

**IMPACT OF LEADERSHIP STYLE ON EMPLOYEES
PERFORMANCE: A STUDY OF UBA, ABUJA**

BY

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DECLARATION

I, NUYERGA BULUS hereby declare that this project was written by me as meeting the requirement for the award of Master in Business Administration (MBA). I also states that this work has not been written or submitted to any higher institution for the award of degree or diploma before now.

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CERTIFICATION

This project work entitled “Impact of Leadership Style on Employees Performance: A Study of UBA, Abuja” by Nuyerga Bulus with registration Number NSU/ADM/MBA/137/15/16 was carried out to meet the regulations governing the award of Masters in Business Administration (MBA) and its hereby approved for its contribution to learning and knowledge.

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DEDICATION

This project is dedicated to Almighty, “The Most High God” who made me what I am today, and also who had been the anchor of my life, the great provider of the Knowledge, Wisdom, Strength, Perseverance and Courage that enabled me to withstand all the challenges both in my private life and in accomplishing this particular goal.

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I cannot mention them all; I pray that God in His infinite mercy will bless them all abundantly (Amen)

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ABSTRACT

Leadership style is one of the most important human resource-related outcomes, and the kind of leadership style exhibited by managers to a large extent influences organizational valued outcome such as low employee turnover, reduced absenteeism, customer satisfaction, and organizational effectiveness. In recent times, many organizations in the Nigerian banking industry, have recorded cases of immoral and unethical banking practices, gratifications, high labour turnover, inability to meet basic required obligations, and incessant financial distress syndrome, which has led to many banks being merged and acquired. This may be as a result of lack of effective leadership. The study thus examined the impact of leadership style on employee performance using UBA, FCT Abuja as a study. The study adopted descriptive research design; while regression method of analysis was utilised in carrying out the empirical analysis. Findings from the study revealed that Transactional leaders' behaviours has been influential at motivating the employees towards job effectiveness and made them more aware of the task outcomes. The employees were found to be very much satisfied when their manager delegates almost all authority and control to them; while Transformational leadership was discovered to have a significant impact on job productivity. It is therefore recommended that managers should help others develop themselves; Guide to be rewarded for their work; be satisfied when others meet agreed-upon standards; provide recognition or rewards; tell others the standards they have to know to carry out their work and ask no more of others than what is absolutely essential. More so, managerial policies which call for greater involvement should be sustained in guiding subordinates to achieve organizational goals.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The world leadership is as old as human race. It's the cut of prudent management of both human and material resources, with the aim of achieving set goals. A leader is one who influences others so that they will work willingly with zeal and confidence in order to accomplish the organization objectives. Leadership may not be effective without other attributes such as originality i.e. the ability to put in place viable ideas. Taylor, (1856) states that "the ability-required of a leader depends on the size of the organization and the position occupied".

According to him, the organization is no longer simple but complex and in order to cope with it, the leader has to be trained. A good leader must be a man vision and must have a mind that is opened to criticism. He must be bold, courageous and adventurous, and above all, a good leader must show love, understanding, empathy, and concern about the followers. From the foregoing, it could be argued that an effective leader is one who helps the group or community to become more creative, productive and prosperous.

Leadership style is the process of applying a particular style at a time of need as the case may be. At times, it may be autocratic democratic or *laissez faire* style of leadership required for the execution of certain assignment. Leadership is a key factor in good governance and the successful implementation of public sector mandates. Public sector leaders work in uniquely

complex environments with multiple stakeholders and demands. In addition, some public sector leaders are working in environments with the further challenges of major conflict, significant poverty and/or limited development (World Bank, 2007).

In recent years accountability has been at the heart of sound leadership practices (UNDP, 2006). Leadership competencies have been identified and corresponding training developed and delivered worldwide. What is less common is leadership development focused on the environmental or “institutional” challenges of public sector leaders. These challenges are linked to the unique and special environments within which public sector leaders are working – the term and life cycle of government, the specific role of the leader, and the historical or cultural pattern of leadership within a given government. Leadership development needs to focus on political visions, specific strategies and timetables, as well as individual management and technical roles, in order to carry weight and sustain impact (UNDP, 2006).

In all human concern, there is a need for effective leadership, be a business concern, institution, social or political endeavors. People misconceive the idea of leadership and have strangely neglected the virtues of effective leadership in the running of an organization. Leadership shows how subordinates can be motivated to do their best in the organization and a dynamic way of maintaining and attracting employees and a good

relationship between the management and the subordinates which result to the achievement of the expected objectives.

Tannenbaum (1961) states that management success is unique to any particular set of personal attributes on styles. Many styles work, for this we can conclude that there is no one best way to manage in all situations. The proper approach in management is CONTINGENCY. Similarly, there is no best personality or managerial style for all situations. The best and proper approach is contingent upon the attendant circumstance and management techniques should be applied situational.

There is no doubt that the survival of any organization depends on its viability based on the effective learning be it in a business sectors or political endeavor. Learning can be over emphasized, yet little is done universally, in terms of the definition of leadership, the study will outline and analyze leading as a factor for affecting the organization in general and the Nigeria in particular. Leading in any human society means the ability to get things done through the effort of people, that is the ability to direct, persuade and influence the personnel of an organization to comply with outstanding rules, regulations, procedures, policies and programmes of the organization in order to accomplish the set objectives of the organization, be it a business or public sector.

Leadership is key position in any organization the concept leadership is as human race, the act of provident management of both human and material resources with the aim of achieving a certain goals. In other words, to achieve successfully in an

organization, it is the leader who is praised and when failure occurs is the leader who is to be blamed. Thus, one of the key elements concerned is to attract and keep people who will be effective leaders in the public services. A leader influences others so that they will work willingly with zeal and confidence in order to achieve the organization objectives.

Leadership may not be effective without attributes such as originality. The ability to put in place a viable idea most people fail to recognize the value of leadership. They believe that leadership is only for a few or for the people at the top of the ladder; they have no idea of the opportunity they are passing up when they learn to lead, only a few thought of themselves as leaders. Usually at some point in life we are placed in a leadership position only to look around and discover that no one is following us. When you recognize your lack of skill and begin the daily discipline of personal growth in leadership exciting things will start to happen.

A good leader must be a man of vision and have a mind that is open to criticism. He must be bold, courageous and advantageous and above all, he must love, understand and concern about the followers. From the foregoing, it could be argued that an effective leader is one who helps the group be productive and prosperous, which is the most essential factor for the success of the organization including the public civil services. Successful activity of public civil services through which instrumentality the government are translated into political, social and economic actions aim at transforming the society and the way of people's life depend on them.

1.2 Statement of the Problem

Previous studies led the expectation that leadership paradigms will have direct effects on customer satisfaction, staff satisfaction, and financial performance. In general, however, the effects of leadership on organizational performance have not been well studied, according to House and Aditya's review (1997), who criticized leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leaders perform, and to the exclusion of organizational and environmental variables that are crucial to mediate the leadership-performance relationship. Another problem with existing studies on leadership is that the results depend on the level of analysis. House and Aditya (1997), distinguished between micro-level researches that focuses on the leader in relation.

This study endeavors to make it clear in respect of the inducement of leadership in an organization as well as the public civil services. The determination of leadership styles in public service individual. The research problem centers basically civil service with the Gwagwalada Area Council as a case study. In addition, the role of the above study should be attempted and base on the sample survey gathering on the study, that it is wrong by any Nigerian worker in the Gwagwalada Area Council to conceive such institution as belong to one. Any government property should be seen as belong to the public. Therefore, leader and subordinates misunderstanding and method of improving conducive relationship between such leaders and the subordinates should be the point of Local Government Council Administration.

