaders from not-for-profit and for-profit organisations alike could embed and transmit organisational culture through different mechanisms, for example coaching and role modelling. To what extent can culture influence the nature of leadership in the public sector? In particular, when we view leadership in the public sector through different cultural lenses, what will we see as the implications for international leadership.

To confirm this point, a study by Trompenaars and Hampden-Turner (1997) shows differences between three levels of culture and how each cultural level influence leadership. At the highest level is the culture of a national or regional society. They also confirmed its relationship with leadership styles and approaches. More importantly, studies in leadership (Shahin & Wright, 2004; Wart, 2003) show strong relationship between culture and the way in which attitudes are expressed within specific organisation or organisational culture).

At a narrower level there is the professional culture where people with certain functions will tend to share certain professional and ethical orientations (Shahin & Wright, 2004 must have a deep understanding of the identity and

impact of the organisational culture in order to communicate and implement new visions and inspire follower commitment to the vision (Schein, 1992).

In the public sector context, literature in leadership emphasizes the influence and effectiveness of transformational (over transactional) leadership (Schein, 1992; Ogbonna & Harris, 2002; Hooljberg & Choi, 2001; Wart, 2003; Pimpa, 2010). Hooljberg and Choi (2001) also reported that monitoring and facilitating roles of leader in the governmental organisations have a stronger impact on perceived leadership effectiveness than the use of forces and power. They also reported that transformational leadership is slightly more important in terms of both perceptions of leader effectiveness and follower satisfaction in the case of public sector.

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It seems to be the pattern of research in public sector to investigate the concept of traditional leadership (transactional/transformational leadership, traits and behaviour in leadership) in a particular setting. The comparative aspect between public sector organisations in different cultural backgrounds is lacking. From the research perspective, the comparison of leadership styles and approaches will lead to a better understanding of the effects of local and organisational culture on leadership effectiveness in public sector.

## 2.8 Theoretical Framework

Leader-member exchange theory Leader-member exchange (LMX) theory posited that the types of one-on-one, or dyadic, relationships that develop between the leader and each follower will be somewhat different. The theory is based on the assumption that leaders establish a social exchange relationship with their employees and that the nature of this exchange relationship influences the manner in which the leader treats each individual employee (Liden & Maslyn, 1998). Lower-quality exchange relationships between a leader and his or her employees are characterized by the leader use of formal authority and average levels of employee performance. In contrast, high-quality exchange relationships involve mutual trust, support, and loyalty between the leader and his or her employees, enhanced levels of interpersonal attraction (i.e. liking), and bidirectional influence. Thus, employees in high-quality exchange relationships are motivated to exhibit higher levels of commitment, conscientiousness, and loyalty to their leaders in return for more favourable performance appraisals, promotions, and other rewards from their leaders (Kozlowski & Doherty. 1989).

Furthermore, in any work group, the leader tends to develop better relationships with a few subordinates (the in-group), while the rest (out-group) receive less attention or concern from the leader. The character of the leader-member exchange can range from low quality, in which the leader and the subordinates have a negative image of one another and the subordinate does not respect or trust the leader, to high quality, in which the leader and the subordinates have a positive view of one another and the subordinates feel that the leader is supportive and provides encouragement. Such difference has been found to affect subordinates' job outcomes such as work performance, loyalty, commitment, attendance and job satisfaction (Wayne & Ferris. 1990: Vecchio & Boatwright. 2002).

LMX model posited that leaders treat subordinates differently at varying degrees and levels contingent on whether the latter are part of the in-group (high-quality relationship) or out-group (low-quality relationship) (Graen and Scandura, 1987). The theory asserts that leaders do not interact with subordinates uniformly (Graen and Cashman, 1975) because supervisors have limited time and resources. "In-group" subordinates (workers who have positive image of their leaders) perform their jobs in accordance with the employment contracts and can be counted on by the supervisor to perform unstructured tasks, to volunteer for extra work, and to take on additional responsibilities.

