EFFECTS OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE (A CASE STUDY OF FEDERAL MINISTRY OF EDUCATION)

BY

ATTAHIRU LIMAN MUAZU
NSU/MBA/GEN/0006/16/17

BEING A PROJECT SUBMITTED IN PARTIAL FUFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION DEPARTMENT OF BUSINESS ADMINISTRATION FACULTY OF ADMINISTRATION NASARAWA STATE UNIVERSITY, KEFFI

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DECLARATION

I hereby declare that this project has been written by me and is a record of my research work. It has not been presented in any previous application for Master of Business Administration. All quotations are indicated and sources of information specifically by means of bibliography.

_____   _____

ATTAHIRU, Liman Muazu   Date
NSU/MB A/GEN/0006/16/17

CERTIFICATION

This is to certify that this has been read, approved, and meets the regulation governing the award of Master of Business Administration in Nasarawa State University for its contribution to knowledge and literacy presentation.

_____   _____
Dr. Ibrahim Ohida   Date
(Project Supervisor)

_____   _____
Dr. J. E. I. Abbah   Date
(Head of Department)

_____   _____
External Supervisor   Date

_____   _____
Dr. Ibrahim Hassan   Date
(Dean, Faculty of Administration)

_____   _____
Prof. Suleiman A. Aruwa   Date
(Dean of Post Graduate Studies)

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ABSTRACT

The study was design and. conducted to examine the impact of leadership styles on public enterprises, the research study examines the three administrative leadership styles performed in 1939 by Kurt Lewin and his fellow researchers, The early study has remain quite influential as its establish the three major administrative leadership style, which are, Authorian, Democratic, and Laissez fair leadership styles. The sample size use in this research work consist of 50 respondent drawn from the staff of the Federal Inspectorate Service Jos, the sample was randomly picked out of the population because it is impossible to reach and contact the general population which is about five thousand (5,000) staff Data were obtained through questionnaires. Two hypotheses were tested using simple percentages and chi-square to test the hypothesis. From the survey results, analysis from the proceeding chapters has shown that a good leaders uses all the leadership styles depending on what forces are involved between followers and the leaders and the situation in order to achieve the set goals of the organization. Using Authoritarian style on a new employee who is just learning the job, the leader is just compelent and a coach. The employee is just motivated to learn new skills, and the situation is the new environment to the employee. Using participative style; with a team of workers who knows their jobs. The leader knows the problem, but does not have all information, the employee knows the job and want to become part of the team. Using a delegative style with a worker who knows about the job than the leader. The leader does everything, and the employee allows the leader to be more productive. It was concluded that using all the three, Is like telling your employee that, procedures is not working correctly, and a new one must be establish (authoritarian) asking for the ideas and inputs in creating a new procedure, (participative) delegating task in order to implore the new procedure.

<center>**CHAPTER ONE**</center>

1.0   INTRODUCTION

Leadership style is a leader's style of providing direction, implementing plans and motivating people in order to achieve the objectives of an organization or an enterprise effectively.

Leadership has been described by Johnson C.E Hacman, as a process of persuasion where the leader (or team of leaders) acts as an example for a group in order to motivate and induce the group to pursue the objectives of an enterprise. In this regard, it is important to realize that leaders cannot be separated from the historic context in which they arise or the culture of their environment. They are integral part of the system in which they arise, yet dependent upon a two way with constituents and the force that create the circumstances. In addition, leaders are accountable for the performance of their organization or the series of the movement that they are leading regardless of the context in which it occurs.

Leadership style exists at many levels and throughout all aspect of the society. The common purpose that motivates leaders is the overall accomplishment of the organization or the system. The responsibility of leadership extends from the executive offices and beyond the local level to the public. The possibilities and the limitations of leaders must be understood so that the public can intelligently strengthen and support

good leadership.

"Who then is a leader?" John C. Maxwell defined a leader as one who knows the way. goes, the way, and shows the way. A leader can further be seen as a person of thing that holds dominant or superior position within its field and is able to exercise a high degree of control or influence over others.

The history of leadership can be traced back to the period of creation, when God created the world and all that is in bound, he gave Adam the leadership over all creation and to oversee to the activities of the garden likewise, the study of the leadership continues and was performed in 1939 by Kurt Lewin who led a group of researchers to indentify the different styles of leadership (lewinLippit, and white 1939). This early study has remain quite influential as it's establish the three major administrative leadership style that can be exhibited by a leader in the political, business or other funds which are. Authoritarian, Democratic, Laizes-fair, but in the course of the research, other leadership style are also discovered such as transactional, transformational,

partnalistic etc. but for the purpose of this study, the researcher choose the three major administrative style for study.

This study is concerned with the impacts of leadership style in an

organization a case study of the local government services commission Jos, plateau state.

1.1   BACKGROUND OF THE STUDY

Leadership style, as the name implied is the manner, and approaches of providing a direction, implementing plans and motivating people. As seen by the employees. It includes the total pattern of implicit and explicit action performed by leader. (NewstromDaris 1993).

Therefore any organization that does not have a good leadership style is like a ship without captain that is leading for destruction. So for any organization to be effective, they must choose one of the leadership styles that is suitable for such organization.

In view of this concern as organization can not stick to only one leadership style, must at times, the three major leadership styles are used by leader due to the behavior and attitudes of the employees. This study is therefore an empirical attempt to analyse the various ways that efficient management of the Nigeria organization is an chord to the leadership style. The study tries to expose the facts that without adequate leadership style, the application of administrative management function will be ineffective. This is because even all the determinants factors affecting the success of every organization (be it private or public) they have their effects derived from the quality of and employees that pursue the set

goals and objective of the organization.

Although, from this frame work, all the social and economic factors affecting the production efficiencies of the public organization were surveyed using a well design questionnaire, also oral interviews and vital information from the past research studies on related fields were used to support the results. The finding were analyse with the simplest statistical method and recommendations made on the possible ways of improvement.

1.2   STATEMENT OF THE PROBLEM

It is unpardonable that despite the continuous social and economic development made so far, in Nigeria, most organizations in the Nigerian public services are still in the vicious circles of ignorance, due to lack of a good leadership style, most public organizations have been on the horns of dilemma and consequently, general inefficiency, low performance and total failure has been the destiny of Nigerian public sectors.

Generally, to a large extent, leadership styles in Nigerian organizations particularly in the public sector, has been chaotic and fit full at best and non-existent at worst. It is the need to find the way forward in this regard that prompted this research study.

1.3   RESEARCH HYPOTHESIS

To serve as a guide towards the realization of the aims and objectives of this research work, the researcher has this basic fact which will be put to test.

These facts shall be denoted by

Ho: for Null hypothesis

Hi: for alternative hypothesis

Ho: leadership style is not important to public organizations.

Hi: leadership style is important to public organizations.

1.4   RESEARCH QUESTIONS

In view of the problems so far stated an attempt will be made in this study to answer the following questions:

1. What is the status of leadership style in Nigerian organizations?

2. What is the understanding of the concept of leadership style by organization mangers?

3. Is leadership style a determinate factor of efficient and effective performance in Nigerian public sector organizations?

4. How has leadership style impacted the management of the Nigerian public organizations?

5. What remedial measures seem likely to produce the greatest improvement needed for efficient management of Nigerian public organizations?

1.5 OBJECTIVE OF THE STUDY

The, major objective of this research study is to evaluate the impacts of leadership style in the Nigeria public organizations. However, the major objective of this study includes the following:

1. To evaluate the status of leaders in an organization.

2. To evaluate the level of either the perception of or response to the various determinants of efficiency in the Nigeria organizations.

3. To evaluate the extent at which leadership style influences either, the perception or response to the various determinant of efficiency in public organization.

4. To also identify how the general perception or response to the various determinants of efficient management affect the general performance of the Nigerian public organization.