1.3 Objectives of the Study

The objectives of the study is to find out which of the leadership style is suitable for an organization and make both the leader and the subordinate to work towards so that it can accomplish organizational goals. This research work seeks to explore possible ways of making the subordinates to work hard. The study also intend to:

- i. Examine the relationship that exists between Transactional leadership and Job efficiency.
- ii. Analyse the extent to which Laissez-faire Leadership has significantly influenced the employee job satisfaction
- iii. Examine the impact of Transformational leadership on job productivity

1.4 Research Questions

This study attempts to provide answers the following research questions.

- i. What relationship exists between Transactional leadership and job effectiveness?
- ii. To what extent has Laissez-faire Leadership significantly influenced the employee job satisfaction?
- iii. What impact does Transformational leadership has on job productivity?

1.5 Statement of Hypotheses

The researcher formulated the following hypotheses in other to give focus to the solution of the findings.

H₀₁: There is no significant relationship between Transactional leadership and job effectiveness

H₀₂: Laissez-faire Leadership has not significantly influenced the employee job satisfaction

H₀₃: Transformational leadership has no significant impact on Job productivity.

1.6 Significance of the Study

This research will be of use to anyone who heads an organization, whether public or private institutions. This research therefore exposes different leadership styles to head of organizations which they can adopt to achieve their objectives, such leaders include Managing Directors, Chief Executives Officers and Directors Generals of organizations or parastatals. Other set of people who also stand to benefit from this research are academicians; such as lecturers, teachers and students in secondary schools and higher institutions.

1.7 Scope of the Study

The scope of this research study covers the impact of leadership styles on employees' performance in UBA, Abuja.

1.8 Definition of Terms

Leader: Is a person who exerts influence on other people.

Leadership: Is said to be the process of influencing the activities and behavior of individual or group in an attempt towards goal achievement within a given situation.

Management: Is the process of achieving objectives through the effective utilization of resources, both human and material.

Leadership Style: Is defined as a pattern of behavior designed by the leader to integrate organization and personal interest in pursuance of set objectives.

Objective: Is the goals of the organization i.e. what the organization is aiming at or wished to obtain in a given period.

Motivation: Is the process of creating atmosphere within the organization which stimulates employees to perform.

Performance: Is the act or manner of carrying out an activity piece of work etc. The performance of one official duties to do something well.

Efficiency: Working well, quickly and without waste in achieving set goals.

Organization: Is an association of two more people working together for the attainment of common goal.

Subordinate: Is someone' who is of a lower rank in a job and take orders from his or her superior.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Framework

2.1.1 Concept of Leadership

Leadership may be defined both as a process and a property. As a process, leadership is the use of non coercive influence to shape or direct the activities of a group towards group goals. As a property, leadership is the set of characteristics attributed to those individuals who are perceived to use that influence successfully. In other words, leaders are those who have the ability to influence the behavior of others without the use of force. The image of a leader is not about his superficial self, but rather the personification of a system of values which he has demonstrated over time.

Leader are made, there is nothing like a born leader natural gift although some gifted than others the ability to lead is really a collection of skills, of which can be learned and improve upon. But, the process does not happen overnight, it has many facets, respect, experience, emotional strength, discipline, vision momentum and timing. A starting point for examine the issue of leadership in development, we have to determine that which constitutes the essence of leadership. According to Belts (1975), gave the definition of leadership as influencing peoples behaviours so that they will work towards given objectives. Carto (1950) define leadership as the process of directing the behaviours of others toward the accomplishment of

some objectives, the main theme of leadership is getting things accomplished through people.

Various leadership theories abound in literature. These range from the trait theories that emphasize certain personal qualities and characteristics as basis for successful leadership; style theories that put emphasis essentially on a leader's behaviour at work; contingency theories that emphasize settings which include characteristics of the employees, the nature of the task they perform, and characteristics of the organization; to the theory of distributed leadership, which emphasizes what one does and not who one is, as the basis for successful leadership. The theories argue that leadership at all levels matters and must be drawn from, not just be added to individuals and groups in organizations (Serrat, 2009; Spillane, 2006; Johns and Saks, 2005:272-306; Okoh, 1998:263-300).

Serrat (2009) posits that distributing leadership for organizational performance has to do with trust and accountability at individual and group level. These various leadership theories have one thing in common – achievement of set goals. These goals could be to satisfy the needs of an individual, organization or even a nation. The distributed leadership theory is relevant to this study in the sense that leadership which recognizes the worth of a group or network of interacting individuals' contribution to the growth of an organization as basis for recognition and reward is more likely to bring about development in the Nigerian banking sector than personalized leadership based on a 'dictatorial' and 'all knowing' Chief Executive Officer.

The concept of leadership has generated divergent views from scholars and practitioners alike over the years. The reason for this may not be unconnected with the fact that different people see leadership from different perspectives. Boone and Kurtz (1987:396) see leadership as the act of motivating or causing people to perform certain tasks intended to achieve specified objectives. On his part, Okoh (1998) sees leadership as the ability to induce or persuade by any legitimate means, all subordinates or followers to contribute willingly to organizational objectives in accordance with their maximum capacity. According to Ulrich, Zenger and Smallwood (1999:7), “leaders build not only individual but also organizational capacity.” And “organizational capacity refers to the processes, practices, and activities that create value for the organization” (Ulrich Zenger and Smallwood, 1999:7). However, a leader that lacks individual capacity in terms of adherence to ethical practice is not likely to build capabilities in others and the organization to bring about development. Studies have shown that “firms with leadership depth were much more profitable than those without it” (Ulrich Zenger and Smallwood, 1999:7). The implication of this finding on development is that organizations that desire to achieve set goals of profit maximization – higher dividends to its shareholders and improved service delivery for the enhancement of the living standard of the people – must consider the issue of effective leadership with utmost importance.

Emphasizing the importance of effective leadership for development, Thompson (2001:25-38) posits that “a fundamental element of leadership is change management in which a leader assumes a dual task from one paradigm to another,

and the more daunting responsibility of bringing followers along in the process ...”

On their part, Okafor and Ejere (2003:29-46) observe that without a leader’s control, workers may have little direction, and lack of control will result in inefficiency, particularly where workers lack self-discipline. Ethical practice refers to adherence to a code of morality which deals with human duties and objectives (Institute of Leadership and Management, 2006:43; Nnabuike, 2010:25-41). Studies have shown different reasons for unethical practices in organizations. Hegarty and Sims (1979:331-338) posit that people with strong economic values are more likely to behave unethically than those with weaker economic values. This could be interpreted to mean that leaders who strongly consider the acquisition of wealth at all cost without bothering about the consequences are more likely to engage in unethical practices in the organization. According to Nnabuike (2010:25-41), “leaders have the crucial responsibility of ensuring that their institutions are ethically guided.”

Studies have shown that adherence to ethical practice is more likely to enhance the survival and growth of organizations. Henry (2004:429) posits that data from the private sector appear to support the notion that good ethical practices are good business, furthermore, data from the public sector buttress the conclusion that practicing ethical behaviour makes organizations more effective. A survey of 1,000 graduates of the top public administration programmes in the USA found that maintaining ethical standards was ranked as the single most important skill for achieving success out of thirteen possibilities (Henry, 2004:427).

Chester, (1938) proposed a new definition of leadership as "ability of a superior to influence the behaviors of subordinate and persuade them to follow a particular course of action". Ocho, (1997) believed that leadership is a category of behavior influence within a group; it must be seen in its effects on group behavior, adopting the fore of group process, interaction, persuasion and role differentials to induce compliance which finally leads to goal achievement.

Lord Montgomery, (cited by Osisoma, 1999) defined leadership as the capacity and will to rally men and women to a common purpose, and the character which inspires confidence. Thus, leadership has to do with character, inspiration and the capacity in guiding conduct of subordinates. Ukeje, (1996) summed up the definition given by Stogdill (1950) and Lipham, (1964) in these words: leadership is the process of influencing, directing and coordinating the activities of an organized group towards goal settings, goal achievements, and problem solving, it necessarily involves taking initiatives or initiating new structures and new procedures and it's imperatively a function of the leader and the situational variables.