Supervisors exchange personal and positional resources (inside information, influence in decision making, task assignment, job latitude, support, and attention) in return for subordinates' performance of unstructured tasks (Graen and Cashman, 1975).

As a result, research shows that mutual trust, positive support, informal interdependencies, greater job latitude, common bonds, open communication, high degree of autonomy, satisfaction, and shared loyalty exist in high-quality relationship (Graen and Uhi-Bien, 1995). In contrast, subordinates who perform only in accordance with the prescribed employment contract are characterized as "out-group" with limited reciprocal trust and support, and few rewards from their supervisors (Deluga, 1998).

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

In studies of this nature, coherent and logical arrangement of materials is very vital. This chapter handles how data is collected for this study. To buttress the initial statement, this chapter deals with the description of procedure adopted in arriving out the study. It describes the research design, source of data, instruments for data collection, establishment of research questions, population for the study, ampling and sampling technique, sample size and technique of data analysis.

#### 3.2 Research Design

The research design embodies the blue print for the collection, measurement and analysis of data related to the research questions. Thus, the methodology used for the collection of data is mainly survey method based on secondary and primary sources of data collection.

#### 3.3 Population of the Study

The population of this research work consists of the staff or employee of the organizations under study-Benue Links Transport Company and Pressure Travels Company Limited. While Benue Links Transport Company has a total of one hundred and seventy-four (174) staff at present, Pressure Travels Company Limited has one hundred and fourteen (114) employees.

However, owing to the limitations in researching the entire population of the employees of both companies, a stratified sample size is drawn from the population where 238 questionnaires were designed and administered to both staffs of the company.

### 3.4 Sample Size and Sampling Techniques

The method of sampling used in this study is the simple random sampling technique in which each item is selected entirely on the basis of chance. Every element in the population has an equal chance of being included in the sample and all possible samples of a given size are equally likely to be selected. This approach has provided equal opportunity for any worker to be a respondent irrespective of the organization in which he/she works.

In this study, therefore, the sample size used for this research is calculated using the following formula;

$$\frac{N}{1 + N (R)^2} = \frac{238}{1 + 238 \cdot \frac{238}{(0.05)^2}} \cdot 1.6 = 149$$

Where N= total population (238), R=estimated Error or level of significance (0.05)<sup>2</sup>

### 3.5 Sources of Data

The researcher gathered data through both primary and secondary sources.

- (i) **Primary Data:** The primary source was collected through questionnaire and oral interview administered on staffs working in these organizations (Benue Links Transport Company and Pressure Travels Company Limited). This is a systematic collection of information directly from respondents for the purpose of understanding some aspects of the population of interest. Questionnaire was administered on respondents and responses gathered and analyzed. Face to face interview with a cross section of workers in the organizations and their responses were also gathered.
- (ii) **Secondary Data:** This is the utilization of data that were developed for some purpose other than to solve the problem of hand. Secondary data

were collected from available textbooks, journals, and newspapers in the libraries of school including Nasarawa Transport Authority limited handbook and company profiles of both organizations.

### 3.5.1 Instruments of Data Collection

- a) **Questionnaire:** the main research instrument used was questionnaire. It is used to provide a pooling of knowledge in situation where only experimental method can provide meaningful answers. A set of questionnaire was prepared. The “questionnaire” was meant to elicit information from the staff of the companies. The primary aim of this questionnaire was to provide data for determining the leadership style and employee productivity in a business organization as a comparative study.
- b) **Oral Interview:** This was another source of primary data collection used in obtaining facts that were not possible through questionnaire method. Oral interview were had with cross section of the workers to elicit some detailed facts that were not contained in the structure questionnaire.
- c) **Observation Method:** In order to supplement the data obtained through other methods, the researcher deliberately took some times, a day each for each company to witness their operation processes in these organizations so as to obtained first hand information through moving around and spending quality time in various department coupled with travelling. This was to provide insight into the standard of operation rendered and the level of team spirit that existed amongst the operating staff (drivers) and administrative staffs of the companies. Other facts to be obtained through this medium was in respect of employee attitudes which ranges from intelligent, cheerfulness, loyal, friendly, troublesome, hardworking, and lazy to mention but a few. In carrying out this exercise, the researcher tried as much as possible to avoid biases and preconceptions in his assessment.

d) **Library Research Method:** Secondary data used for the theoretical framework for this study as obtained from the library, national library in Abuja. A seminar paper, journals, as well as the general information was also gathered from internet sources.

