THE EFFECT OF LEADERSHIP ON STAFF PRODUCTIVITY IN THE DELTA STATE CIVIL SERVICE (1998- 2009)

BY

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ANAMBRA STATE

APRIL, 2010.

TITLE PAGE

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**SUPERVISOR:
DR. E. O. CHUKWUEMEKA**

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APPROVAL PAGE

This thesis has been approved for the department of Public

Administration, Nnamdi Azikiwe University Awka.

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External Examiner   **Dean of Faculty**

APRIL, 2010.

CERTIFICATION PAGE

I, Mr. Pius Arowolo Omotosho a post graduate student in the department of Public Administration, Nnamdi Azikiwe University Awka with Registration Number 2007/456006P has satisfactory completed the requirement for the course and research work for the award of Master of Science Degree (M.sc) Degree in Public Administration. The work embodied in this thesis is original and has not been submitted in part or full for this or any other institution of learning.

_____ _____

PIUS. A. OMOTOSHO   **DATE**

DEDICATION

This thesis is dedicated to the Almighty God for His continued love, protection and guidance, may His name be praised for ever in Jesus name (Amen).

ABSTRACT

Productivity in every organization is the primary concern of employers in both public and private organizations. The attitude of workers therefore becomes a major factor. The objective of the study is to assess the effect of leadership on staff productivity in Delta state civil service. The study which was arranged in five chapters relied much on primary and secondary data. The survey research method was adopted in eliciting information through questionnaire. The population of the study comprised both the junior and senior staff and other category of staff that are on political appointment in the seventeen ministries (17) and thirty two (32) extra ministerial departments of the twenty five local government councils (25) of Delta state totaling 39,256 (thirty nine thousand, two hundred and fifty six) The major findings showed that there was a reduction in staff productivity in the state civil service as a result of leadership ineffectiveness and autocracy which according to the study has resulted to inefficiency, low staff morale, truancy and migration of staff to other states of the federation. Based on the findings, the study recommended that because of the negative consequences of bad leadership on staff productivity, morale of staff, migration and labour turn over, Deltans must ensure that those to be appointed into leadership positions in the state meet some basic leadership requirements. checks and balances mechanism must be put in place to regulate the behaviour of our leaders at all times whether while in the office or after leaving the office and any one that violates any of the laws must be punished to serve as deterrent to others.

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I also want to appreciate Sister Joy and my beloved Sister Queen who helped to type the work.

My appreciation also goes to my dear wife Pastor (Mrs.) Helen Omotosho and my wonderful children for their support, co-operation and understanding for my long stay away and neglect during the period of the work.

For those whose names could not be mentioned because of time and space, I say thank you all.

Pius. A. OMOTOSHO

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CHAPTER ONE

1.1 BACKGROUND OF THE STUDY:

The word leadership has been defined by many scholars particularly in the field of public administration, to be one who exerts influence or makes things happen that wouldn't have happened otherwise. If the leader causes changes that he intended, he is said to have exercised power, but if he causes changes that he did not intend or want, he has exercised influence but not power (McFarland 1969).

Chukwuemeka (2008) defined leadership simply as the art or process of influencing people.

Generally leadership has to do with influence and power, and any person who is endowed with these qualities in the context of a group, community or Nation has the personality of a leader. There are different types of leaders, some of which include intellectual leadership, opinion leadership, group leadership, social leadership, executive leadership, and administrative leadership.

Leadership can also be looked at from their styles and task. Fiedler (1969) identified two types of leadership which include task oriented leadership and interpersonal relations oriented

leadership. He also identified three leadership styles (based on the use of authority) which include autocratic leadership, democratic leadership and independent leadership. But in this work, we shall categorize leadership into two types which are common in contemporary African societies, we shall consider their attributes and how they affect changes in the society.