Nwachuku, (1988) sees leadership as a social influencing process for the attainment of goals. Or a leader can be perceived as an individual who exercises power over others for the purpose of influencing their behaviors towards goal achievement.

Ogunu, (2002) describes it as a dynamic process in a group where one individual influences other members of the group to contribute voluntarily to

the achievement of group tasks. Akabuogu, (1992) defines leadership as an input in to organization which involves interpersonal influences as one initiates structures and acts in a consistent pattern of group interaction aimed at productivity and individual's fulfillment.

Lucey, (1995) puts a different complexion on the issue of leadership in these words: Leadership is a vital factor and greatly influences the whole organization whereby many organizations are over managed and under led. The difference is crucial managers are people who do things right, but leaders are people who do the right things. Leadership is an indispensable element in organizations. It makes all the difference between success' and failure in the attainment of the goals of the organization.

Johns and Saks (2005:274) point out that “effective leadership exerts influence in a way that achieves organizational goals by enhancing the productivity, innovation, satisfaction, and commitment of the workforce.” On his part, Maxwell (2005:4) observes that “the true measure of leadership is influence – nothing more, nothing less.” This assumption may however be considered valid to the extent that the person in the leadership position has what it takes to influence others positively to achieve set goals, or else the outcome could generate bad follower-ship. And bad follower-ship is more likely to hinder organizations from achieving their set goals, particularly where ethical values are eroded.

A study by Johns and Saks (2005:394-5) shows that “people with a high need for personal power might be prone to make unethical decisions, using this to further

self-interest rather than for the good of the organization as a whole.” Another reason for unethical practice is a lack of formal education of the organizational workforce about the benefits of ethical values and the negative effects of unethical practice on the organization in terms of loss of good image/reputation, and that of low patronage from customers. A study by Weber (1990:183-190) shows that formal education in ethical practice does have a positive impact on ethical attitudes, which in turn leads to the enhanced performance of organizational workforce. In the same vein, a study of large American organizations by Weaver, Trevino and Cochran (1999:41-57) shows that the presence of strong internal structures to monitor and maintain ethical practice enhances the performance of employees. The above studies show that organizations that emphasize ethical practice are more likely to build confidence in customers about their products and services for enhanced patronage than organizations that have little or no regard for it.

The implication of the above for development is that where leadership of an organization takes the issue of ethical practice with all seriousness in pursuance of its assignments, the outcome is more likely to be that of development than where the neglect of ethical practice is the norm. Todaro (1985:108) sees development to be a multidimensional process involving the re-organization and re-orientation of the entire economic and social system, which involves the improvement of income and output, radical changes in institutional, social and administrative structures as well as in popular attitudes, customs and beliefs.

Gbervbie (2009:165-191) points out that development is a process that entails growth, and growth is more likely to be attained in an organization where effective leadership that emphasizes ethical practice is the norm. Therefore, an organization headed by leadership that is characterized by unethical practice or corruption is not likely to experience development. This is so because while skills, capacity and vision that may make for good leadership can be acquired and enhanced at work for organizational performance, this would be almost impossible without proper ethical practices in the organization. In other words, proper ethical practice without skills and other such variables can keep an organization going, but skills and other such variables without proper ethical practices cannot sustain the organization to achieve development. From the foregoing, it could be concluded that there is a relationship between effective leadership, ethical practice and development in an organization or state.

2.1.2 Types of Leadership

Leadership style focus on the behavioral pattern of leadership when integrating organization and personnel interests the pursuit of some goals or objectives; there are various types of leadership styles. In the final analysis, leadership style that an individual select depends upon the people being managed, the problem being studied and the situation in which the individual finds himself. These common styles of leadership are discussed below:

2.1.2.1 Autocratic Leader

It's commonly used in mechanistic environment, military regime e.g. where the rules are rigid. In autocratic type of leadership, control of subordinate is established through authority, and decision making is located solely within the province of the leader. Managerially, jobs are organized, methods spelt out, standards of performance set rule are established and performance goals are determined by the manager who's rational is simply "I do the thinking and you carry out the order".

The use of autocratic leadership is less appropriate with the strong labour union of today. Also it's less appropriate during the times of prosperity than during times of recession.

2.1.2.2 Democratic Leader

Democratic leadership is more widely used than autocratic leadership in business and industry. Here, the leader recognizes the whole of his subordinates. The leader is not a sole decision maker, he allows the followers to participate in the decision making process. The leader provided general supervision rather than close supervision and his/her concern is the effective use of human resources through participation. Although, the leader maintains final authority, subordinates input and consultations are highly valued.

This style is based on the assumption that people want to participate, considerable research has been undertaken in this type of leadership amongst

which is that of Johnson and Ouchi (in the Harvard Business of 1994) where they observed five important aspects of democratic management styles:

1. Emphasis on flow of information from bottom up
2. Making top management the facilitators of decision making
3. Using middle management as impetus for solution of problems.
4. Stressing consensus as the way out to decision making
5. Paying close attention to the personal well being of employers.

2.1.2.3 Laissez Faire

In this type of style the leader attempts to pass the responsibility for decision making to the group. The leader gives little or no direction and allows group members a great deal of freedom. The leader accepts whatever the subordinates say. It's more or less an organization without a leader. Also the group is loosely structured it's a kind of leadership where there are particularly no rules and regulations in the organization. The leader depends completely on group members to establish their own goals and to make their own decisions without any control coming from his parts. The effect of this leadership style is the result of low productivity on the side of the subordinates since they are not controlled effectively by the leaders.

Despite the shortcomings laissez faire, certain situations may allow the use of this type of leadership, for instance, in a research group, a team of managers undertakes the identification and diagnosis of a problem, develop innovative procedures for solving it and decides on one or more of these

alternative solutions. The only limits directly imposed on the group by the organizations are those specified by the team's boss, if the boss participates in the decision making process, he/she attempts to do so with no more authority than any other members of the group he commits himself in advance to assist in implementing whatever decision the group makes.

2.1.3 Role of a Leader in an Organization

From the point of view of management, an organization is a group of two or more individuals working together on interacting to accomplish a common purpose (Barnard, 1938). Most organizations are composed of a series of interrelated group striving to accomplish the overall objectives of the enterprise. Without effective leadership, it's difficult for an organization to function effectively. Leaders or manager defined the - goals the organization pursues, developing the planning and control systems that guides and monitor the organization destiny. The structure an organization structures appropriate for the tasks undertaker and motivating their subordinates to complete the tasks.

Effective leadership is a key factor in the life and success of an organization. Obviously, there are many factors involved in successful leadership. Many are difficult to measure, some are even hard to identify. In developing a profile of leadership, it's important to remember that simply being in a managerial position does not make a person a leader. What assumptions does the manager make about the behaviors of his/her subordinates? What is the relationship between these assumptions and the types of power a manager may use? Finally, the profile of

leadership considers the idea that being a leader is not a single role, but a group of important rules that managers play in the life of an organization.

According to Benjamin, (1999) leadership in an organization has three core challenges.

1. To blend the social, technical and economic factors within the organization into a winning combination, such that the goal of efficiency in the "mix" is pre-served and objectives of the group is attained most effectively.
2. Organizations are not just static devices, they are supposed to be dynamic, it's part of the leadership role to ensure a full and continuous employment at factors in the transformation process.
3. It's the tasks at leadership to individual and organizational interests in such a way that employees will strive willingly for superior performance.

Leadership role may not be the same; it depends on the kind of situation and the kind of group or people. A leader may perform one set of functions in a particular situation and another set under different situation.

2.1.4 Factors Affecting Leadership in an Organization

Solake (1999) in his article: The Concept of Leadership: The Nigerian Experience, unpublished Ph.D Seminar, A.B.U Zaria, discussed three (3)

main factors affecting leadership functions in an organization. These factors are: i) The leader; ii) The subordinate; and iii) The situation.