5. The main aim of this study is to clearly and appropriately examine the

impact of leadership in Nigerian public organizations, tor efficient and effective service delivery of staff in the government establishment

1.6   ORGANIZATION OF THE STUDY

Chapter one gives a introduction to the study, its provide the opportunity for gaining a deeper insight into the social and economic importance of leadership style in the field of management and particularly in the area of public organizations in Nigeria.

Chapter two focuses on the literature review and the theoretical framework where different theories are critically examined to analyse the issue of leadership style in public organization. It also explains the importance of leadership style which enhances high productivity in an organization, through the selection of the best leadership style that is acceptable by both the management and the employees of the organization.

Chapter three entails research methodology which includes sources of data collection, methods used in data collection, as well as the research instruments employed for data collection.

Chapter four also comprises of data analyes and the interpretation based on the information gathered from the primary source as regard the opinions of the staff on the importance of leadership style in the Nigerian

public organization chapter five consist of summary conclusion and recommendations.

1.7   SIGNIFICANCE OF THE STUDY

This research study provides the opportunity for gaining a deeper inside into the social and economic importance of leadership style in the fields of management, generally and particularly in the area of public organization in Nigeria.

The empirical approach and findings of this study serve as a relevant source of corrective innovations needed in the development of the necessary managerial knowledge skills and expertise presently lacking in most public enterprises in Nigeria.

Therefore this study will go a long way in helping managers, business administrators, policy makers in both private and public service sectors, and operatives who may wish to improve in the enterprises efficiency.

It will also be of valuable assistance to other researchers who may wish to build their work on the socio-economic roles of leadership style in management and allied fields.

Finally, it will be heuristic value to all business administrative management staff who may wish to improve on their general

understanding of a leadership style as the major driven and forces behind organizational productivity and efficiency.

1.8   SCOPE OF THE STUDY

This research work is limited to the socioeconomic impacts of leadership style on the Nigerian public organization.

In the light of the above, and for the purpose of simplicity, this study adopted questionnaire method, restricted to only fifty staff of local government service commission Jos plateau state.

The parameters used where limited to only social and economic factors which were thought influencing the efficient productivity operations in Nigerian public organization and for easy understanding of the result of the survey, only simple statistical tables and percentages were used in the data presentation and analysis.

1.9   LIMITATION OF THE STUDY

This is a private research project and being a study with the usual problem of limited resources, lacking adequate finds was the major bottleneck that militated against this research study.

However, despite the seemingly uncooperative reactions of a few of the respondents, all the perceive problems were duly tackled and solved as

they came.

Because of the above problems, the researcher limited himself to the management and general staff of local government service commission, Jos plateau state.

Apart from the restrictions 011 the number of questionnaires printed and collected, the problems encountered did not in any way impact negatively on the success of this research project.

1.10   DEFINITION OF TERMS

The meaning of these terms as used in this research study is as follows:

i.   **Organization:** a formal or informal system of complex whole which is constant interaction with its environment, from which its receives inputs and thought, a series of coordinated activities, transforms then into output such as, goods and services, which are exchanges for money.

ii.   **Administration**: the process of planning organizing, directing, coordinating and controlling of both human and material resources in order to accomplish set organizational, goals and objectives.

iii. **FIS**: abbreviation of Federal Inspectorate Service.

iv.   **Environment**: the sum total of all the conditions that affects or

influences the   development of an organization or its business and without which it cannot exist.

v.   **Commission**: the act of committing or entrusting a person, group, etc. with supervisory power or Authority.

vi.   **Service:** a system supplying public needs such as transport, communications or it utilities such as electricity and water.

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CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

In chapter one, an attempt has been made to give statement of the problems, the aims and objectives of the study, the significance of the study limitation of the based on Nigerian contexts.

The theoretical literature review will now be carried out with emphasis on the approaches and techniques, classes and advantage to the leadership style in every organization, be it in the public or private sector. The chapter will further explain the type of leadership style that a manager or management should adopt, in order to achieve the desired goals especially in the Nigerian public sector.

2.1 LEADERSHIP STYLE IN PERSPECTIVE

It is common for people to use leadership and style as if both terms mean the same thing. I; will therefore. be more appropriate to define both terms so as to give them their real meanings.

2.2 CONCEPTUAL FRAMEWORK OF THE STUDY

According to Szilagyi Junior (1981) leadership is a process involving two or more people in which one attempt to influence others behaviour towards the accomplishment of some goals.

Hodgetts and Attman (1979) view leadership as the process of influencing people to direct their effort towards the achievement of some particulars goals.

It is the influencing of the actions behaviour beliefs and goals of one actor by another actor with the willing cooperation of the actor bring influence (Morphet et al) (1982).

From the foregoing definitions of leadership a numbers of basic concepts of the term is evident. These are according to Peretomode (2006) that:

i.   Leadership involves other people followers or subordinate, tiers can be no leader without followers.

ii.   Leadership involves the use of influence.

iii. Leadership is a process, i.e ongoing activities engage in by certain individuals in an organization.

iv.   Leadership process involves an unequal distribution of power among leaders and group members

v.   Leadership focuses on the accomplishment of goals. In other words, the outcome of the leadership process is some form of goal accomplishment.

Whereas, leadership style is the manner and approach of providing

direction, implementing plans, and motivating people as seen by employee, it is a pattern of explicit and implicit actions performed by their leader. (Newton Davis 1993).

The authority that a leader has over his subordinates in a formal organization is based on a legal contract which obliges the subordinates to comply with his order and directives. How he exercise authority depicts his leadership style. Authority depicts his leadership style.

According to Blav and Scott (1963), leadership style includes:

i.   Domination in which the leader uses his legal power to enforce compliance to his commands and orders, and depends on threats of punishment for non-compliance.

ii. The leader might attempt to provide extra services that place subordinate under an obligation to offer him in return their loyalty and obedience

iii. The leader may choose to connive at breaches of rules. These styles correspond to the patterns generally recognized as authoritarian, democratic and laissez-fair respectively. If the method of control adopted by a leader satisfy the subordinates, command their respect and win their allegiance then their compliance with his directives itself becomes a source of the

legitimacy of his control beyond the legally prescribed limit.

2.3   LEADERSHIP STYLE/TECHNIQUES.

The following are the approaches of leadership style in every organization be it in the private or public sector.

A. Authoritarian leadership style

This is control by a domineering leader, and is exemplified by:

1. The dictation of all policies and procedures by the leader with little or no group participation in decision making.

2. The imposition of task and method on the subordinates.

3. An absence of effective communication between the leader and the group, Nagging and suspicious brooding on the part of the leader.

An authoritarian leader will give greater prominence to organizational demands and little or not attention to idiographic aspects. He will therefore be task oriented, directive and distinct in his relationship with his subordinates.

Trusty in (Edem 2006) labels this style of leadership a defensive model which, according to him emanates from fear, and from the leaders feeling of in security, observing that; people who have mild or more serious fear

tend to do several things; distrust the people been led; filter the data that are given to the followers and develop strategies for such filtering; and programming of data dissemination, attempt to control and manipulate the motivation of the follower; and their behaviour.

This type of leadership is said to be synonymous with dictatorship where only one person presides with complete authority over the followers or workers. Their decision has to be taken as the golden rule and is never to be question or challenged. They plan out everything and order their subordinates to work according to their rules.

Authoritarian leadership is suitable for military crises management, traffic control, construction sectors and manufacturing sectors. Authoritarian leadership, even though is too domineering, but it has the following advantages.

i.   Quick implementation:- as the instruction of the leader are carried in this type of leadership style implementation is quick and without any ambiguity as one person take faster decisions, making the task get completed within the stipulated time limit.

ii. Reduces errors: As the decision making power rests with one single accountable authority, the frequency of trial and error is reduced at the middle management or junior management level.

iii. Smooth management: As the absolute management of the organization practically rest in the hands of one person, all the function of business are dealt with smoothly.

iv. In an autocratic leadership, following a strict hierarchy, process management operations are conducted smoothlv.