According to Dike (2003), he identified two types of leadership that is common to African society. These are instrumental leadership and societal leadership. The main concern of the instrumental leader is how to use his office/position to achieve personal gains/goals (personal, close friends, cohorts, etc) community or National objectives are secondary to him. He may not be lacking in social or community commitment, but in practice, he gives more considerations/attentions to self over the interest of the society he governs. Such leaders will hold on to power for as long as their selfish private objectives are achieved. They do not care whether the community or region derives anything/benefit from their rule or not.

The "societal" leader on the other hand is a public servant first and only secondary a private person. He uses his position to promote community or national objectives. For him, power and influence are important only if they can be used to solve societal or human problem. He is ready to resign when he is convinced that he cannot influence changes to the benefit of the public. Given the antecedents of the nation's post and present leaders, it is clear that the majorities of them were and are still, instrumentalists and naked opportunists.

It is only societal leaders that can motivate people to work because they have the interest of the work, Nation and the people, but instrumental leaders cannot motivate, this being the case, we want to see the type of leaders we have in Delta State whether instrumentalists or societalists. From time immemorial, this had been the case with most of our leaders and all efforts to make them see reason and change for better proved abortive.

Although there are some factors that sustain instrumental leaders in Nigeria/African.

Some of these factors are:

(1) The guaranteed loyalty of the masses to leaders in Africa, and indeed in Nigeria the masses through socialization have come to internalize the norms of respect for authorities. They find it very different to criticize or challenge authority irrespective of what they do, although this is gradually changing.

(2) The title of office (chief, general, minister, commissioner etc). This allows its holder to insist on being treated like one and if the behaviour or performances of the leader and expectation from the public of the present leader is the same as that of the past leader, people may not worry about any change. They see it as the usual thing. (What is called the usual behaviour).

(3) The deeds of Nigeria leaders-they are showered with lengthy eulogies composed during his life time by men who recite them in his honor at public gathering. As one man pointed out. Musicians have a tendency to sing the praises of leaders and men of wealth, not minding how corrupt they might be.

(4)   Seeing the leader as the "first citizen" or the "great comrade" the omnipresence and omnipotence leader. These were demonstrated in Zik and Awo of Nigeria, Nkrumah of Ghana and Idiamin of Uganda.

(5)   Weak or absence of institutional checks and balances. This has been a very big and serious problem in Nigeria. Both the military and the politicians are corrupt and treasury looter, because of the weak institutional checks and balances.

(6)   Availability of resources to tap and steal. African leaders particularly Nigeria leaders take undue advantage of these short comings and circumvent the few institutional restraints that are in place. Because the checked on power is not in place or are not in working order, it gave rise to instrumental leaders. Because these leaders have tested power and discovered that National money can be stolen with impunity, they all want to rule, those that are already there do not want to go and that is why election to position of authority in Nigeria is described as a "do or die affair" on this basis we now want to find out, how applicable is this to Delta State and what could be done to solve the problem so that the state can move forward.

Productivity refers to the rate at which a worker, a country or a company produces goods and services, the amount produced, compared with how much time, work and money is needed to produce them. For productivity to increase, leaders must be able to motivate and coordinate their subordinates and other factors of production effectively. When the workers/subordinates are motivated, their morale will increase and they will be very happy, and when they are happy, productivity will increase.

Motivation on the other hand has to do with the morale of the staff to channel their behaviour in a given direction for increased productivity. Motivation is an inner state that energizes or moves and directs or channels behaviour towards goals. Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces. So managers must motivate their subordinates by satisfying their desires and inducing the subordinates to act in a desired manner. What motivates Mr. A may not motivate Mr. B, so managers must be able to discern and know how best to motivate their workers. Motivators are those things which induce an individual to perform. They may include

higher pay, a prestigious title, a name on the office door, the acclaim of colleagues, provision of official car with the name of the institution inscribed on it, use of company uniform, security, opportunity to join clubs or unions in the office and a host of other things that give people a reason to perform. To be sure, while motivators reflect wants, they are the perceived rewards or incentives that sharpen the drive to satisfy these wants. They are also the means by which conflicting needs may be reconciled or one need maybe accentuated so that it will be given priority over another.