The strength of these factors or forces will vary from one situation to another but the manager who is sensitive to them can better assess the problems which confront him and determine which type of leadership behavior is most appropriate. Each of these factors is discussed below:

1. *The Leader:* The leader's behavior in any given instance will be influenced greatly by many factors operating within the individual. He/she will perceive leadership problem in a unique way on the basis of individual background, knowledge and experience. Solake A.A. highlights of the important internal factors affecting the individual as follows:

- Personal values system
- Confidence in subordinates
- Leadership inclination.
- Feelings of security and uncertain situation

The leader brings these and other highly personal variables to each situation faced. If the leader can see these variables as factors which consciously or unconsciously influence behavior he/she can better understand what makes subordinates act in a given way and can thus be more effective.

2. *The Subordinate:* Before deciding how to lead a certain group, the manager will also want to consider number of factors affecting his/her

subordinates behaviors. Manager must remember that each employee is influenced by many personal variables, and needs, in addition each subordinate has a set of expectation about how the boss should act in relation to him. The better the manager understands these factors, the more accurately he can determine the style of leadership that will enable his subordinates to act more effectively. When the subordinate have trust and respect for the leader, he will not be perceived as an authoritarian boss on those occasions when he makes his own fashion.

3. *The Situation:* In addition to the forces which exist in the manager and in his/her subordinates, characteristics of the general situation will also affect the manager's behaviors. Among the more critical environmental pressure that surround are those which stem from the organization, the work group, the nature of the problem and pressures of time. Recent findings concluded that the factors surrounding the situation, like those mentioned above, will determine the type of leadership that is required from this views point, one may be a leader in a certain situation, but a follower in another. A group leader may find his/her talents suits a certain situation, but not another.

2.1.5 Leadership Style and Organization Performance

Subordinates play a critical role in influencing the manager's leadership style. They are after all the people whom the style is supposed to affect. Ultimately, the response of subordinates to the manager's leadership determines how effective the

manager will be. A task oriented style make the manager direct and closely supervises subordinates to ensure that the task is to his/her satisfaction.

The manager with this leadership style is more concerned with getting the job done neither than with department and growth of subordinate. Inthe employee oriented style the manager tends to motivate rather than control subordinates, He/she encourage group members to perform their task by allowing group members to participate in decision that affect them and by forming friendly and respectful relationship with the group members.

However, the skill of subordinate will influence the manager choice of styles. Highly skilled and capable employees will usually require little supervision while new or untrained employees will normally require a more directive approach. The attitude of subordinate will also be an inflection factor. Some types of employees (such as military and police) may prefer an authoritarian leader, while others may prefer to be given total responsibility for their own work. The expectation of subordinates will also be a factor in determining how appropriate a particular style will be. Subordinate who have had employee centered managers in the past may expect a new manager to have a similar style and may react negatively to authoritarian leadership, similarly, highly skilled and motivated workers may expect the manager not to "middle" the reaction of subordinates to a manager's leadership style will usually let the manger learn how effective his/her style is where a lot of cooperation and team work are involved as in new product development, employees generally prefer people centered supervision. Where so,

those working in isolation, for instance, truck drivers prefer more task oriented direction.

In the literature, leadership has been identified as an important subject in the field of organizational behaviour. Leadership is one with the most dynamic effects during individual and organizational interaction. In other words, ability of management to execute “collaborated effort” depends on leadership capability. Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate’s potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals.

Stogdill (1957), defined leadership as the individual behaviour to guide a group to achieve the common target. Fry (2003), explains leadership as use of leading strategy to offer inspiring motive and to enhance the staff’s potential for growth and development. Several reasons indicate that there should be a relationship between leadership style and organizational performance. The first is that today’s intensive and dynamic markets feature innovation-based competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies (Santora *et al.*, 1999; Venkataraman, 1997).

Studies have suggested that effective leadership behaviours can facilitate the improvement of performance when organizations face these new challenges (McGrath and MacMillan, 2000; Teece, Pisano and Shuen, 1997).

On the other hand, organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 1993). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

Understanding the effects of leadership on performance is also important because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Avolio, 1999; Lado, Boyd and Wright, 1992; Rowe, 2001). For instance, transactional leadership helps organizations achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done (Zhu, Chew and Spengler, 2005). Visionary leaders create a strategic vision of some future state, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision (Avolio, 1999; McShane and Von Glinow, 2000). Some scholars like Zhu *et al.* (2005), suggest that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in the new organizational environments.

Mehra, Smith, Dixon and Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership. Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. This leader-centred perspective has provided valuable insights into the relationship between leadership and team performance (Guzzo and Dickson, 1996). Some studies have explored the strategic role of leadership to investigate how to employ leadership paradigms and use leadership behaviour to improve organizational performance (Judge, Bono, Ilies, and Gerhardt, 2002; Judge and Piccolo, 2004; Keller, 2006; McGrath and MacMillan, 2000; Meyer and Heppard, 2000; Purcell, Kinnie, Hutchinson and Dickson, 2004; Yukl, 2002). This is because intangible assets such as leadership styles, culture, skill and competence, and motivation are seen increasingly as key sources of strength in those firms that can combine people and processes and organizational performance (Purcell *et al.*, 2004).

Previous studies led the expectation that leadership paradigms will have direct effects on customer satisfaction, staff satisfaction, and financial performance. In general, however, the effects of leadership on organizational performance have not been well studied, according to House and Aditya's review (1997), who criticized leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leaders perform, and to the exclusion of organizational and environmental variables that are crucial to mediate the

leadership-performance relationship. Another problem with existing studies on leadership is that the results depend on the level of analysis.

House and Aditya (1997), distinguished between micro-level research that focuses on the leader in relation to the subordinates and immediate superiors, and macro-level research that focuses on the total organization and its environment. Other scholars have also suggested that leaders and their leadership style influence both their subordinates and organizational outcomes (Tarabishy, Solomon, Fernald, and Sashkin, 2005).

The concept and definition of leadership and style may differ from one person, or situation, to the other. The word “leadership” has been used in various aspects of human endeavour such as politics, businesses, academics, social works, etc. Previous views about leadership show it as personal ability. Messick and Kramer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself.

Since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. Therefore, an individual will support an organization if he believes that through it his personal objectives and goals could be met; if not, the person’s interest will decline. Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and

commitment of the individuals in the organization. Thus, Glantz (2002) emphasizes the need for a manager to find his leadership style.

Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesised leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

From this review of related literature, it is evident that although some scholars believe that leadership enhances organizational performance while others contradict this, different concepts of leadership have been employed in different studies, making direct comparisons virtually impossible. Gaps and unanswered questions remain. Consequently, the current study is intended to re-examine the proposed leadership-performance relationship and, thus, contribute meaningfully to the body of growing literature and knowledge in this area of study.

2.2 Empirical Review

Voonetatl (2011) were able to explore how leadership styles influence employees' job satisfaction in public sector organisations in Malaysia. 200 Malaysian executives working in the public sector were randomly selected. The measuring instrument for data collection was in the form of close-ended and open-ended questionnaires. Multiple regression analyses were carried out to test the hypothesized relationships between leadership styles and job satisfaction components. The findings showed that transformational and transactional

leadership had a direct relationship with employees' job satisfaction. It furthered showed that transformational leadership style has a stronger relationship with job satisfaction.

The research work by carried out by Rasool, et al (2015), explored the impact of leadership styles on employee's performance in the health sector of Pakistan. The variables considered under this study were employee performance (dependant) and Transformational and Transactional leadership (Independent). The Multifactor Leadership Rater Questionnaire (MLQ), which was used to determine the leadership style and the modified version of the Paul Spector Job Performance Questionnaire, was used to measure employee performance. 80 questionnaires were distributed to health workers, doctors, and nurses; the response rate was 43.75%. The findings of this study concluded that transformational leadership is more dominate. Through correlation and linear regression analysis it was discovered that there is a significant and positive relationship between employees performance and Transformational and Transactional leadership style, although the in the case of transformational leadership the strength in relationship was higher.