The following disadvantages are also encountered in an autocratic leadership,

i. Exploitation: In autocratic leadership style, there is the possibility the leaders may exploit his employees, because autocrats are driven by their ego.

ii. Discourages employees: It is also said that having an authoritative leader hinders work place communication and socialization. Disagreement and conflicts can crop up, if a group or company is led by an autocratic leader.

iii. Lack of leadership: It is the duty of the leader to undertake competency building through training, awarding opportunity and delegating responsibility for creating future leaders. However, an autocratic leader does not allow his subordinate to acquire capabilities and skills set outside their own set of duties of duties. This can impede the growth of the organization.

iv. Over dependence: A successful organization is not the fruits of one persons hard work. It is the result of many people working. Simultaneously to achieve a common organizational goal. Over dependence on the leader for decision making can be extremely time-consuming and may even lead to the organization incurring huge loses. Moreover, if the leader is capable, the organization will flourish but if he is in competent, the entire organization will suffer.

Authoritarian leadership style can be more damaging than good, but sometimes you have to get things done. Use more of the directing. Authoritarian style is use in the following scenarios.

- When task is urgent and needs to be completed quickly, with little time for thought and planning.

- As in the situational leadership model, use this style when skills are short supply and people need to be guided through a task or tasks with clarity and structure.

- Where there is little margin for error.

- When conditions are dangerous - rigid rules can keep people out of harm way.

B. Democratic leadership style

Under this style, a leader decentralized and delegates high authority to his subordinates. He makes a final decision only after consultation with the subordinates. Two way communication channel is used while delegating a lot of authority to subordinates. He defines the limits within which people can function. Democratic leader have a high concern for both people and work.

This style can further be seen as the style of control to supports all social activities which gives strength to the feeling of personal dignity and self-respect among the followers, it permits self-expression, creativity, and group interaction. Its emphasis is on both the homothetic and ideography dimensions of the organization; hence it is person and task-oriented, participative and non-directive.

The following are the advantages of democratic leadership style.

Exchange of ideas among subordinates and leader improves job satisfaction and morale of the subordinates.

Human value gets their due recognition which develop positive attitude and reduces resistance to change.

The quality of decision is improved.

The proms of democratic leadership style are:

i.   Democratic style of leadership is time consuming and may result in delays in decision making.

ii.   It is less effective if participation from the subordinates is just for name sake

iii.   Consulting others while making decisions go against the capability of the leader to take decision.

C. Laissez – Fair Leadership Style

Laissez - fair leadership style also known as delegative leadership style is a type of leadership style in which leaders are hands- off and allow group members to make the decisions. Researchers have found that this is generally the leadership style that leads to the lowest productivity among group members.

Furthermore, laissez -fair leadership is marked by indecisions, vacillation and indifference the leader seldom has a clear vision of organizational goals and develops no policies. He allows complete fieedom to the group and its individual members to do as they wish.

Laissez-fair leadership is characterized by:

i. Very little guidance from the leader

ii. Complete freedom for followers to make decisions.

iii. Leaders produce the tool and resources needed.

iv. Group members are expected to solve problem on their own.

Laissez- fair leadership can be effective in situations where group members are highly skilled, motivated, and capable of working on their own, since this group members are experts and have the knowledge and skills to work independently, they are capable of a accomplishing tasks with very little guidance.

This autonomy can be freeing to some group members and help them feel more satisfied with their work. The laissez - fair style can be used in situations where followers have a high level of passion and intrinsic motivation for their work.

Disadvantages of Saissez-fair leadership

Laissez-fair leadership is not ideal in situation where group members lack the knowledge and experience they need to complete tasks and make decisions. Some people are not good at setting their own deadlines, managing their own project and solving problems on their own.

In such situations projects can go off-tracks and deadlines can be missed when team members do not get enough guidance or feed- back from

leaders.

Laissez -fair loaders are often seem as uninvolved and withdrawn, which can leads to the lack of cohesiveness within the group since the

leader seems unconcerned with what is happing, follower sometimes pick —up on this and express less care and concern for the project.

If group members are unfamiliar with the tasks, or the process needed to accomplish the task, leaders are better-off taking a more hands on approach. Eventually, as followers acquire more expertise, leaders might then switch back to more delegative approach that gives group members more freedom to work independently.

2.4   APPROACHES TO THE STUDY OF LEADERSHIP

For this research work to be completed, the researcher went further to examined leadership to discover how successful leaders are created. After fully understanding what leadership style is all about. Expert have proposed several theories, which are the trait, behavioral, contingency, and full-range models of leadership.

i.   **The trait theory of leadership:** the search for the characteristics or traits of effective leaders has been central to the study of leadership. Traits theory ascertains that leadership capabilities are

rooted in characteristics possessed by individuals. The traits theory has shown significant positive relationships between effective leadership and personality traits such as intelligence, extroversion, conscientiousness, self efficacy, and openness to experience. Traits approach is based on the belief that leaders are born, not made. The finding also show that individual emerge as a leaders across a variety of situations.

Aristotle in peretomode (2006) once wrote that, from the hour of birth, some are marked out for subjection; others for rule. Those who were born to be leaders belief to posses certain traits that make effective leader.

ii. The contingency theory of leadership.

Stogdill and Mann found that while some traits were common across a number of studies, the overall evidence suggested that persons who are leaders in one situation may not necessarily be leaders in other situation. According to approach no single psychological profile or set of enduring traits links directly to effective leadership. Instead, the interaction between those individual traits and the prevailing condition is what creates effective leadership. The theory predicts that effective leaders are those who personal traits match the needs of the situation of which

they find themselves. Fielder's contingency model of leadership focuses on the interaction of leadership style and the situation (later called situational control) he identified three relevant aspect of the situation:-

1. The quality of the leaders relationship with others

2. How well structured their task were

3. The leader amount of formal authority.

   iii. **The behavioral theory of leadership:** this theory explain leadership in terms of what they do, and it is interested in exploring the relationships that exist between behavioral and work group performance. The behavioral theory sought the "one best" style of leadership that would be effective in all situations and ignored situation/factors.

   Peretomode (2006), agree that leadership style is defined by the extent to which the leader seems to show concern for, focus on or seems oriented towards getting work done or accomplishing tasks. Leadership style is also defined by the extend to which the leader seems to show concern for, focuses on, or seems oriented toward, the needs of feelings of the people and his or her relationships with them.

iv. The full-range theory of leadership:- this theory is components of transformational leadership which enhances motivation and morale by connecting the employee's sense of identify to a project and the collective identify of the organization. The four major components of the theory which cover the full range of essential qualities of a leader arte:-

v. **Individualized consideration**:- the degree to which the leader attends to each follower's concerns and needs acts as a member or coach.

vi. **Intellectual stimulation:** the degree to which the leader challenges assumptions, takes risks, and solicits follower's ideas.

vii. **Inspirational motivation:** the degree to which the leader articulates a vision that is appealing and inspiring to followers.

viii. **Idealized influence:** the degree to which the leader provides a role model for nigh ethical behaviour, instills pride, and gains respect an trust.

However, a bulk of studies so far carried out on organizational efficiency, by several authorities on administration, revealed the fact that, the most appropriate design leadership style will have little lasting impact on administrative management work performance if conditions of service are

perceived by workers to be both inadequate and unfair, and if the key rewards such as increased emoluments, increase allowances improved welfare and good promotion strategies are not made contingent on a high level of work performance; Stogdill (1948), Stanford (1954) Cartwright and Zandes (1968).

2.5 EFFECTS OF THE VARIOUS LEADERSHIP STYLE TO AN ENTERPRISE:

Leadership styles have significant effects not only in small businesses but also in the world's largest corporations. These styles affect everyone from senior management to the newest college intern. They create the corporate culture that influences the organization and its performance.