A manager must be able to set up a very good incentive system to motivate his workers. For workers to be motivated, we need a good leader who can actually combine the incentives to meet the needs of both the employer and the employee so that the worker is happy and productivity increased, if workers are not happy, productivity will be affected, and a lot of loss or waste will occur. To avoid such lost and waste, there is the need to have a good leader that can combine the available resources to achieve set target and goals, and that is the purpose of this research.

A leader that is autocratic, selfish, or who does not care about the need of the workers would not be able to motivate anybody. Therefore there is the need for a societal or a servant leader to be able to influence and motivate the staff to work. When the morale of the workers are addressed by meeting their needs, they will be happy to work and even go extra mile to ensure that the objective of the organization is achieved because they know that if any thing bad happens to the company, they will be affected and so will do everything humanly possible to ensure that the organization succeed.

Before the creation of Delta State in 1991 (27th August, 91) the state was under Bendel State having it's headquarter at Benin City, we had good leaders then. The bureaucrats were concerned with the growth of the state and the welfare of her workers. The workers then were made to realize that hard work pays notwithstanding the odds one would pass through. Leadership was then akin to priesthood. Leadership then means service, integrity, modeling, responsibility, maturity, partnership and above all, leadership comes first with a price.

Because we saw our leaders doing the right things then, the workers were motivated to work praying that one day they will

become leaders as well. This brought rapid growth and developments to the state. There were job opportunities for every body whether educated or not. While the educated ones were employed to work in government offices, others were engaged to work on the state farm settlements, rubber plantations and cocoa farms to mention a few. Standard of living was very high with very low rate of labour turnover and migration to other states of the federation. Only very few people were traveling abroad then because there was no need for it.

Delta state was then one of the largest producers of food crops like yam, Garri, plantain, potatoes and cash crops like rubber, palm oil, cocoa, timber and cotton to mention a few. In fact, there was dignity of labour, value for hard work and value for money.

Shortly after the creation of the state and with the discovery of petroleum oil, more money was now being given to the state from the Federation account. In 1998, all the non-Deltas were transferred back to their various states and those who refused transfer were compulsorily retired. Having succeeded in driving away the non Deltas, all the top and influential positions in the bureaucracy were shared by the Deltas. Appointment into and

promotions within the civil service proceeded on ethnic lines, qualifications or technical competence gave way to place of birth. Under the circumstance it was impossible to speak of meritocracy, rationality, efficiency, productivity and all the familiar concepts of Weberian formulation. This adversely affected productivity in the state. Similarly, the silent struggle for ascendancy between the administrative and political elite after driving away the non-Deltas succeeded only in merging politics with administration. Commissioners were appointed to head the ministries and as the political heads of the ministries, their influence perverted all the norms of recruitment, promotion, termination and discipline in the public service. The state civil service now began to experience leadership problems such as autocracy, inefficiency, corruption, lack of integrity, injustice, incompetence, embezzlement, mismanagement etc, like their counterparts in the public sectors which now informed this research to actually assess the effect of leadership on staff productivity in the state civil service.

1.2   STATEMENT OF THE PROBLEM.

One of the most fundamental problems militating against the Delta state civil service is low productivity. The leaders are autocratic and they adopted autocratic approach to handle issues in the state civil service. This lowers the morale of the staff and they are no longer happy to work and because they are not happy to work, productivity decreases. Because morale of the workers is being dampened, the rate of migration out of the state has also increased and this has also affected productivity negatively. Similarly, the politicians that were appointed to head top and sensitive positions in the state civil service lacked the required qualities to motivate the workers and because of their autocratic style of leadership, inefficiency and truancy became the order of the day in the state ministries and this further reduced productivity. Low morale due to lack of motivation, corruption, mismanagement, injustice and autocratic style of leadership promoted high rate of labour turnover which further reduced productivity.