### 3.5.2 Validity and Reliability of Measuring Instruments

The researcher attempted to make the questions simple and unambiguous to enhance the response rate and proper filling. The object of this structuring was to perform and ascertain the psychometrics properties of the instrument. Having done all these, the researcher was totally satisfied that the instrument is consistent and not too flexible to make us doubtful. To achieve three lecturers in the department of business administration who are expert in this field of study were approach to attest the validity and reliability of the questionnaire.

### 3.6 Techniques of Data Analysis

Data from the answered questionnaires was organized and analyzed using percentages. The collected data were checked for consistency and then frequencies and percentages were used to show responses of the distribution. The results were presented in tables form.

The statistical techniques, which will be employed in testing the hypotheses, set up for purpose of this research is chi-square test. It is necessary to outline the steps and procedures guiding the use of chi-square ( $X^2$ ) in this study.

#### 1. Calculate $X^2$ using the formula

The chi-square test statistic is a function of the squares of the deviations of the observed counts from their expected values weighted by the reciprocals of their expected values.

$$\chi^2 = \frac{\sum (F_o - F_e)^2}{F_e}$$

Where:

$F_o$  = Observed frequency

$F_e$  = Expected frequency

The calculated  $\chi^2$  is a measure of the departure of obtained frequencies from the frequencies expected by chance. The larger  $\chi^2$  is the greater that obtained frequency deviate from the expected frequency.

It is computed thus:

$$\frac{RT \times CT}{GT}$$

Where:

$RT$  = Row Total

$CT$  = Column Total

$GT$  Grand Total

## 2. Determine the degree of freedom (df) of the sample

It is interesting to note that the number of degree of freedom will equal the number of cell,  $K$ , less one degree of freedom for each independent linear restriction placed upon the observed cell counts.

The general formulae is (df)

$$= (R-1) \times (C-1)$$

Where

R = Number of rows

C = Number of columns

### **3. Determine the level of statistical significance.**

A level of statistical significance is to some extent chosen arbitrarily. However, the most frequently used are the 0.05 and 0.01 which correspond fairly well to two and three standard deviation from the mean of a normal probability distribution. A 0.05 has been chosen for the study, that means that an observed result that is significant at the 0.05 level could occur by chance only 5 times in 100 trials.

### **4. Make decision using $X^2$ table**

If the calculated  $X^2$  value exceeds the tabulated  $X$  value at the 0.05 levels, it can be said that  $X^2$  is statistically significant and the reaction expressed. On the table is a 'real' one in the sense that it is probably not due to chance. Thus we reject the null hypothesis of no association ( $H_0$ ). If however, the calculated  $X$  value is less than the tabulated  $X^2$  value at the 0.05 levels, we shall accept the null hypothesis of no association.

### **3.7 Summary**

This chapter discusses the research methodology framework developed for the research work. It basically reviews the research design, the population and sample selection, data collection instruments and data analysis techniques used in the study.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

In this chapter, efforts have been made to collect data earlier collected as well as analysis such data by first grouping the data into frequency tables and then using frequency table values to test the hypothesis earlier formulated in chapter one.