Autocratic Style Effects: Also known as authoritarian leadership, autocratic style clearly defines the division between leaders and workers. Autocratic leaders make decisions with little or no involvement from employees. These leaders are supremely confident and comfortable with the decision-making responsibility for company operating and strategic plans. Although research indicates that autocratic leaders display less creativity than more contemporary styles, this style still works when fast decisions must be made without employee involvement. Employees may feel some disconnect with this style.

Participative Leadership Effects: Also called democratic leadership, this style is usually considered the best option for most companies. The opposite of autocratic leadership**,** this style emphasizes that management offers guidance to its teams and departments while accepting input from individual staff members. Leaders reserve the right to make final decisions but encourage feedback, ideas, and suggestions from all employees. Participative leaders generally have a more content workforce, since each individual has input into decision-making.

Delegative Leadership Effects: This style, also called laissez-faire leadership, is typically considered the least effective option. In stark contrast to the other primary styles, delegative leaders rarely make decisions, leaving this function up to the group. These leaders seldom offer guidance to the team and delegate decision-making to trusted team members. While offering few advantages, this style often creates some disadvantages. Job descriptions and lines of authority become blurred and confusing. A loss of motivation and positivity often accompanies the confusion of team members.

Corporate culture Effective: also called organizational culture, corporate culture defines "the way we do things." Leadership styles have strong effects on corporate culture because employees tend to act in ways that mirror their leaders. Staff also subconsciously wants to please

supervisors and management. Over time, leaders and employees usually become "comfortable" with each other, which can cause some "culture friction" when new leaders lake over. Every business, regardless of size, has a culture. It can help or hurt operations, often dependent on the strength and efficiency of leadership.

Management leadership is about finding ways to meet the needs of your employees and of your organization. There is no single correct management leadership style — the best leadership style is the one that meets the challenges you are facing and the needs of the people you are leading. Effective leaders are often flexible and are able to change their style of leadership to suit changing circumstances.

Classic Styles: Classic styles of leadership describe how much control the leader gives to those below her. For example, in a laissez-faire style of leadership, the manager gives little direction to subordinates and allows them to get on with things. This styles works best when employees are highly trained and motivated. In contrast, an autocratic style of leadership is one where leaders exert control over most aspects of the work and give little scope for workers to make suggestions or think for themselves. The participative leadership style stresses teamwork and invites employees to work together to help solve problems and increase performance.

Transformational Styles: The theory of a transformational style of leadership was first developed by academics James McGregor Burns and Bernard Bass, who described in their books how leaders can bring about a change in organizations and in workers. Transformational leaders possess a vision of where they want the company to go and charisma and skills to implement that vision. Transformational leadership is also related to the charisma style of leadership, in which the leader inspires largely through their personal charisma, and to the visionary style of leadership, in which the leader sets out his vision for the organization and inspires others to achieve that vision. Transformational styles of leadership work well in entrepreneurial businesses.

Participative Styles: Some leadership styles focus on participation. One of these is the democratic style of leadership. In this style, the leader uses individual employees' knowledge and skills to help build a consensus for what direction the organization should move in. This style is appropriate when there are several directions an organization could take. The affiliative style of leadership emphasizes teamwork. In this style. The leader works to enhance teamwork and improve communications and morale. This style may help companies where employees have become discontented due to poor communications.

Strong Leaders: Some styles of leadership rely on the personality of the

leader for direction. Styles of leadership relying on a strong leader include pacesetting, in which the leader sets high standards and may be obsessive about achieving. Michael Dell, of Texas-based Dell computers, has been described as a pacesetting leader for his constant focus on growing the business. In the commanding style of leadership, the leader "orders" employees in the manner of the military. This style may be useful in crisis situations. In the coaching style of leadership, the leader works one to one with workers to direct them and improve performance

2.6 HISTORICAL BACKGROUND OF FEDERAL INSPECTORATE SERVICE LIMITED

Federal Inspectorate Service is a department under the Federal Ministry **of** Education. FME is a principal organ of government statutorily entrusted with the mandate to formulate national policy on education, collect and collate data Tor purpose of planning, financing and quality control.

FIS department of FME operates from its headquarters at the Federal Secretariat in Abuja with majority of its inspectorate deployed to each state of the federation.

The emergence of the Federal* Inspectorate service can be traced historically back to the Christian Missions, the Wesleyan Methodist

Mission (WMM), the Roman Catholic Mission (RCM) and the Church Mission Society (CMS) were the earliest providers of Western Education in Nigeria. Their activities were however limited to the then Lagos Colony. In appreciation of what the three missions were doing the colonial government decided to provide' them with some financial assistance. Government evolved a policy on 'payment by result' whereby the missions were to be given grants in -aid according to pupils their respective[0] schools graduate annually. To do this the objectively, inspectors were needed to go into schools to obtain and verify the statistics and also assess the quality of the products.

Consequently in 1882, Rev. MetcalSunter was appointed her Majesty's Inspector of schools to cover the West African Settlement.

Curriculum contents of education at that time consist of Reading, writing & and Arithmetic which served the purpose of producing clerks and interpreters to the colonial offices.

The appointment of Rev. Scunter marked the beginning of Government involvement in maintenance of educational standards not only in Nigeria but also in West African Anglophone countries. This effort was strengthened with the appointment of Henry Rowlinson Carr in 1889 as sub-inspector of schools for the Colony of Lagos. Henry Carr was the first indigenous officer of Her Majesty's service to be appointment as an

inspector of schools in Nigeria. Following the regionalization, the Inspectorate Service received a major boost with the establishment of Western Region inspectorate Service and the appointment of a chief Inspector of Education in 1995. At the Federal level the Inspectorate Service was re-organised in such a way that the Inspector General of Education became the Chief Federal Inspector of Education. The Inspector of the colonial era though wielded enormous power had an unenviable image. He was neither a friend to the school nor the teachers, at best he was an official nuisance that must be tolerated.

In the post independence Nigeria, especially after the creation of the state structure in 1967, there was a great concern for the control of the quality of education and the co-ordination of educational standards and practices throughout the country. In this regard the Federal Government established the inspectorate Service of the Federal Ministry of Education in 1973 under the distinguished leadership of Dr. Rex Akpofure who was the first African to be appointed Principal King's College Lagos. As proof of its autonomous status, the Federal Inspectorate Service had is own office accommodation and its own budget which were independent of the Federal Ministry of Education. It started with staff strength of 40, majority of who were posted to the states. The original and pioneer sets of Inspectors were carefully chosen on the basis of proven track record of

professional competence and temperament. They were determined to change the image of an inspector from that of a terror to a friend and motivator.

To give legal backing to the operation of the Inspectorate, Decree No. 16 of 16th August 1985 was promulgated. This Decree, which later became an Act. Conferred semi-autonomous status on the Federal Inspectorate Service to monitor and maintain minimum standards in all learning institutions below the tertiary level nationwide.

The civil service re organized Decree No 43 of 1988 resides the Federal Inspectorate Service as one of eight operational Departments in the Federal Ministry of Education. This is where it has been situated till date.

Federal Inspectorate Service Vision

To$_t$ have a dynamic and vibrant inspectorate service, manned by efficient and dedicated staff that will guarantee quality education delivery through improved teaching and learning in institutions below the tertiary level nationwide.

Federal Inspectorate Service Mission

FIS is committed to ensure the attainment of minimum standards and uniform quality education in the nation.

- Through putting in place a viable supervisory system

- Safeguarding and maintaining high quality standard of education through participatory inspection and liaising with major stakeholders in education

- Synergizing functions with other relevant quality controlling agencies

- Regular review and updating of Inspection tools to reflect contemporary demands.

- Guaranteeing efficient and effective service delivery; and capacity building.

2.7 THEAD ADMINISTRATION MANAGEMENT AND ITS ENVIRONMENT.

Every organization must have the right kind of environment without which it cannot survive in business.