Consequently, the overall performance of the staff has reduced greatly because they are no longer happy to do their work. The state that used to be one of the largest producers of some food and cash crops now has to depend on importation of essential goods and services to meet the need of her people. Previous

researches on leadership focused mainly on the problems of leadership such as inefficiency, corruption, lack of integrity, incompetence, bad style, mismanagement, embezzlement, etc, but failed to address staff morale, relationship between leadership and productivity, and the effect of these leadership problems on staff performance and productivity particularly in the Delta state civil service. The following questions guide this study;

1. Is there any relationship between Leadership and Productivity?

2. To what extent has the presence of incompetent bureaucrats in the state civil service responsible for the high rate of staff migration and labour turn over?

3. Has autocratic style of leadership promoted inefficiency and truancy in the state civil service?

4. To what extent has ethnicity affected the morale of the staff negatively and reduced productivity?

1.3 OBJECTIVES OF THE STUDY:

The general objective of this study is to assess the effect of leadership on staff productivity in the Delta State Civil Service. The specific objectives of the study are, therefore:

1. To investigate if there is any relationship between leadership and productivity

2. To investigate whether the bureaucrats in the state civil service are competent or not and the effect of their incompetence on staff migration and productivity.

3. To investigate whether the inefficiency and truancy observed in the state ministries is as a result of the autocratic style of leadership.

4. To investigate whether the appointment and promotion of people into top and sensitive positions in the state civil service based on ethnicity instead of merit actually affected the morale of the staff negatively and reduced productivity,

1.4 SIGNIFICANCE OF THE STUDY

This work is undertaken out of the need to investigate the effect of leadership on staff productivity in the Delta State Civil Service. Consequently, a lot of gains are to be conceived from this study. In the past, many researches have been carried out on leadership

and productivity of workers. Most of such researchers generalized their opinions or findings without taken into consideration the peculiar nature of the Delta state civil service (ethnicity). It is against this background that it is absolutely necessary and timely to embark upon this type of research so that we can ascertain and compare the effects of leadership on staff productivity and morale in the state with that of other states in Nigeria or even Africa to enable us confirm or disprove their assertion. In addition, the following people will benefit immensely from the work.

Firstly, this study and its findings will help the government to revert to an ideal type of bureaucracy where appointments and promotions into top and sensitive positions in the state civil service will be on merit and not on ethnicity. This will encourage hard work, increase people's morale and productivity.

Secondly, the study and its findings will help the people (workers) to enjoy adequate provision of goods and services, infrastructures, increased salary and high standard of living. Promotions, transfers, retirements, pensions etc will be based on laid down rules and regulations and this will further discourage favoritism, delays, laziness, ethnicity, bribery and corruption to mention a few.

Thirdly, the state will enjoy rapid development and growth and have enough goods and services to meet the need of the people. Many people will be employed and the internally generated revenue for the state from PAYE taxes and other sources will increase and this can be used for further development of other sectors of the economy of the state.

Similarly, the study and its findings will contribute significantly to existing literatures on the subject area, students and other researchers will benefit immensely from the work because of its contribution to knowledge and it will also stimulate further researches into the effect of leadership not only on productivity but on other areas of human endeavour not only in Delta State but in Nigeria, Africa and other parts of the world.

1.5 THEORETICAL FRAMEWORK:

A research without a theoretical framework is like a house without a solid foundation. Kaplan, (1980) cited in Chukwuemeka (2004) contends that a theory is a systematically organized knowledge of varying levels of generalization with a view to the eventual specification or relationships among empirical tests.

According to him, the test of a theory is the degree to which its formulation seems congruent with our own perception of the real world situation. Therefore a theory equips us with a way of looking at reality.