**Table 4.1** Questionnaire Administration and Returned

Category of Respondents	Questionnaire administered		Questionnaire Returned	
	Benue Links	Pressure Travels	Benue Links	Pressure Travels
Management Staff	35	30	25	19
Supervisor/Others	44	34	27	23
Junior Staff	50	45	28	27
	129	109	80	69
<b>Total</b>	<b>238</b>		<b>75</b>	
<b>Percentage (%)</b>	<b>100</b>		<b>75</b>	

**Source:** Field Survey, 2018

Table 4.1 above shows that out of 65 questionnaires that were administered to the Management staff, 44 of them were completed and returned. Out of 80 questionnaires administered to Supervisors, 50 were completed and returned. And out of 95 questionnaires that were administered to the junior staff, only 55 were completed and returned. The total number of questionnaire returned were 149, representing 75% therefore, data presentation is based on the 149 questionnaire completed and returned to the researcher.

## 4.2 Data Presentation and Analysis

Although, a total of 238 questionnaires were designed and administered to both company under study based on the sampling quota as indicated for various departments in the companies. However, 149 questionnaires were returned by the respondent which was used for the analysis of these data as indicated in table 4.1 above.

One of the aims of this study is to make a comparison of responses of the sampled population as earlier stated in chapter three (3) towards understanding the impact of effective leadership style and employee productivity in a business organization as a comparative study. The research questionnaires shown at the appendix of this work indicate questions of which some need to be express here to explicate the subject matter of the study and for the purpose of testing the hypotheses

**Table 4:2:** Leadership style affect level of productivity

Degree of Respondent	SD	D	U	A	SA	Total
Benue Links	1	12	9	39	18	79
Pleasure Travels	1	3	3	40	13	60
Total	2	15	12	79	31	139
Percentage (%)	2	13.33	8.66	54.66	23.33	100

**Source:** Field Survey, 2018

From the finding as indicated in the above table, it can be inferred that 2(2%) respondents were strongly disagree that leadership style does not affect the level of productivity, while 15(13.33%), 12(8.66%), 79(54.66%) and 31(23.33%) respondents were disagree, undecided agree and strongly agree to the assertion respectively.

**Table 4:3:** The growth of an organization is the function of leadership

Degree of Respondent	SD	D	U	A	SA	Total
Benue Links	4	10	9	39	23	78
Pleasure Travels	3	13	8	28	9	61
Total	7	23	17	67	34	139
Percentage (%)	5.33	16.67	12	46.67	23.33	100%

Source: Field Survey, 2018

With response to question (5) on the questionnaire shown in appendix 1, 5.33% (7), 16.67%(23) respondent from both company strongly disagreed and disagree that the growth of an organization is not the function of leadership, while 17 (12%) respondents were undecided, 67(46.67%), and 34(23.33%) respondents agree, and strongly agree respectively.

**Table 4:4:** Leadership style adopt by management

Degree of Respondent	Autocratic	Democratic	Laissez Faire	Other	Total
Benue Links	14	33	18	13	78
Pleasure Travels	4	49	4	4	61
Total	18	82	22	17	139
Percentage (%)	13%	57%	16%	13%	100%

Source: Field Survey, 2018

From table 4.5 above, it was obvious from the respondents' responses that both companies style of leadership is that of democratic in nature. This is buttressed with the statistic of 33 and 49 respondents from both companies that gave rise to 57% (82) of the respondents. This was follow by liaises-faire with percentage of 16% (22), 13% (18) each for other and autocratic leadership style respectively.

**Table 4:5:** Motivation lead to increased performance

Degree of Respondent	SD	D	U	A	SA	Total
Benue Links	8	14	0	38	19	79
Pleasure Travels	0	4	4	34	18	60
Total	8	18	4	72	37	139
Percentage (%)	6%	13%	3%	50%	27%	100%

**Source:** Field Survey, 2018

Table 4.5 indicates that 6%(8) respondents strongly disagreed to the notion that motivation lead to increased performance by both company while 13 % 1 S 3%(4), 50%(72), and 27%(37) respondents were disagree, undecided, agree and strongly agree as indicated from the frequency table above.