As simply put by Shagart, L. A. (1920) every change in the business environment of an organization demand a resultant change in the administrative or management culture of the organization and its business; and it is the-duly of the administrators adopt the efficient survival of the organization and its easiness.

Therefore, just like every organization, those in the public service sector are being influenced by their environment which is basically made up of micro and macro environmental factors, which jointly influence their performances. Those factors are as follows:

1. **The micro-environment factors:** these factors that are to a larger extent endogenous to the organization, and which influence the abilities of the organizations to render their services to tire consumers (the people government)

2. **The macro-environment factors:** These are force variables that are exogenous to the organizations in the public sector, but which their changing nature influences the activities or operations of these organizations and the managerial or administrative cultures and abilities.

The variable factors of the macro-environment include demographic factors, technological changes, economic forces and politics, socio-cultural behavioral factors, political and legal frameworks and natural factors.

The administrative managers must be ready to react to the changes that comes as a result of these variables with the achieving their targeted set goals within their time frame.

2.3 AN OVERVIEW OF THE DETERMINANT FACTORS OF EFFICIENT ADMINISTRATIVE MANAGEMENT IN RELATION TO LEADERSHIP STYLE

The determinant factors of efficient administrative management universally include the three major types of leadership types of leadership which the researcher has discuss earlier; and for leaders and the organization stated goals, the leader must posses the following characteristics and quality

1. **They have a positive attitude:** great leader knows that they won't have a happy and motivated team unless they themselves exhibit a positive attitude. This can be done by remaining positive when things go wrong and by creating a relaxed and happy atmosphere in the work place. Even some simple livings like cupcakes or beers on Fridays can make the world of difference. By doing such team members will work harder and do overtime when needed if they are happy and appreciated.

2. **They know how to manage failure and set backs:** no matter how hard you try to avoid it, failures will happen, and as a leader you just need to know how to deal with them great leaders take them in strides. They remain calm and logically think through the situation. They

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utilize their resources, they don't reveal to their team how worried they are great leaders leads even when they are faced with setbacks.

3. **They take responsibility:** great leaders know that when it come to their company, work place or what ever situation they are in, they need to take personal responsibility for failure. The best leaders don't make excuse, they take the blame and then work out how to fix the problem as soon as possible. This proves that they are trust worthy and posse's integrity.

4. **They develop those around them:** any good leader knows how important it is to develop the skills of those around him or her. Not only will development make work easier as they improve and grow, it will foster morale. The subordinates may develop some skills that you don't posses that will be beneficial to the work place. Share your knowledge with your team; give them the opportunity to achieve, by that you will earn their respect and loyalty if you do.

5. **Trust worthiness:** a leader must be inherently honest to build the trust of those around him or her, without trust, there is no leadership. Bower calls this integrity in action. Fairness:- how many times have you heard about a leader who is "lough but fair"? it's a common term, but people will respect loader who are tough on them as long as what they demand is considered fair.

6. **Unassuming behaviour:** too often, when people achieve a position of importance, they let their ego get the best of them and become arrogant. It is difficult to an arrogant or pretentions leader.

7. **Listening:** a strong - leader is a good listener, many managers believed that when they are put in a position of authority, they should be the one talking and giving orders. Instead, they should focus on listening even more. Managers who don't listen can't really be leaders because they won't know what is truly happing around them.

8. **Flexible and adaptability:** a true leader must be able and willing to change direction quickly or admit when he or she has made a mistake. A leader is open to change and can adept easily when necessary.

9. **Capacity to motivate:** the courage of your convictions a certain degree of confidence, and a shared purpose also are necessary to get other to follow you. Administration involves managing people through people, and any leader that restricts motivation of the employee is sure to fail.

Each individual in an organization is unique in attitude, feelings, emotions, relative to others, with different goals and expectations which must be met, otherwise the individual moral at work will be blunted, and also belongingness is the general prime need of every individual worker as a member of the organization, therefore, participatory management

enhances work performance, if the organization has the employee in mind vroom et al (1964-1970). Furthermore, Manslow (1954) in his pyramid of needs theoiy, classified human needs under (5) five headings which ne represented as ladder in a pyramidal form just as shown below:

Self Actualization

Esteem

Love needs

Safety needs

Physiological needs
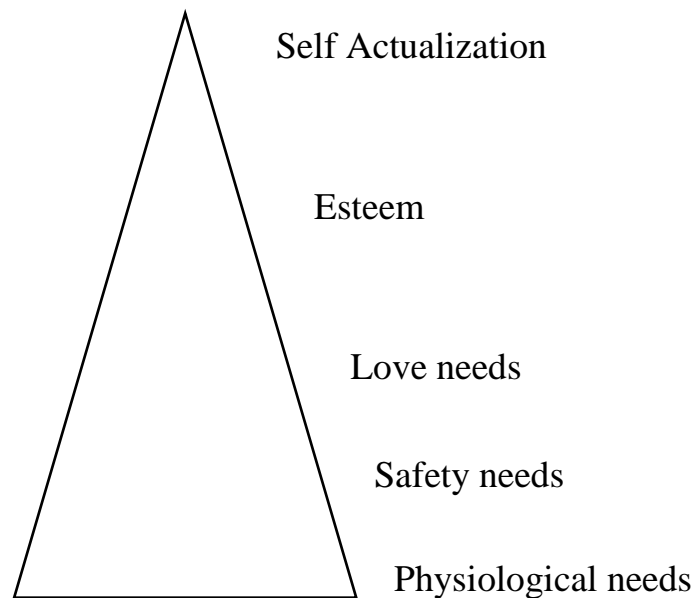
He, therefore, stated that individuals systematically satisfy their needs starting from the base of the pyramid of needs to be peak of it, in other words; from the most basic needs (physiological needs) and moving upwards to the peak (self actualization); in the line of this theory, an individual behavior and work are satisfied, materials incentives seizes to be a motivator but if a leader should understand this and send the worker

for thinks like education, training and career development programmed, they will become the major motivating incentives.

Also authorities both m the field of general administration confirmed that the Impact of leadership style efficient administrative management cannot he over emphasized, because leadership style is the major determinant factor of efficiency depends as regards to general administration in Nigeria.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0   INTRODUCTION

This chapter entails research methodology which involves the type of research undertaken and the methods or procedures used in conducing this study. In carrying out this research work, the researcher consulted various sources of information both secondary and primary and prime among them is the secondary. sources which were freely used in the literature review. The intention of the researcher here is to critically look at methods applied in realizing the goals and objectives of the research study.

3.1   SOURCES OF DATA COLLECTION

Both primary and secondary data were used in this study and their methods of collection were through questionnaire and personal (oral) interviews.

Generally, the members of the Nigeria professional and administrative elites are quite busy individuals who are always on the go, and when one seat, always confounded by the constant flow of telephone calls and visitation. Therefore, the primary considerations of the used of "close answer" questionnaires as opposed to open answer type was based on the

desire to reduce what might be called inconvenient factor.

Secondary data collection method

This involved the use of unstructured oral interviews as situations warranted. Also reference data were collected from past research findings, news papers, journals, periodical and textbooks on related fields, most of which were used to form the bulk work of literature review of this study.

3.2   POPULATION OF THE STUDY

The population is made up of the entire staff of federal inspectorate service, Jos numbering (55). The head office of the inspectorate is located in Abuja and h majority of workers there are state zonal office the population there is just 55.

3.3   SAMPLE SIZE/SAMPLING TECHNIQUE

The sample size used in this research work is fifty (45). This number of people (sample) which will be drawn from the federalinspectorate service Jos. A simple random sampling method wasused to select the sample. The election which was randomly based was done so as to give each member of the sample the same chances of been selected.

3.4   RESEARCH INSTRUMENT

The questionnaires were exclusively and randomly administered to the individual respondents who were only either the administrative or executive officers at the local government service commission Jos, Piateau state. Oral questions were also asked as situation demanded, so as to corroborate and compliment the responses to the evaluative questions on the questionnaires.