Ejere and Abasilim (2013) carried out a research on leadership style and organisational performance in the Nigerian work context. They adopted Multifactor Leadership Questionnaire (MLQ) to carry out data collection. This was first adopted by Bass and Avolio, in which the Multifactor Leadership Questionnaire (MLQ) was also used due to its consistency, reliability, and validity (Avolio & Bass, 1990). The Organisational performance variables were based on

three measures of performance; effort, satisfaction and effectiveness. 184 respondents were randomly selected. Regression and statistical techniques were used to analyse the data that were gathered from the respondents. Study showed that that transformational leadership had a strong positive impact on organizational performance, while transactional leadership had a weak positive relationship on organisational performance. It was also concluded that the mixture of the two styles of leadership would be the most appropriate to adopt with due consideration to the situation and nature of the task.

2.3 Theoretical Framework

Attempt to explain and understand leadership has shown tend toward integrating various theories of leadership there appear to be three broad categories leadership theories which are trait theories, personnel behaviour theories and situational theories.

2.3.1 The Trait Theory

According to Aver (1977), trait theory improves effective leadership because some identification of various personal traits of leadership as criteria for describing or predicting success has been used for some time. Some executive engage in recruitment and selection of manager in believe that trait approach has valid any other method.

2.3.2 Personality Theory

A research studies by Ghiselli (1979) report on several personnel factors that are related in most cases. Effective leadership, he found that leaders who have the drive to act independently and self assumed are successful in achieving organizational objectives.

2.3.3 Intelligence Theory

Strause (1988) in his book after surveying the human life came out with the conclusion that leadership ability is associated with the judgment and verbal facilities of the leaders, and which contribute positively to the effective leadership. Ghissehi also conclude that an individual intelligent is an accurate predictor of managerial success within certain range.

2.3.4 Personal Behaviour Theory

According to Bill (1970) state that personal behaviour theories also affect the effective leadership in the sense that this theories commended that leadership qualities or behavioral as the believes that a manager behaving a considerate leader, for examples leadership cannot be assumed the identification of key situation of their relative importance and difficulty undertaken. Behavioral scientist who has devoted considerable time and contingency theories. Robert House, path Goal theories and victor Uwon and Philip Yethon (leadership style theory).

2.3.5 Contingency Theory

Fiddler (1949) Emphasis on contingency theory as it influences the leader effectiveness in an organization. According to him, or based on a considerable body of research problem behind him, fiddler has developed a dynamic situation or contingency theory leadership here; he emphasis on the situation dimension, which actually influence the leader effectiveness: a) Leader members relation; b) Task structure; and c) Position power

Fiddler (1949) measures leadership style to be evaluation responses to what is called a least preferred co-works (L.P.O) questionnaires the leader who read their list co-workers in more term (high L.P.C) as assumed to be people oriented and supportive. Those leaders low (LPC) rating are more task oriented.

2.3.6 The Path Theory

The path theory was introduced by House (1977), as it influences leadership effectiveness. Based on the research, the leadership approved that draw heavily on expectancy theory of motivation is called path goal theory if processes that a leader must thick individual in bringing about improved subordinate motivation satisfaction and performance the theory suggest that four (4) leadership style can be used: Directive; Supportive; Participative; and Achievement oriented.

The part goal theory, unlike fiddler theory suggest that those four (4) leadership style used by the same leaders in different situation. Basically, the leaders attempts

to help the subordinates find the best part to set challenging goals and to remove stressful barriers along the way.

2.3.7 Leadership Style Theory by Uroom and Yettion, 1963

Another situation leadership theory is offered by Uroom and Yettion. Their theory attempt to identify the appropriate leadership style for a given set of circumstance or situation. Five (5) leadership are suggested by the Uroom and Yettion theory: A-I. The leader solves the situation or reaches the decision using available information.

A-II. The leader obtain the information from followers, leader may or may not inform followers what problems are inquiring information from them the role of followers is to supply information.

B-I. The leader shares the problem with subordinates, getting their ideals and suggestions, without bringing them together as a group. The leader makes the position, which may or may not reflect followers as alternatives in which they attempt to reach in s consensus a solution. Leader act as a chair person, the solution that has the support of the entire group is accepted and implemented.

2.3.8 Expectation and Style by Superior 1983

Superior is comfortable with and prefers a particular leadership style. A superior who prefers a job centre on autocratic approach encourage followers to adopt a

similar approach. Limitation of the superior example is a powerful force in leadership styles.

2.3.9 Task Understanding Theory

The task of a group or individual refers to what is to be done on job. Tasks are imposed by management or self-generated by the employee. A task has both physical properties and its stimulation may be a set of instructions from management, or the way the employee interprets the job. The behavioral properties are the requirements or kind of response expected of a person during the task may be structured, such as the job duties on an assembly line leader must be able to assess correctly the task their followers are performing in an unstructured task situation, directive or autocratic leadership may be very inappropriate, the employee needs guidelines, freedom to act and the necessary resources to accomplish the task.

2.3.10 Peer Expectation Theory

Leader's relationship with other leaders, these peers' relationships are used to exchange ideas, opinions, experiences and suggestions. A leader can provide a supportive encouragement for various leadership behaviours, this influences the leader in the future. Often, for example, when peers inform a leader that he was easy on an incooperative follower, the leader may respond by becoming very harsh and restrictive. Peers are an important source of comparison and information in making leadership style choice modification.

2.4 Summary

The increasing complexity of directing the complex modern enterprises spawned a vast literature on the functions of the manager, including strategy, organization structure, incentives, culture, resource allocation, and management selection. Performing the totality of these functions and making associated decisions is the collective responsibility of all leadership in the organization. The chapter had discussed the conceptual framework, empirical reviews and theoretical framework on leadership styles and employees' performance in the banking sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This research study adopted a census survey which involves a complete enumeration of all items in the ‘population’. It can be presumed that in census survey, when all items are covered, no element of chance is left and highest accuracy is obtained. Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. As such the design includes an outline of what the researcher will do from writing the hypothesis and its operational implications to the final analysis of data (Kothari, 2004).

3.2 Population and Sample Techniques

The population of the study covered staff of UBA Bank in FCT, Abuja, Nigeria. This research utilized the content analysis technique which is a research method for making replicable and valid inferences from data, to operationalize the effective leadership variables. The study made use of primary sources of data in eliciting the required information needed for this research.

The Smith (1984) formula was used in the determination of the sample size for the study. The sample was based on the formula:

$$n = \frac{N}{3 + N(e)^2}$$

Where;

n = sample size;

N = population size;

e= Level of precision required;

3 = constant

In determining the sample size, the following variables were used:

Confidence interval = 95 %

e = Margin of error = 0.05

Substituting into the formula,

Sample size for the number of staff to be used:

$$n = \frac{N}{3 + N(e)^2}$$

Table 3.1: Selected UBA Bank Staff in Abuja, Nigeria

S/N	States of Operations	Population
1	Operational Staff	462
2	Supervisory Staff	228
3	Managerial Staff	145
	Total	835

Source: UBA Bank, Plc

$$n = \frac{N}{3 + N(e)^2}$$

Where,

n = sample size;

N = population size;

e= Level of precision required;

3 = constant

In determining the sample size, the following variables were used:

Confidence interval = 95 %

e = Margin of error = 0.05

Substituting into the formula,

$$n = \frac{N}{3 + Ne^2}$$

$$n = \frac{835}{3 + 835(0.05)^2}$$

$$n = \frac{835}{3 + 835(0.0025)}$$

$$n = \frac{835}{3 + 2.0875}$$

$$n = \frac{835}{5.0875}$$

$$n = 164$$

Table 3.2: Selected UBA Bank Staff- Abuja, Nigeria

S/N	Categories of Staff	Population of Staff	Sampled Per Cadre
1	Operational Staff	462	$\frac{164 * 462}{835} = 90$
2	Supervisory Cadre	228	$\frac{164 * 228}{835} = 44$
3	Managerial Cadre	145	$\frac{164 * 145}{835} = 30$
Total		835	164

Source: UBA Bank, Plc

3.3 Method of Data Collection

Questionnaire shall be the instrument to be used in data collection and distribution; and the respondents shall be required to read each question carefully and indicate their agreement or disagreement with the statement using a 5 – point likert scale. Response for the statements was therefore keyed using a Likert type scale ranging from: 5 =strongly agree 4=agree 3=undecided 2=disagree 1=strongly disagree. Once more, the questionnaire shall be structured effectively, they were then self-administered by the researcher to ensure high level of accuracy and data collection was accurate as there was equal opportunity of participation by the respondents. A pilot study shall be conducted to evaluate the validity and reliability of the research instrument. The purpose of pre-testing was to assess the clarity of the items on the instrument so that those items found to be inadequate in measuring the variables could either be discarded or modified to improve the quality of the research instrument. During the pre-test study, the researcher shall discuss each item on the questionnaire with the respondent to determine its suitability, clarity and relevance for the purpose of the study. Modifications found necessary shall be made on the instrument before it is finally used to collect data for the study.