**Table 4.6:** Leadership style of manager motivate employee toward increased productivity

Degree of Respondent	SD	D	U	A	SA	Total
Benue Links	2	6	0	33	37	78
Pleasure Travels	-	-	-	18	43	61
Total	2	6	0	51	80	139
Percentage (%)	2%	5%	0%	36%	75%	100%

**Source:** Field Survey, 2018

This table 4.6 is crucial hence it measured the essence of this research work. The table indicates that 2% representing 2 respondents strongly disagree, 5% representing 6 respondents disagree as well that leadership style of a manager could motivate employees toward increase productivity from both companies. On the other hand, 36%, and 75% representing 51 & 80 respondents agree and strongly agree respectively.

**Table 4:7:** Motivation lead to increased employee productivity in organization

Degree of Respondent	SD	D	A	SA	Total
Benue Links	4	4	33	19	79
Pleasure Travels	1	2	19	38	60
Total	5	6	52	77	139
Percentage (%)	4.66	5.33	36.66	53.33	100%

**Source:** Field Survey, 2018

Table 4.7 has proved that motivation has a great role in employee productivity as shown above hence 5(4.66%) respondents strongly disagree, 6 (5.33%) disagree, 52(36.66%) agree and (53.33%) or 77 respondents strongly agree with the assertion that motivation lead to increase employee productivity in a business organization from both company respectively.

It is obvious that one can categorically deduced that in as much as leadership style could motivate employee toward greater productivity, motivational tools application can as well do great deal of enhancing employees' performance and increase productivity.

### 4.3 Test of Hypotheses

#### **Hypothesis One:**

**Hi:** Workers who perceive their bosses to be high on interpersonal relations and emancipatory leadership-behaviour will identify more with their organizations than workers who perceive their bosses to be low on these two variables. Table 4.8: high on interpersonal Leadership and emancipatory leadership behaviour

Respondent	Management Staff	Supervisor/Others	Junior Staff	Total
Agree (Yes)	29	81	21	131
Disagree (No)	1	2	5	8
Total	30	83	26	139
Percentage (%)	20	58.66	20.66	100%

Source: Field Survey, 2018

We shall combine the data from both companies to get the required needed information for calculation.

Table 4.8 above provides the observed frequency ( $f_o$ ) and on this basis the calculation of the expected frequency ( $f_e$ ) is shown below:

Computation of expected frequency

- |   |                                       |
|---|---------------------------------------|
| 1i. Yes (agree) responses                 | 2. No (Disagree) responses            |
| i. $131 \times \frac{30}{139} = 28.93$    | i. $8 \times \frac{30}{139} = 2.06$   |
| ii. $= 131 \times \frac{83}{139} = 82.13$ | ii. $8 \times \frac{83}{586} = 5.86$  |
| 3. $= 131 \times \frac{30}{139} = 28.93$  | iii. $8 \times \frac{30}{139} = 2.06$ |

The observed and expected frequencies

Yes (Agree)		No (Disagree)	
$f_o$	$f_e$	$f_o$	$f_e$
30	28.93	1	2.06
83	82.13	2	5.86
26	28.93	5	2.06

Source: Field Survey, 2018

**Computation of hypothesis using chi-square ( $\chi^2$ )**

$f_o$	$f_e$	$f_o - f_e$	$(f_o - f_e)^2$	$\frac{(f_o - f_e)^2}{f_e}$
30	28.95	.05	1.10	0.04
83	82.13	2.87	8.24	0.10
26	28.93	-3.93	15.44	0.54
1	2.06	-1.06	8.18	1.40
2	5.86	-2.86	8.18	1.40
5	2.06	3.94	15.52	7.53
				<b><math>\chi^2_c = 10.14</math></b>

**Source:** Field Survey, 2018

**Calculating the degree of freedom:**

$$df = (r-1)(c-1)$$

$$= 93-1) (2-1)$$

$$2 \times 1 = 2$$

$X^2$  df (2) at 5% (0.05)  $\chi^2$  5.99

Decision; hence the calculated value  $\chi^2$  (10.14) is greater than the tabulated  $\chi^2$  (0.0352). The null hypothesis ( $H_o$ ) is rejected while the alternative hypothesis ( $H_i$ ) is accepted that Workers who perceive their bosses to be high on interpersonal relations and emancipatory leadership-behaviour will identify more with their organizations than workers who perceive their bosses to be low on these two variables.