Because of the over whelming odds against the possibilities of completing the questionnaires as readily as they were distributed questionnaires distribution and collection were on different occasions of visitations or as the situation warranted. This gave the responded at their most possible convenient, when they well composed.

The design of the questionnaires was in a blend of close ended form and the open ended form. They design to be very simple such that the respondent can answer without any or just little assistance. The general design of the questionnaires was in "Yes or No" option, some other questions used too where open ended questionnaire where by the respondent were given room to chose from options to show degree of effect and options to make their own views known.

3.5   QUESTIONNAIRES DISTRIBUTION AND COLLECTION

Total number of fifty (45) questionnaires were designed and distributed hand to hand. The respondents were required to return the filled questionnaires after a week.

Out of the forty five questionnaires, five (5) were meant for the management staff, while the remaining forty (40) were for the general staff of local government service commission. Five (5) meant for the management staff were ali returned while only thirty seven (37) were returned out of forty fve (43) meant for the general staff. So a total no of 42 questionnaires were returned.

3.7   METHOD OF DATA ANALYSIS

The technique for data analysis for this study is that the analysis of the respondent's opinion will be .done using simple percentages while the hypothesis will done using the formula of chi square method.

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CHAPTER FOUR

DATA PRESENTATION

4.1 INTRODUCTION

This chapter deals main with analysis and presentation of data collected. Out of fifty (50) questionnaires distributed to the management and general staff of local government service commission Jos, five (5) were meant for the management staff and the remaining forty five (45) for the general staff of the commission.

The five (5) meant for the management staff were all returned, while in thirty seven (37) were returned out of the forty five (45) given to the general staff.

Therefore, this chapter will deal with the various responses gotten from the forty two (42) completed questionnaires received both fro management and the general staff of local government service commission.

4.2 DATA PRESENTATION AND ANALYSIS

Table 1. Questionnaires distribution and collections

Categories of staff	Number of questionnaires	Response	%
Management staff	5	5	12
Senior Staff	30	29	69%
junior staff	15	8	19%
Total	50	42	100%

Source : Survey data (2018)

From the table above, it can be see that only 42 were returned out of 50 questionnaires, representing 84%, All the five (5) meant for the management staff were all returned

Table 2: Age group

Age group	Number of respondents	%
25-30	5	11
31-35	7	16
36-40	15	35
41-45	To	23
46-50	2	4
51 and above	5	11
Total	42	100

Source: survey data (2018)

The age group of the fro 25-30 with the number of respondents of 5, has 11%, 31 -35, 7 respondents with 16%, 36-40, 15 respondents with 35%, 41-45, 10 respondents with 23%, 46-50, 2 respondents 4% while 5 respondents, representing 11% are of 51 years and above.

Table 3: Educational qualification of respondents

Qualifications	No. of respondents	%
WAEC GCE Olevel	12	29
National Diploma	16 '	38
N.C.E	8	19
HND/B .Sc/Masters	5	11
PHD .	1	3
Total	42	100

Source: Data survey (2018)

From the presentation, 29% of the respondents were OTevcl holders, follows by 38% being those with national Diploma, NCE and degree holders are represented by 19 % and 11% respectively, while 3% represented PHD holders.

Table 4: Does leadership style has any positive effect performance of civil servants in public enterprise?

Response	No. of respondents	%
Yes	35	83
No	7	17
Total	42	100

Source: survey data (2018)

From the table above, it was discovered that 35 respondent representing 83% claimed that leadership style has positively affected an organizations.

Table 5: Would you say that a good leadership style has increase the general efficiency of worker of Federal Inspectorate Service

Response	No. of	%
Yes	32	76
No	10	24
Total	42	100

Source: data survey (2018)

From the table above, 32 respondents representing 76% are of the opinion that a good leadership style has increase in the general efficiency of the workers of Federal Inspectorate Service Jos.

Table 6: Are there work ethics and discipline in the entire staff of Federal Inspectorate Service Job?

Response respondents	No. of Respondent	%
Yes	39	93
No	3	7
Total	42	100

Source; survey data (2018)

In the presentation above, 39% respondents which represent 93% believe that Federal Inspectorate Service has work ethics and discipline in the staff, while 3 respondents which represents 7% to not. This implies there is presence of work ethics in the organization.

Table 7: is leadership style important to all sectors of Federal inspectorate job?

Response	No. of respondents	%
Yes	41	98
No	1	2
Total	42	100

ce; survey data (2018)

In the presentation above, 98% respondents agree that leadership style is important all sectors while 2% respondents do not. It is undoubtedly clear here that leadership style is of great importance to any kind of organisation or sector.

Table 8: Does delegation duty determines the kind of leadership style in Federal inspectorate service Jos?

Categories of staff	Response	%
Management staff	5	12
Senior Staff	29	69%
junior staff	8	19%
Total	42	100%

Source: survey data (2018)

From the presentation above, all 5 respondents of management staff are in support that delegation of duty determines the kind of leadership while

29$_c$respondents of the senior staffs also agree to the fact and the junior staff response was 8 out of 11 junior staffs given the questionnaire thus given a total positive agreement of 100% in response to delegation of duty as a determinant of leadership style.

Table 9: is leadership style important to federal inspectorate service Jos?

Response	No. of respondents	%
Yes	19	45%
No	23	55%
Total	42	100%

Source: survey data (2018)

The table shows that 45% respondents are in agreement on the policy formulation and general efficiency of administration at the Federal Inspectorate Service Jos while 55% respondents are in disagreement. This shows that there is more to be desired in terms of leadership style been exhibited in the enterprise. A detail review of the situation will be appropriate to forge ahead.

Table 10; Is absence of effective communication leader and the group an laisez fair styles? leadership

Response	No. respondents	%
Yes	26	62%
No	16	38%
Xotal	42	100%

From the above table, 62% respondents agreed that in Authoritarian leadership there is absence of effective communication, while 38% respondents said no. from the above it can be reached that there is quite a degree of absence in effective communication I a fell authoritarian setting as the opinion and suggestions room might not be given for other employees to voice out.

Table 11: Do you agree that an authoritarian leader is dictator?

Response	No. of respondents	%
Strongly Agree	14	33%
Agreed	12	29%
Disagree	16	38%
Total	42	100

Source: Survey data (2018)

From the table above 38% respondents disagree that an' authoritarian leader is not a dictator, while 62% respondents say he is. This implies that a dictator is paramount in the authoritarian leadership style.

Table 12: Do you agree that autocratic leadership style reduces errors?

Response	No, of respondents	%
Agree	10	24
Disagree	76	76
Total	42	100

Source: survey data (2018)

The table above shows those 76% respondents are in disagreement that autocratic leadership reduces error, while 24% respondents agree. This implies that in practice been autocratic does not really help reduce errors in workers performance as their initiative and expertise may not be employed in how they are to perform their duties it is strictly how the boss wants the job that it is usually done.

Table 13: Does authoritarian Leadership hinders work place communication and specialization?

Response	No. of respondents	%
Yes	40	95
No	2	5
Total	42	100

From the table above, 95% respondents are in total agreement that authoritarian leadership hinders communication specialization, while 5% respondents are in disagreements.

Table 14: Democratic leadership style allows decentralization delegation of authority to subordinates which enhances the organization to achieve its objective?

Response	No. of respondents	%
Yes	28	67
No	14	33
Total	42	100

Source: survey data (2018)

In the presentation above, 67% respondents agree that democratic leadership style allows decentralization and delegate authority helps

Organization to achieve its objective, while 3% respondent do not.

Table 15: would you say that democratic leadership style is more flexible than authoritarian leadership style?

Response	No. of respondents	%
Yes	36	86
No	6	14
Total	42	100

Source: survey data(2018)

From the table, 86% respondents say that democratic leadership is flexible, while 14% respondents do not.

Table 16: Authoritarian leaders achieve smooth management than democratic leaders?