In the light of the foregoing, we can define theoretical framework as a broad umbrella made up of theoretical postulations (theories, perspective, models or paradigms) that researchers or writers can utilize as guides for understanding or analyzing a reality or phenomenon under study.

There are so many theories of leadership, but one of the most widely referred theories of leadership is the Fiedler contingency approach. Although the theory is primarily one of analyzing leadership style, Fiedler suggested a contingency theory which implies that leadership is any process in which the ability of the leader to exercise influence depends upon the group task situation and the degree to which the leader's style, personality and approach fit the group. According to him, people become leaders not only because of the attribute of their personality but also because of various situational factors and the interaction between the leaders and the situation. For the purpose of this study, the

Fiedler contingency approach was adopted. This is because since leadership depends on situational factors and interactions between leaders and situations, the method or style that can work in the state ministry of Finance may not work in the Administrative department, the approach you may use to coordinate senior staff may not work with junior staff. Some people enjoyed working under a dictator while some would like to work under a democratic condition or leadership, while some people would prefer working under a task oriented leader, some would prefer a human relations oriented leader. Those in leadership positions in the Delta state civil service should therefore be allowed to identify what method or style of leadership to be adopted to improve the morale of the staff in their different ministries or departments so as to increase performance and productivity.

Fielder (1967) discovered three critical dimensions of the situation that affect a leader's most effective style. These include;

1. **Position Power:** This refers to the degree to which the power of a position as distinguished from other sources of power enables a leader to get the group members to comply with directions.   A leader with clear and considerable

position power can easily obtain better fellowship than the one without such power.

2. **Task structure:** where the leader can easily and clearly structure the task to be carried out by the group, people can easily be held responsible for the task to be performed and control will be easier.

3. **Leader- Member Relation:** This refers to the extent to which the group members like and trust a leader. When the members like their leader, they will easily follow him. Control and coordination becomes easier.

He identified four essential types of leadership which include; Dictatorial leader, Autocratic, Laissez-faire and Democratic leadership. He also identified some qualities which a leader must possess. These include; Energy, Emotional stability, knowledge of human relations, objectivity, ability to motivate the subordinates, communication ability, technical ability, social skill and technical competence.

This leadership theory concludes that leaders must be tactical, know all the different types of styles of leadership

and know the best to apply at any given point in time. According to him, there is no one best leadership style, but a leader must be able to access the situation at hand and decide the best style of leadership to apply in that situation to enable the objective to be achieved. He concluded that there is no one best theory of leadership, no one best style, no one best way to lead people but that it all depends on the situation where the leader finds himself. So leaders must be able to decide the best way to coordinate his people and the available resources to achieve the set target.

1.6 **HYPOTHESES**

HYPOTHESES: Hypotheses are guides for the researcher on the main line of his study. They tend to serve as assumed answers to the principal questions raised in the study. The correctness of which shall be assessed in the course of the study (Chukwuemeka 2002). For the purpose of this study, the following hypotheses were tested.

1. There is positive relationship between leadership and productivity.

2. The presence of incompetent bureaucrats in the state civil service is responsible for the high rate of staff migration and reduction in productivity.

3. The autocratic leadership style of the bureaucrats has promoted inefficiency and truancy in the state civil service.

4. The appointment and promotion of people into top and sensitive positions in the state civil service based on ethnicity instead of merit is responsible for the low staff morale and reduction in productivity.

1.7 SCOPE AND LIMITATION OF THE STUDY

SCOPE:

This study focused on Delta State Civil Service and covered a period of 12 years (1998 – 2009). This period is so chosen because Delta State was created in 1991 but bureaucrats from Bendel State (mother State) were still in the management of the State Civil Service until 1997 when non-indigenes in the service were retired or advised to transfer their service back to their various states compulsorily and from 1998, the affairs of the State Civil Service was left in the hands of the Deltas.

LIMITATION OF THE STUDY:

In any human Endeavour, there are always some constraints and this research work is not an exception.