3.4 Validity and Reliability of the Instruments

The research instruments (questionnaire) were subjected to pilot test so as to ensure its validity and reliability. Validity was used to test the extent of questions accuracy in the instrument, while reliability is used to test for the internal consistency of each of the questions (variables) in the questionnaire. The most

convenient method for testing for the internal consistency is the Cronbach's Alpha, which is computed with the following model below:

$$\alpha = \frac{N_r}{1 + r(N - 1)}$$

Where:

α = Cronbach Alpha

N= the number of items in the scale

r= the mean inter-item correlation

A minimum Cronbach's Alpha value of 0.7 is stated to be reliable (Nunally, 1978)

The preliminary analysis of this study shows that the research instrument is valid and reliable for further analysis. The table below shows the overall result of the reliability test.

Table 3.3: Result of Reliability Test

Reliability and Validity Statistics		
Cronbach's Alpha Based on Standardized		
Cronbach's Alpha	Items	No. of Items
0.846	0.928	24

Source: Computed Result using SPSS, 2017

The result of the reliability test of the research instrument shows that the Cronbach Alpha value for the questionnaire is 0.846. This means that the Questionnaire is reliable enough to conduct this research as they have Alpha value above 0.70 as

the minimum Alpha recommended by Cronbach (Schaums, 2003). It thus showed that 84.6% of the variance in the score is internally consistence reliable variance.

3.5 Method of Data Analysis

Data analysis method entailed editing, coding and tabulation of data collected into manageable summaries. To ensure easy analysis, the questionnaire was coded according to each variable of the study to ensure accuracy during analysis. This analysis was conducted using the Statistical Package for Social Sciences (SPSS), E-views and MS Excel. Data was analyzed using descriptive statistics, which include frequencies and percentages and the OLS regression method. These tools of analysis were used, for instance, to determine the relationship that exists between dependent and independent variables. Regression was used to describe the relationship between effective leadership and organizational development in this study. This method was appropriate because as Saunders, Lewis and Thornhill (2003) noted, descriptive statistics enable us to describe (and compare) variables numerically. The results from the analysis were presented using tables to provide an accurate picture of the research findings.

3.6 Procedure for Data Analysis and Model Specifications

Quantitative analysis was used for the purpose of this study. This is because quantitative analysis results provide support for anticipated directions of the association between independent and dependent variables, therefore the study used regression analysis (OLS) to address the three hypotheses of this study since the

study is addressing relationship between the various variables. This was achieved by the use of E-view 7.0

The major statistical analysis that was used in this study is the ordinary least square (OLS) regression analysis- the simple regression analysis. This analysis was used in order to find the linear relationship between the independent variables.

3.6.1 Variable Descriptions

Transactional Leadership: Effective transactional leadership style is characterized by transactions or exchanges – the promise of reward for good performance, and discipline for poor performance (Bass, Avolio, Jung and Berson, 2003) Transactional leadership, present in many businesses, may help clarify everyone's roles and responsibilities, and because team members are judged on performance, ambitious people motivated by external rewards often thrive.

Laissez-faire Leadership: The manager delegates almost all authority and control to subordinates. There is no person of authority in the organization. The manager leads the organization indirectly, he/she does not make decisions; rather he/she abides by popular decisions. There is no setting of goals and objectives by the manager. Tasks are done the way the manager thinks it should be done, but he/she gets involved on request and this may lead to the digression from broad organizational policy. Thus, this style of leadership may be effective with well-motivated and experienced employees (Dubrin, 1998), but could lead to failure when subordinates are deceptive, unreliable and untrustworthy. Laissez-faire style

is associated with managers with dissatisfaction, unproductiveness and ineffectiveness (Deluga, 1992)

Transformational Leadership: Transformational leadership style focuses on the development of value system of employees, their motivational level and moralities with the development of their skills (Ismail et al., 2009). It basically helps follower's achieve their goals working in the organizational setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment (Bass, 1994). Bass further explains that such leadership motivates followers; it moves people beyond self-interests and allows them to focus on the good of the group or society. Transformational leaders are able to articulate an appealing vision of the future by communicating ideologies and leading through example. This leadership tends to improve the team's morale and motivates the team members (Stewart, 2006).

3.6.2 Model Specification

The model specifications here are formulated to tests the three hypotheses and they are as follows:

$$JEV = \beta_0 + \beta_3 TLS + \mu_t \text{-----} 1$$

$$JS = \beta_0 + \beta_2 LFL + \mu_t \text{-----} 2$$

$$JP = \beta_0 + \beta_1 TFLS + \mu_t \text{-----} 3$$

Where;

LFL = Laissez-faire leadership style

JP	=	Job productivity
JS	=	Job satisfaction
JEV	=	Job effectiveness
TLS	=	Transactional leadership
TFLS	=	Transformational leadership

3.7 Justification of Methods Used

The preference of the use of the ordinary least square (OLS) estimation method is because the computational procedure is simple compared to other econometric techniques. The Ordinary Least Square estimator has smaller variance than any other linear unbiased estimator; they are linear and normally distributed; are efficient; consistent and are symmetrically unbiased (Koutsoyiannis, 1978). Therefore, the Ordinary Least Square (OLS) is said to be the Best Linear Unbiased Estimator (BLUE).

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1 Data Presentation

The presentation, interpretation and analysis of questionnaires retrieved the respondents were done under this section. The analysis was done in tables and percentage with 5 styles likert scales.

Table 4.1: Data Summary

Variables	Items	Agreement scale				
		SD(%)	D(%)	U(%)	A(%)	SA(%)
<i>Job satisfaction</i>	Organization's competitive advantage is based on understanding the needs of employees.	13.4	8.9	10.7	53.6	13.4
	Organization's business strategies are driven by objectives of increasing value of their employees	11.6	8.1	8.8	48.2	23.2
	All people in our organization treat key employees with great care.	5.3	3.7	5.4	24	61.7
	Our organization makes an effort to find out what our key customer needs.	6.3	7.1	2.7	54.5	29.5
	Customers can expect prompt service from employees from my organization.	5.4	3.6	5.4	25	60.7
	Customer-centric performance standards are established and monitored at all customer touch points.	8.1	2.7	7.1	44.6	37.5