Response	No. of respondents	%
Yes	14	10
No	38	90
Total	42	100

Source: survey data (2018)

From the above table 38 respondents which represents 90% are of the opinion that authorities leaders does not achieve smooth management, while 4 respondents which represent, 10% agreed that autocratic leaders have smooth management. This implies from the percentage response of positive agreement that in authoritarian setting smooth running is not achieved.

Table 17: Does delegation of responsibility add more value to an employee?

Response	No. of respondents	%
Yes	34	81
No	8	19
Total	42	100

Source: survey data (2018)

The above table shows that 81% respondents behave that delegation of reparability add more to an employee, while 19% respondents to not. A sense of contribution to organizations decision is felt which motivates the worker so it is a good point.

Table 18: Is democratic leadership style is preferable to autocratic leadership style?

Response	No. of respondents	%
Yes	39	93
No	3	7
Total	42	100

Source: survey data (2038)

From the table above, 39 respondent representing 93% strongly believed that democratic leadership style is preferable to Autocratic leadership, while 3 respondents representing 7? Think otherwise. This implies that majority feel the impact of democratic leadership is more positive than other styles but it is quite important tool to note that there are situations where autocracy is needed to attain some level of discipline and respect in the work place.

Table 19: Can laisez fair leadership style increase the general efficiency of workers of the federal inspectorate service job?

Response	No. of respondents	%
Yes	6	14
No	36	86
Total	42	100

Source: survey data

From the above table, 14% respondents are of the opinion that laisses-fair leadership increases the general efficiency of the staff, while 35 respondents do not. There is high degree of and I don't care attitude and open free room which limits more usage of bureaucratic structures which affects efficiency.

Table 20: Laisiez-fair leadership style encourage organization to achieve its objective efficiently

Response	No. of respondents	%
Yes	8	19
No	34	81
Total	42	100

Source: survey data (2018)

From the table above, 19% respondents are in support that laisses- fair leadership can help organization to achieve its objectives while 81% respondents think differently. To a greater extend it does not really contribute much degree to attaining objectives it is usually a blend of

various styles.

Table 21: laissez-fair leadership is when group members are expected to solve problem on their own?

Response	No. of respondents	%
Yes	36	87
No	5	13
Total	42	100

Source: survey data (2018)

From the table above, 36 respondents which represent 87% are of the opinion that laissez-fair leadership allows members to solve problem in their own, while 13 did not agree.

Table 22: Do staff of your establishment partake in any decision when the opportunity comes?

Response	No. of respondents	%
Yes	41	98
No	1	2
Total	42	100

Source: survey data (2018)

From the table above, 98% respondent agreed that they are at;owe to partake in decision making, while 2% respondents do not.

Table 23: In terms of general Administration efficiency and service delivery, can Federal Inspectorate Service Jos be compared with others

Table 24: Do you think that poor leadership can affect the general

Response	No. of respondents	%
Yes	30	71
No	12	29
Total	42	100

administration of FIS Jos?organization?

Source: survey data (2018)

In the presentation above, 30 respondents represented. 71% show that FIS Jos can be compared with other organization in term of service delivery, while 12 respondents representing 29% said no.

Response	No. of respondents	%
Yes	32	76
No	10	24
Total	42	100

Source: survey data (2018)

In the presentation above, 76% respondents are in agreement that poor leadership can affect the general administration of the commission while 24% respondents do not.

Table 25: Does Federal Inspectorate Service Jos, have a Servicom unit?

Response	No. of respondents	%
Yes	37	88
No	5	12
Total	42	100

Source: survey data (2018)

From that table above, 88% respondents confirm that the commission has a servicom unit, while 12% respondents are in disagreement. The

servicom unit serve as a feedback mechanism where complains and observation can be thrown so if this exist it is a good medium for response and evaluation.

Table 26: Is the servicom unit very effective in terms of service delivery?

Response	No. of respondents	%
Yes	33	79
No	9	21
Total	42	100

Sources: survey data (2018)

The table above shows that 79% respondents are in agreement on the effectiveness of servicom unit in terms of service delivery, while 21% respondents are in disagreement.

Table 27: which leadership style would you prefer to be best for the workers of Federal Inspectorate Service Jos?

Response	No. of respondents	%
Democratic Leadership style	15	35
Authorarian Leadership Style	7	16
Mix Blend of all the 3 styles	20	47
Total	42	100

Source: survey data (2018)

From the table above, 35% respondents, agreed that democratic leadership is the best, while 16% feel it should be authoritarian leadership style and the majority of 47% are of the view that a mixture of 11 the leadership style would be preferable and Is best suitable for the organization to succeed.

Table 28: In your opinion do you think that a laissez-fair leader un~ involvement can leads to lack of cohesiveness?

Response	No. of respondents	%
Yes	37	88
No	5	12
Total	42	100

Source: survey data (2018)

The presentation above, shows that 88% respondent agreed that liaises fair leader un-involvement can lead to cohesiveness, while 12 respondents are in disagreement.

4.3   TEST OF HYPOTHESIS

This research work will base on two hypotheses, that is:

Ho: A null hypothesis Hi; Alternative hypothesis

Base on the analysis above, from table 8 categories of staff were group in via management staff and other staff will be used in testing the hypothesis. Hypothesis statement

HYPOTHESIS I:

Ho: Leader's style is not important to oil sectors. Hi: leadership style is important to all sectors.

Frequency/contingency table

Response	Management staff	General staff	Total
Yes	4	22	26
No	i	15	16
Total	5	37	42

Chi-square statistics technique was used to test at 5% level of significance. The chi-square formula is given below.

$$X^2 - \frac{(o-e)^2}{E}$$

$$fe = \frac{RTxCT}{GT}$$

CT = column total

RT= Row total

GT = grand total

Oi = Observed value (frequency)

Ei= Expected value (frequency)

1= 1,2,3 to infinity

Therefore

$$X^2 = \sum(oi - \sum i)^2$$

$$\underline{26 \times 5} = \underline{130} = 3.1$$
$$42 \quad\quad 42$$

$$\underline{26 \times 37} = \underline{962} = 22.9$$
$$42 \quad\quad\quad 42$$

$$\underline{16 \times 5} = \underline{80} = 1.9$$
$$42 \quad\quad\quad 42$$

$$\underline{16 \times 37} = \underline{592} = 14.1$$
$$42 \quad\quad\quad\quad 42$$

$$x^2 = \frac{(4-3.l)^2}{3.1} + \frac{(1-1.9)^2}{1.9} + \frac{(22-22.9)}{22.9} + \frac{(Q5-14.1)^2}{14.1}$$

$$X^2 \text{ cal} = 0.2613.1 + 0.4263 + 0.0574$$

$$X^2 \text{ cal} = 0.7804. \text{ (calculated value)}$$

Computation of degree of freedom

$$X^2 \text{ tab} = (c-1) R-l)$$

$$X^2 \text{ tab} = 0.05, (2-1)(2-1)$$

$$X^2 \text{ tab} = 0,051$$

$$X^2 \text{ tab} = 3.841 \text{ (tabulated value)}$$

The level of significance is set at 5% = 0.05 therefore, I degree of freedom

at 0.05 3.341 from the chi-square table.

Note: accept Ho if the calculated value is greater that tabulated valued value and reject Hi, if the calculated value is greater than the tabulated value.

Therefore, the Null (Ho) hypothesis should be rejected which states that, delegation of duty does not determine the kind of leadership style and accept the alternative Hi, hypothesis which states that delegation of duty determines the type of leadership style In an organization.

HYPOTHESIS II

Ho: Leadership style does not increase the general efficiency of workers in an enterprise.

Hi: Leadership style has increase in general efficiency of workers in an enterprise.