(1) The limited time given for the work made it very stressful.

(2) Accessibility to some key officers of some ministries for interview was not possible, and even where possible in some cases, they refused to comment on some issues, claiming that they are not authorized to expose official secret, or not Competent to grant external interviews, but this does not in any way jeopardize the results of the

work because the office of the head of service and the department of information gave us their maximum co-operation.

(3) The cost of traveling to all the locations of the ministries within and outside the state capital was also a limiting factor, but I did my best to ensure that all the important offices and stations were visited.

(4) The fact that am pasturing and also in a full time employment made the work not too easy because I had to combined so many things together, but despite these limiting factors, I did my best to ensure the success of the work.

CHAPTER TWO

2.0 **LITERATURE REVIEW**

2.1 **INTRODUCTION:**

The literature review is one of the crucial aspects of research work. Chukwuemeka (2002) observed that it enables a writer to obtain the state of the art or knowledge about development in a given subject matter. Flora (1993) views it as one of the simplest ways to economize effort in an inquiry.

Chinelo (1996) observed that literature review is a very crucial aspect of any research which a researcher cannot ignore.

According to them, literature review enables the writer to build upon the work already done by others. From the foregoing, we can define literature review as a critical examination of existing works in a field under study. It enables the reviewer to discover contributions made in the field as well as identifying gap or limitations which exist. It also enables the reader to know that the researcher is thoroughly familiar with the existing research materials on the subject and the current state of knowledge on the subject. Since the literature review is aimed at creating a wider

knowledge of the effect of leadership on staff productivity, it is arranged under these headings.

1. Leadership and productivity.

2. Theories of leadership.

3. Overview of motivation as a function of leadership.

4. Motivation theories and techniques.

5. Relationship between leadership, productivity, motivation and performance.

Leadership can be defined as influence, the art or process of influencing people so that they will strive willingly toward the achievement of group goals. It includes willingness to work with zeal and confidence. To lead therefore is to guide conduct, direct, and precede. Leaders act to help a group achieve objectives with the maximum application of its capabilities. They facilitate progress and inspire the group to accomplish organizational goal

According to Chukwuemeka (2008) leadership is simply defined as influence. The art or process of influencing people so that they will strive willingly towards the achievement of group goals. Leaders get the work done through people and control most of the means of human need satisfaction in an organization.

Terry (1960) cited in Chukwuemeka defined leadership as the activity of influencing people to strive willingly for a group objective. For productivity to increase leadership has to influence people to work.

Koontz and O. Donell (1980) contend that leadership is influencing people to follow in the achievement of a common goal.

Nwizu (1997) defines leadership as the ability to influence a group towards the achievement of goals. From these definitions, it is important to note that they all geared toward the activity of influencing people to strive willingly for group objectives. Leaders must be influential and able to interact between two or more people. It takes place when one person influences the actions of others. Productivity can not go on without a leader to coordinate the factors of production and influence actions of people involved. The more the leader is able to influence the workers or subordinates the more they are motivated and the better the productivity. That is why leadership is said to be akin to priesthood, service, integrity, modeling, responsibility, maturity, partnership and it comes with a price. Productivity depends solely on the ability of the leader to influence the workers to work.

Okoye (1997) defined leadership as the ability to plan, organize, coordinate, control, motivate so as to influence workers to enable

them do what they would not have done ordinarily. According to him, leaders must be good planners, motivators, must be very influential so as to influence the actions of the group.

Maxwell (1997) cited in Chukwuemeka defines leadership as character, competence, conviction, courage, charisma, commitment, and compassion. From his own view, these seven qualities made up what is called leadership, and whoever must be a leader must possess them to enable him influence the action of a group.