	Organization frequently measures employees satisfaction.	12.4	2.7	15.2	43.8	25
	Satisfy needs of various kind and nature of jobs given to employees.	13.4	2.7	15.2	43.8	25
<i>Job productivity</i>	Our organization has been outstanding in profitability and creativity	5.3	6.1	2.7	55.5	28.5
	Our organization has been reducing a cost of transaction with customers.	13.4	2.7	15.2	43.8	25
	Rebranding of the company has improved the bank	5.4	3.6	5.4	25	60.7
<i>Job effectiveness</i>	Our organization has been success at expanding new areas from new products.	5.4	3.6	5.4	25	60.7
	Our organization has been outstanding in achieving market share.	7	3.7	7.1	44.6	37.5
	My organization has the account opening and marketing expertise and resources to succeed	7.3	6.1	2.7	55.5	28.5
	Organization pays great attention to after-marketing service.	13.4	2.7	15.2	43.8	25
	Our organization has been outstanding in product differentiation.	6.3	7.1	2.7	54.5	29.5
<i>Laissez-faire leadership</i>	Unless the problem gets worse, my supervisor interferes”,	8	2.7	7.1	44.6	37.5
	We carryout our duties without been commanded	11.6	8.1	8.8	48.2	23.2
	Everyone is free to exhibit his or her skill	13.4	8.9	10.7	53.6	13.4

	at work and with an independent mind					
Transactional leadership	My supervisor is present when he/she is needed”,	11.6	8.1	8.8	48.2	23.2
	“I am confident in my supervisor	5.3	3.7	5.4	24	61.7
	My supervisor rewards performance when his/her expectations are fulfilled”	6.3	7.1	2.7	54.5	29.5
Transformational leadership	“My supervisor will inspire me with new ways to think about old problems”,	5.4	3.6	5.4	25	60.7
	My supervisor speaks enthusiastically about our goals as a team”,	8	2.7	7.1	44.6	37.5
	My supervisor will provide a new thinking approach for my difficult problem”,	13.4	2.7	15.2	43.8	25

Source: Computed by the Author (SPSS), 2017

4.2 Statistical Test of Hypotheses

The results obtained under this section were generated using OLS regression analysis. The three hypotheses formulated in the study were tested using student t-statistics. The level of significance for the study is 5%, for a two tailed test. The decision rule is that we shall accept the null hypothesis if the critical t-value (± 1.96) is greater than the calculated value, otherwise reject the null hypothesis. That is, using the student *t*-test (*t*-statistic), we say that a variable is statistically significant if t^* (*t*-calculated) is greater than the critical *t*-value of ± 1.96 under 95% (or 5%) confidence levels and it is statistically insignificant if the t^* is less than the tabulated value of ± 1.96 under 95 % (or 5%) confidence levels.

4.2.1 Hypothesis one (H₀1): There is no significant relationship between Transactional leadership and Job effectiveness.

Table 4.2: Transactional Leadership and Job Effectiveness Stepwise

Regression Results

Dependent Variable: JEV

Method: Least Squares

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	2.224623	1.410652	2.123640	0.0013
TLS	3.855680	1.220421	3.159301	0.0200
R-squared	0.524509	Mean dependent var		13.98708
Adjusted R-squared	0.557493	S.D. dependent var		1.542254
S.E. of regression	1.052251	Akaike info criterion		3.000201
Sum squared resid	33.21694	Schwarz criterion		3.091810
Log likelihood	-46.00322	Hannan-Quinn criter.		3.030567
F-statistic	12.09405	Durbin-Watson stat		2.019083
Prob(F-statistic)	0.001211			

Source: Authors Computation, 2017 (Eview-7.0)

Test of Hypotheses One: H₀1

From Table 4.2, the calculated t-value for TLL is 3.85 and the critical value is given as 1.96, under 95% confidence levels. Since the calculated t-value is greater than the critical value ($2.35 > 1.96$), we therefore, reject the first null hypothesis

(H₀₁). *We conclude that there is a significant relationship between Transactional leadership and job effectiveness.*

The F-statistic

Also, by examining the overall fit and significance of the job effectiveness model, it can be observed that the model have a good fit, as indicated by the relatively high value of the *F*-statistic, 12.09 and it is significant at the 5.0 per cent level. That is, the *F*-statistic value of 0.0012 is less than 0.05 probability levels.

The R² (R-square)

More so, the *R²* (R-square) value of 0.5245 shows that the model does have a good fit too. It indicates that about 52.45 percent of the variation job effectiveness is explained by TRSL, while the remaining 47.55percent is captured by the error term.

4.2.2 Hypothesis Two (H₀₂): H₀₂: Laissez-faire Leadership has not significantly influenced the employee job satisfaction.

Table 4.3: Laissez-faire Leadership and Employee Job Satisfaction Regression Results

Dependent Variable: JS

Method: Least Squares

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.113057	1.146125	2.716158	0.0000
LF	3.208596	0.976106	3.287136	0.0012

R-squared	0.872985	Mean dependent var	13.11850
Adjusted R-squared	0.661395	S.D. dependent var	0.885941
S.E. of regression	0.712952	Akaike info criterion	2.221655
Sum squared resid	15.24900	Schwarz criterion	2.313264
Log likelihood	-33.54649	Hannan-Quinn criter.	2.252021
F-statistic	11.33868	Durbin-Watson stat	1.918137
Prob(F-statistic)	0.004104		

Source: Authors Computation, 2017 (Eview-7.0)

Test of Hypotheses Two: H_02

The calculated t-value for **Laissez-faire Leadership (LFL)** as found in Table 4.3 was found to be 3.11 and also by rule of thumb, the critical value is 1.96 under 95% confidence interval levels. The calculated value of **LFL** is found to be greater than the tabulated value (that is; $3.11 > 1.96$), we thus, reject the second null hypotheses (H_02). *In conclusion, it was observed that Laissez-faire Leadership has significantly influenced the employee job satisfaction.*

The F-statistic

More so, by examining the overall fit and significance of the Employee satisfaction model, it was found to have a good fit, as indicated by the high *F*-statistic value of 11.33 and it is significant at the 5.0 per cent level. That is, the *F*-statistic value of 0.0041 is less than 0.05.

The R^2 (R-square)

The R^2 (R-square) value of 0.8729 shows that the model has a very good impact and fit also. It shows that about 87.29 percent of the variation in **employee satisfaction** is explained by **Laissez-faire Leadership**, while the remaining 12.71 percentage unaccounted variation is captured by the error term.

4.2.3 Hypothesis three (H03): Transformational leadership has no significant impact on Job productivity.

Table 4.4: Transformational Leadership and Job Productivity Regression

Results

Dependent Variable: JP

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	11.12581	2.223053	5.211301	0.0000
TFLS	4.191668	1.878393	2.231518	0.0011
R-squared	0.793616	Mean dependent var		14.22460
Adjusted R-squared	0.677039	S.D. dependent var		1.493695
S.E. of regression	1.488428	Akaike info criterion		3.702068
Sum squared resid	57.60090	Schwarz criterion		3.797225
Log likelihood	-49.82895	Hannan-Quinn criter.		3.731158
F-statistic	12.201412	Durbin-Watson stat		1.983246
Prob(F-statistic)	0.0001257			

Source: Authors Computation, 2017 (Eview-7.0)

Test of Hypotheses Three: H_03

Finally, from the regression result in Table 4.4 the calculated t-value for TFLS is 4.19 and the tabulated value is 1.96. Since the t-calculated is greater than the critical t-value (that is, $4.19 > 1.96$) it also falls in the rejection region and hence, we may reject the third null hypothesis (**H_03**). The conclusion here is that *Transformational leadership has a significant impact on Job productivity.*

The F-statistic

The F-statistics equally showed that the overall result is significant, as indicated by the value of the *F*-statistic, 12.20 and it is significant at the 5.0 per cent level. That is, the F-statistic value of 0.001 is less than 0.05.

The R^2 (R-square)

Furthermore, the coefficient of determination (R-square), used to measure the goodness of fit of the estimated model, indicates that the model is also reasonably fit in prediction. The R^2 (R-square) value of 0.7936 shows that the Transformational leadership (TRFL) has a very good impact on Job productivity. It indicates that about 79.36 per cent of the variation in job productivity is explained by effective leadership through Transformational leadership (TFLS), while the remaining unaccounted variation of 20.64 percent is captured by the white noise error term.

4.3 Discussion of Findings

Findings from the study revealed that effective leadership through Transactional leadership has positive and significant relationship with job effectiveness.