## Hypothesis Two

H2: Workers who perceive their bosses to be low on autocratic/control leadership-behaviour will be more involved in their jobs than workers who perceive their bosses to be high on autocratic/control.

The data required for testing the above hypothesis was obtained from the questionnaire number (6), the question, was "Do you agree that motivation leads to increase productivity in a business organization?" the responses and the proportion are as follow:

**Table 4.10: Management Leadership Style**

Respondent	Senior Management	Supervisor/Others	Junior Staff	Total
Agree (Yes)	29	81	21	131
Disagree (No)	1	2	5	8
Total	30	83	26	139
Percentage (%)	15%	48%	37%	100%

Source: Field Survey, 2018

### Computation of expected frequency

1. Yes responses:
  - i.  $131 \times \frac{22}{139} = 20.53$
  - ii.  $131 \times \frac{73}{139} = 68.13$
  - iii.  $131 \times \frac{55}{139} = 57.33$
2. No responses:
  - i.  $8 \times \frac{22}{139} = 1.47$
  - ii.  $8 \times \frac{73}{139} = 4.87$
  - iii.  $8 \times \frac{55}{139} = 3.67$

Yes (Agree)		No (Disagree)	
<i>f<sub>o</sub></i>	<i>f<sub>e</sub></i>	<i>f<sub>o</sub></i>	<i>f<sub>e</sub></i>
29	20.53	1	1.46
81	68.13	2	4.87
21	57.33	5	3.67

Source: Field Survey, 2018

### Contingency Table

Observation Frequency	Expected Frequency	<i>f<sub>o</sub> - f<sub>e</sub></i>	<i>(f<sub>o</sub> - f<sub>e</sub>)<sup>2</sup></i>	$\frac{(f_o - f_e)^2}{f_e}$
29	20.53	-0.53	0.28	0.01
81	68.13	1.87	3.50	0.05
21	57.33	-1.33	1.77	0.03
1	1.47	0.53	0.28	0.19
2	4.87	-1.87	3.50	0.72
5	3.67	1.33	1.77	0.82
			<b>Calculated Value</b>	<b>1.77</b>

Source: Field Survey, 2018

Test of 5% significant level in calculating the degree of freedom:

$$df = (r-1)(c-1)$$

$$= (3-1)(2-1) = (2)(1) = 2$$

$$x^2 \text{ df } (2) \text{ at } 5\% (0.05) = x^2 \text{ tab. } 0.05 = 0.0352 \text{ while } x^2 \text{ calculated} = 1.77$$

**Decision:** Since calculated value is greater than tabulated value.

$X^2$  calculated = 1.77 >  $X^2$  tab. 0.0352 we therefore, reject  $H_0$  and accept  $H_1$  that Workers who perceive their bosses to be low on autocratic/control leadership-behaviour will be more involved in their jobs than workers who perceive their bosses to be high on autocratic/control.

#### 4.4 Discussion of Result

From the various hypothesis tested, the following findings were obtained:

- That the leadership style of a manager motivates employee toward increased productivity. This was buttressed by proven wrong the null hypothesis (through Chi-Square Test) as the alternative hypothesis was accepted with a certain degree of freedom.
- In hypothesis two, the null hypothesis which states that Motivation does not lead to increased employee productivity has been proved wrong based on the extent of the administered questionnaires. It was strongly disagreed with 10.14 calculated Chi-Square ( $\chi^2$ ) that motivation has a vital and significance role towards employee increased productivity.
- Finally it was also observed that leadership style was not the only motivational tools for increasing employee productivity and that there are motivational tools and incentives for motivating employee even though such strategies differ from one organization to another as the null hypothesis was rejected in the test of the calculated hypothesis.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary

The research work has been undertaken to verify the extent leadership style affects productivity in business organization as well as motivating employee toward greater performance and productivity. As a comparative study, transportation industries (Benue Links Transport Cooperation and Pleasure Travels) were used as a case study.