According to Christopher (2000), leadership implies a tripod. These are leader, situation and follower. Leadership is incomplete if any of these three parts is removed. There is not leader without situation and follower. Leadership is the effort to influence others to act in a desired way. It is the managerial attempt to induce subordinates to work towards established goals and objectives. Effective leadership will result in successfully influencing the behaviour and performance of the organizational members towards achieving the objectives of the enterprise. Leadership can then be defined as the ability through whatever means to influence the behaviour of others in a particular direction.

Richard Hodgetts (1997) stated that when one realizes that much of history, political science and the behavioural sciences are either directly or indirectly concerned with leadership and that because of the importance of leadership, more concern and research has focused on leadership than on any other topic. He defined leadership as the process of influencing people to direct their efforts toward achievement of some particular goal or goals. Even in international management, leadership is very important. He is of the opinion that for a better understanding of leadership two areas have to be considered. These include the philosophic grounding of how leaders view their subordinates and leadership approaches as reflected through the use of autocratic participative characteristics and behaviour of leaders.

Osuala (2000) in his own view of leadership stated that leaders must be able to motivate their subordinates because motivation is directly linked with performance.

According to him, productivity depends on factors such as skill and abilities, clear understanding of the work to be done, expectations about what will happen if the job is done well or poorly and motivation.

Motivation is the dynamic factor that sets people in action. So productivity depends largely on motivation and you cannot easily separate motivation from productivity. When workers are motivated, productivity will increase and when they are not motivated productivity will fall. He argued that one of the most important functions of leadership is to be able to develop a very good incentive system that will motivate the workers so that their performance will improve.

Burns (1997) defined leadership as a form of dominance, in which the follower willingly accepts direction and control by another person. In his own view, leadership is a process of influencing the activities of an organizational group effort towards goal setting and goal achievement. It involves inducing a subordinate to behave in a desired manner. Leadership implies three things. These are:

1. Leader
2. Situation
3. Follower

If any of these three is removed, it is no longer leadership. One must exert influence over others. Influence is the control power

which a person possesses and can exercise on others. There are five bases of power and it includes:

(i)   Coercive Power: This refers to power based on fear. when a subordinate perceives that failure to comply with the wishes of a superior would lead to punishment, or reprimand, it is based on the expectation of individuals that punishment is the consequence for not agreeing with the actions, attitude or directives of a superior e.g. query, suspension salary cut, denial of promotion or refusal to recommend the subordinate for training or seminars.

(ii) Reward Power – When a subordinate perceives that compliance with the wishes of the superior will lead to positive rewards, the subordinate will comply. The rewards could be monetary (increase salary) or cash gift, or non monetary such as complements for job well done. Than you, you are wonderful or recommendation for promotion, training, courses or seminars.

(iii) Legitimate Power: This type of power or influence according to Jim Burns comes from the position of a superior in the organization hierarchy. For instance the president, the governor, managing director etc. Because of the high

position the leader occupies, the subordinate will agree with his directive because by the virtue of his position, he can do and undo.

(iv) Expert power: This is the power of expertise, special skill or knowledge. The possession of one or more of these attributes gains the respect and compliance of peers or subordinates. The Chief Accountant, Engineer, consultant etc. Because of technical superiority their subordinate will respect them.

(v) Referent Power: This power is based on follower's identification with a leader. The leader is admired because of one or more personal traits and the followers can be influenced because of this admiration. According to him Numbers I – III above are specified priority by the individuals position in the organization, while Numbers III and V are based on some sterling qualities observed in the person by the subordinates irrespective of your position in the organization. With the powers as explained, the leader can influence people to work and increase productivity but without these powers no leadership, control and coordination will be very difficult and it will have a negative effect on productivity.

According to the psychological view of leadership: The primary function of leadership is to develop effective motivational systems that will motivate the workers, increase their morale and improve performances. They argued that individuals have their own need which must be met it you want them to perform well, and that these needs ranges from lower (basic needs) to higher (or growth) needs and until they are met the behaviour of the worker is affected in a particular way. From their own view, leadership and motivation has a relationship with productivity. A motivated worker will produce more goods and services than the one that is not motivated. A worker that is sure of basic needs like food, shelter, security, job stability, social needs and self actualization will produce more goods and services.