Transactional leaders' behaviours are influential in motivating the employees towards business expansion, to make them more aware of the task outcomes; they stimulate their order needs and develop their self – interest for the organization's performance. This is in-line with Rowe (2013) who carried out a survey of selected small scale enterprises in Nigeria as regard the effects of leadership styles on organizational performance and found out that transactional leadership style had a significant positive effect on performance. More so, Akpala (2014) also noted that leadership style and motivation exert strong effect on organizational development in Nigeria.

The study further showed that Laissez-faire Leadership has significantly influenced the employee job satisfaction. The employees are very much satisfied when manager delegates almost all authority and control to subordinates. The finding is in agreement with McGrath and MacMillan (2014) whose study showed that there is a significant relationship between Laissez-faire Leadership adopted by managers and performance of the organizations. Effective Laissez-faire leadership style is seen as a potent source of management development and sustained competitive advantage, leadership style helps organization to achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring that employees have the resources needed to get the job done. Sun (2014) compared leadership style with the leadership performance in schools and enterprises, and found that Laissez-faire leadership style had a significantly positive correlation with the organizational performance in both schools and enterprises. Fu-Jin (2012) opine that when executives use their leadership style to

demonstrate concern, care and respect for employees, it would increase interest of employees in their work and enable them to put up better performance, thereby affecting their job satisfaction positively.

Lastly, it was found that Transformational leadership has significant impact on job productivity. It showed that Understanding the effects of Transformational leadership on job productivity and is also important because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Avolio (2014) found out from his analysis that effective Transformational leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement. Moore (2012) in his research within the United Way of America organization found out that there is a significant positive relationship between female transformational leaders and the revenue element of organizational effectiveness.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary

The main aim of the research is to find the impact of effective leadership on employee performance in Nigeria, using UBA bank plc FCT, Abuja, as a study. Literature review was performed covering the different concepts of management such as definition of leadership, difference of leadership and management, different styles of leadership, in-depth focus on transformational and transactional leadership, area of difference between transformational and transactional leadership and the impact of leadership on employee performance mostly related to transformational leadership.

Literature review into the leadership-organizational development relationship has not been quite conclusive. Many scholars have critically examined the effectiveness of leadership paradigms. They conclude that existing research on the leadership-performance relationship is full of difficulties and has many unsolved problems, including methodological problems. Thus, conclusions cannot be drawn about the extent to which leadership behaviors and styles facilitate the improvement of organizational performance. This literature review highlights some of the problems and gaps in existing research, which are were add discussed and addressed in the work.

Ordinary least square (OLS) regression analysis (the simple linear regression method analysis) was used in the study. This analysis was used in order to find the linear relationship between the dependent and independent variables.

Findings from the study revealed that effective leadership through Transactional leadership has positive and significant relationship with business expansion. This is in-line with Rowe (2013) who carried out a survey of selected small scale enterprises in Nigeria as regard the effects of leadership styles on organizational performance and found out that transactional leadership style had a significant positive effect on performance. The study further showed that Laissez-faire Leadership has significantly influenced the employee job satisfaction. The employees are very much satisfied when manager delegates almost all authority and control to subordinates. The finding is in agreement with McGrath and MacMillan (2014) whose study showed that there is a significant relationship between Laissez-faire Leadership adopted by managers and performance of the organizations. Fu-Jin (2012) opine that when executives use their leadership style to demonstrate concern, care and respect for employees, it would increase interest of employees in their work and enable them to put up better performance, thereby affecting their job satisfaction positively. The study finally showed that Understanding the effects of Transformational leadership on organization development is also important because leadership is viewed by some researchers as one of the key driving forces for improving a firm's performance. Avolio (2014) found out from his analysis that effective Transformational leadership is seen as a

potent source of management development and sustained competitive advantage for organizational performance improvement.

5.2 Conclusion

Although the definition of leadership is contentious, many practitioners and scholars argue that leadership creates the vital link between organizational effectiveness and people's performance at an organizational level. Many writers assert that leadership behaviors can facilitate the improvement of both leaders' leadership capability and induce or encourage employees to work better improves their commitment and satisfaction. This ultimately contributes to enhancing organizational performance.

It's important to note that the good leadership styles and right adoptions are necessary for provision of teamwork and ensuring everyone understands their roles within the bank. It means therefore that staffers who are properly motivate and guided by the management to work to achieve the desired results leads to increased efficiency, reduction of costs and improved performance.

5.3 Recommendations

Based on the findings above, the following are the recommendations that can be made for managerial policy and managerial practice:

1. Managers should consider formulating and implementing effective reward & recognition systems. Managerial policies formulated should call for greater involvement in guiding subordinates to achieve organizational goals.

2. Effective Leadership behaviors that have a strong positive relationship with organizational performance should be put into practice. It is therefore recommended that managers should: help others develop themselves; Guide to be rewarded for their work; be satisfied when others meet agreed-upon standards; provide recognition or rewards; tell others the standards they have to know to carry out their work and ask no more of others than what is absolutely essential.
3. Transformational, Laissez-faire leadership and Transactional leadership styles are the best for the management of Nigerian banks to be adopted in order for them to wax stronger in a global financial competitive environment.

5.4 Limitations of the Study

Because of limitation in time and resources available to the researcher, and for reasons that leadership is such a broad topic, this work is limited in scope, to selected UBA, Abuja. For everything that one does in life, there is always limitation. This project work is not an exception. We depend entire entirely on the information collected out and journals. The research work was therefore affected by some factors which are beyond researchers' controls. These factors include time and financial constraints. Attitude of staff in the process of gathering data were not encouraging this serve as a servers limitation or set back to the study.

- a) Time: - time is very important in all aspect of one's daily lives, especially in the study. Due to the set back of insufficient time the research was carried out

under great pressure. Since the project work is going hand in hand with our class work.

- b) Attitude of respondent: - this is another important problem in the process of conducting this research. The attitude of respondent to question was not encouraging; respondent tends to escape some question while some were not reading to come out plain with their answers.
- c) Financial constraint: - in order to conduct a successful research such as these. There must be a sufficient financial base support. Unfortunately, the research was carried out at the time when there were financial constraints.
- d) The refusal of the management to allow researcher to administer questionnaires from one department to another, since it is against the official protocol the questionnaires were therefore administered in the personnel department and were also returned through the same office. This culture in the Gwagwalada Area Council requires that the researcher collects questionnaire through the office personal manager administration and personal department constitutes a problem to the researcher.

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Dear Respondent

RESEARCH QUESTIONNAIRE

I am a postgraduate student of Business Administration undertaking a research project on “Impact of Leadership Styles on Employee in an Organization. You are required to answer the question which I may ask orally or through my questionnaire to enable me carryout my research work.

Your response will be treated with utmost confidentiality.

Yours faithfully

Nuryega Bulus

QUESTIONNAIRE

In answering the questions, please tick where appropriate

Part A: Personal Data

1. Name and Address:.....
.....
.....
2. Age Classification
a) 1 – 35 [] b) 36 – 50 [] c) 51 – 65 []
3. Sex: Male [] Female []
4. Marital Status: a) Married [] b) Single []

Part B

5. Does prevailing situation determine the kind of leadership style for goal attainment? Yes [] No []
6. Which of the following style do you recommend for a school administration? a) Democratic [] b) Autocratic [] c) Laissez Faire []
7. Does personal interest of a leader depend on his qualities?
Yes [] No []
8. Does the performance of a leader depend on his qualities?
Yes [] No []
9. Can organizations, whether public or private achieve its goal without a leader?
Yes [] No []
10. Do you agree with the statement that leadership style is a motivator of performance? Yes [] No []

11. Do you agree with the statement that leadership style is a motivator of performance? Yes [] No []

12. What is your working relationship with your leader?

a) Very Cordial []

b) Cordial []

c) Bad []

13. Do you think that leadership style is important in achieving corporate objectives? Yes [] No []