The study is divided into five (5) broad chapters. Chapter one gives us the background of the study while chapter two is concerned with the review of related literature. This is basically aimed at building the theoretical base of the study which will enable feasible conclusions to be drawn. While chapter three covered research methodology, chapter four (4) is concerned with data analysis and interpretation. To avoid being victim of statistical regression, the researcher applied a stratified random sampling method of selecting the individuals to constitute the sample of the study. This is considered a correct representative of the population of the study. Questionnaires method and interview were the main means through which data were collected and response rate of seventy five percent was achieved.

The accurate returned questionnaires from both companies were (139) on hundred and forty nine respondents. These questionnaires cut across all the departments of the organizations (Benue Links Transport Cooperation and Pleasure Travels). The data so obtained were subjected to statistical analysis using simple percentages and chi-square method.

Finally, chapter five (5) concludes the study findings and drawn conclusion and recommendations that followed are direct results of the respondent's answers and comments.

## 5.2 Conclusion

Despite the differences, there is a close relationship between leadership and management in work organizations and it is not easy to separate them as distinct activities can also be used as a means of measuring leadership style. Since management is getting work done through people, to be an effective, manager require the ability of leadership.

Leadership is in effect a subject of management although leadership is a special attributes which can be distinguished from other elements of management. Without followers there is arguably no such things as leadership. Being an effective manager involves the successful management of people. Therefore, based on the findings, the following conclusion was reached.

- That leadership style increased employee productivity.
- And motivation has a significance role and a direct bearing toward employee attaining optimum productivity.
- Democratic leadership style if appropriately adopted lead to increased productivity hence it enhance collective participation, creativity, innovation, team spirit as well as given a sense of belonging among the employee.
- Those manager/leaders of organizations could do better in handling contemporary leadership challenges if and only if change, technology and competition are well managed strategically.
- That even though leadership style is not the only motivational strategies for increasing employee productivity but to note that the success of every

establishment strongly lies on its leadership. A Chinese proverb says that if a fish is getting spoiled, it starts from its head". Managers' decision has the capacity to either build or destroy an organization.

- That manager must at all times be optimistic about achieving set objectives hence it is a good starting point in eliciting positive morale from subordinates through whom the objectives will be achieved.
- A leader must adopt and recognize the importance of subordinates and their needs so as to adopt the appropriate leadership style that would lead to the achievement of objectives.

### 5.3 Recommendations

For managers in government owned ventures/companies and other related organizations to be able to achieve their organizational objectives by adopting a leadership style that would motivate employees to higher productivity, the following recommendations are necessary.

1. Managers should make effective use of human relations as an efficient means of motivating workers.
2. Management should ensure that all staffs that are due for promotion should be promoted as this will increase workers' intrinsic satisfaction.
3. That hazard risk allowances and bonuses should be paid to specified workers of the establishment in order to motivate them and increase their productivity.
4. That the state government should give adequate power to the management of their respective ventures to carry out its functions. By this the management should be allowed to draw policies and programmes for the overall operation of the organization.

5. Transportation companies require intensive orientation training especially for their drivers toward safety so as to avoid careless accidents on the high ways.
6. Reward system for outstanding performance should be instituted and administered to all deserving workers.
7. Leaders should avoid partiality in the disbursement of rewards and punishment. This calls for equity and fairness in the treatment of employees.

Finally, employees should be given or permitted to participate actively or be given responsibilities where they could be allowed to exercise their degree of imagination, ingenuity and creativity as this will give employee the sense of belonging and subsequently lead to job satisfaction and above all actualization of organizational goals.

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