Response	Management staff	Other staff	Total
Yes	4	22	26
No	1	15	16
Total	5 137	37	42

Chi-square distribution will be used, while the hypothesis will tested at 5% the formular for the chi-square is given below:

$$X2 = \frac{(o-e)^2}{ei}$$

Where: X = chi-square

$$\frac{RTxCT}{GT}$$

Therefore

$$X^2 = \frac{(01-l)^2}{ei}$$

$$\frac{26 \times 5}{42} = \frac{130}{42} = 3.1$$

$$\frac{26 \times 5}{42} = \frac{962}{42} = 22.9$$

$$\frac{16 \times 5}{42} = \frac{80}{42} = 1.9$$

$$\frac{16 \times 37}{42} = \frac{592}{42} = 14.1$$

$$X^2 = \frac{(4-3.1)^2}{3.1} + \frac{(1-1.9)^2}{1.9} + \frac{(22-22.9)^2}{22.9} + \frac{(15-14.1)^2}{14.1}$$

$X^2 = cal = 0.2613.1 + 0.4263 + 0.0574$

X^2 cal— 0.7804. (calculated value)

Computation of degree of freedom X^2 tab™ (c-l)R-l)

X^2 tab=0.05, (2-1) (2-1)

X^2 tab=0.051

X^2tab=3.841 (tabulated value)

The level of significance is set at 5% =0.05 therefore, I degree of freedom

at 0.05 3.841 from the chi-square table.

Decision Rule: accept Ho if the calculated value is greater than tabulated valued value and reject Hi, if the calculated value is greater than the tabulated value. Therefore, the Null (Ho) hypothesis should be rejected and the Hi accepted which states that Leadership style increase the general efficiency of workers in an enterprise

4.4 RESEARCH FINDINGS

From the foregoing analysis, of the tabulated responses and observations, made by the researcher as shown in all the tables, it is revealed that democratic leadership style has more positive impact in the staff especially the public sector in the discharge of especially of the duties.

The analysis further revealed that in spite of political and individual sentiments in the part of the authority rested with the power of employment, the pa-requisite is usually based primarily in high level of academics qualification for most of employees before sentimental consideration.

As regards to the extent to which leadership styles enhances the general work performance especially the Federal Inspectorate service of Ministry of Education Jos staff these are indications that "leadership highly enhanced the work performance not only to the staff of Federal Inspectorate Service of FME, Jos, but staff of public sector at large &

Finally leaders are expected to undergo leadership training programmes, workshop courses in under to upgrades their skirls often, for the better performance of all the public sectors.

CHAPTERFIYE

SUMMARY, CONCLUSION AND RECOMMENDATION.

5.1 SUMMARY

From the survey results, analysis in the proceedings chapters has shown that a good leader uses all the leadership styles depending on what forces are involved between the followers and the leader and the situation in Older to achieve the set goals of the organization. Example of the forces includes;

Using authoritarian style on a new employee who is just learning the job, the leader is just competent and a coach. The employee is motivated to leam new skills, and the situation is the new environment to the employee.

Using participative style with a team of workers who know their jobs. The leader blows the problem, but does not have all the information, the employee knows the job and want to be come part of the team using a delegative style with a worker who knows about the job man tne leader. The leader does everything, and the employee allows the leader to be bore productive.

Using all the three, is like telling your employees that ;procedures is not working correctly, and a new one must be establish (authoritarian) asking

for the ideas and inputs on creating a new a procedure, (participative) delegating task in order to implement the new procedures (delegative).

5.2 CONCLUSION

The literatures suggest that imperial evidence in the link between leadership styles and performance in an organizational context is limited and inconclusive. Subsequently, this study investigated the effect of different leadership styles on organizational performance.

Laissez-fair leadership is characterized by avoidance. A leader who may not either intervene in the work affairs of subordinates or may completely avoid responsibilities as a superior and is unlikely to put in effort to build in relationship with them.

Previous findings of similar studies assert that, laissez- fair is associated with dissatisfaction, unproductiveness and in effectiveness, which lead to an organization poor productivity. Unsurprisingly, the finding of .this study is consistent with this relationship between Laissez-fair style and performance. The descriptive sadistic however, suggest that this siyle is prevalently practice by managers at a sampled organizations.

Authoritarian leadership style investigates the behavoiur; the leader and their effect on the organizational performance. The "autocratic" approach is instrumental is follower's goal attainment and it is characterized by:

i.   Little or no input from group members

ii.   Leaders make decisions

iii.   Group leaders dictate all the work methods and processes.

iv.   Group members are rarely trusted with decision or important task.

On the other hand, democratic leadership consist of the leader sharing the decision making abilities with group members by promoting the interest of the group members and by practicing social equality. Democratic leaders achieve the greatest performance from the subordinates, since they are able to inspire their subordinates to raise their capabilities for success and develop the subordinate's innovative problem for solving skills. As expected, relational analysis form that all democratic leadership behaviors have .a strong positive correlation with organizational performance.

5.3   RECOMMENDATION

Based on the findings, the following recommendations are given:

Given the widely documented ineffectiveness of Laissez- fair leadership style and the result of this study, it is recommended that managers should discard this leadership style to embrace authoritarian and democratic leadership style so as to improve organizational performance. This calls

for greater involvement in guiding subordinates, to achieve organizational goals.

The result also indicates contingent reward and active management by exception have a medium positive correlation with organizational performance. Public managers should therefore, consider formulating and implementing effective reward and recognition system as well as encouraging greater managerial supervision.

All variables of democratic leadership's style have strong possible relationships with the organizational performance. It is therefore recommended that managers should strive to become

role models to their subordinates; inspire subordinates by providing meaningful and challenging to work; stimulated creativity and pay attention to individual's need for achievement and growth in organization, particularly the federal inspectorate service Jos, and other public and private sectors organizations.

Lastly, leaders and leadership style may need to change to suit the specific situations. For example a new Chief Executive Officer (C.E.O) in a company may benefit altering his leadership style to be more in line with the culture of the enterprise. Top executives themselves need to switch out from time to time, if an organizations performance establishes

a pattern of decline.

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QUESTIONNAIRES

Section A.

Personal data of respondents

1. What your age bracket?

    a. 25-30   [   ]

    b. 31-35   [   ]

    c. 36-40   [   ]

    d. 41-45   [   ]

    e. 46-50   [   ]

    f. 51 and above   [   ]

2. Educational qualification

    a. WAEC/GCE O level   [   ]

    b. National Diploma   [   ]

    c. NCE   [   ]

    d. HND/BSC/Masters   [   ]

    e. PHD   [   ]

3. Marital Status

Married   [   ]

Single   [   ]

4. Gender

Male   [   ]

Female   [   ]

5. Position and Rank

Years of Service   [   ]

Section B

This section is designed for all the necessary information needed ior 1ms research work. You are therefore advised to mark and tick [√] m the box provided against the statement you consider to be appropriate.

1. Does leadership style has any positive effect on the performance of civil servants in public enterprises? YES [   ] No [   ]

2. Would you say that a good leadership style has increase the general efficiency of worker of Federal Inspectorate Service Jos?

   YES [   ] No [   ]

3. Are there work ethics and discipline in the entire staff of Federal Inspectorate Service Jos? YES [   ]   No   [   ]

4. Is leadership style important to all sectors of federal inspectorate an authoritarian leader achieve smooth management than others?

Yes [　] NO [　]

5. Does delegation of authority add more value to an employee?

Yes [　] No [　]

6. Is democratic leadership style preferable to authocratic leadership style

YES [　] NO [　]

7. Can laissez-fair leadership style increase the general efficiency workers of the federal inspectorate service Jos? Yes [ ] No [　]

8. Can laissez-fair leadership style encourages organization to achieve it objectives efficiently? YES [　] No [　]

9. Laissez-fair leadership is when group members are expected to solve problems on their own. YES [ ] No [ ]

10. Does staff of your establishment partake in any decisions when the opportunity comes? Yes [　] No [ ]

11. In terms of general administrative efficiency and service delivery, can Federal Inspectorate Service FME Jos be compared with other organizations? Yes [ ] No [ ]