The sociological view on the other hand view leadership as the establishment of goals and reconciliation of conflicts between followers and exercising influence by performing their activities. They are to plan the work, guide and coordinate the activities of the workers for maximum

productivity. To then leadership is very important for productivity.

The mutual sharing view: According to these groups of people leadership must possess the legitimate power to organize, coordinate and control the workers. But there must be mutual understanding between the leader and the subordinate for the leader to be able to influence the subordinate. To then leader must be approachable, equitable, just and considerate. He must be open to be able to exercise influence.

2.2 **Theories of Leadership:**

Because of the importance of leadership, several theories of leadership evolved during recent years. Some of these theories include:

1. Trait theory

2. Style theory

3. Contingency theory (situational)

Trait Theory:

The earliest studies of leadership were based on an attempt to identify the traits that leaders actually possessed. Starting with the 'great men' theory that leaders are born and not made, a belief dating back to the ancient Greeks and Romans. Inquires were made to identify the physical, mental and personality traits of various leaders.

Koontze and O'Donnell (1980) every study of the life of great men suggested that they had superior qualities that differentiated them from their followers. For instance capacity, achievement, responsibilities, participation and status. This observation leads to trait theory of leadership which explained leadership in terms of personality and character trait. Though these theories produced little evidence, that leaders had traits that differ from their followers and that is important to their success.

This further leads to the view that leadership is situational and that leadership effectiveness depends on the situation

more than the personal characteristics of the leaders. In the situational point of view, effective leadership does not arise from the leader's trait but as a result of a dynamic relationship between the leader and followers in specific situation.

In general, the trait theory has not been a very fruitful approach to explaining leadership. Not all leaders possess all the traits. The trait approach also did not specify how much of any trait a person should have, and in all the studies, there was no uniformity of identified traits.

Although Stogdill (1949) cited in Koontze and O'Donnell found that there was a definite correlation between the traits of intelligence, scholarship, dependability, responsibility, social participation and socioeconomic status of leaders compared with non leaders. But the correlations between traits and leadership are not persuasive and most of the so called traits are really patterns of behavior that one would expect from a leader and particularly from a leader in a management position.

Style Theory:

The assumption behind the style theory is that certain behavioural styles of leadership are more effective than others. Some of the styles generally considered to be effective include the authoritative and democratic styles. However, much like the trait theory of leadership, this view overlooked the situational nature of leadership.

According to Christopher (2000), the way the leader is known to behave towards his group member or his followers is called leadership style and he identified three styles.

➢ Autocratic (directive) leadership style

➢ Democratic or participative

➢ Laissez-faire leadership style

The autocratic leadership is a dictator. All authority practically centers on the leader. He enforces his decision on the subordinates by the use of reward and fear or threat of

punishment. He is very rigid and does not care to get any suggestion from the subordinate.

The advantage of this leadership style is the promptness in decision making since he does not have to take permission or approval from any member of the group. But has a negative effect on the morale of the group and it is characterized with resentment and protests.

DEMOCRATIC OR PARTICIPATIVE LEADERSHIP

In this style, the leader asks the opinions and suggestions of group members before taken decisions, so it is a human relation approach style of leadership. All the members of the group are seen as important and qualified contributors to the organization activities. There is exchange of ideas and free flow of communications between the leader and members and between members and members and because they are part of the organization they are very committed. Advantages of this style include high morale of workers, better decision, increased productivity and support for all decisions. Although it leads to slow decision making, diluted accountability for decisions and compromise which may result to poor decisions and productivity.

LAISSEZ-FAIRE LEADERSHIP

Under this leadership style, the group members have the freedom to decide how best to accomplish a given task. The leader gives advice and direction where necessary. Advantage of this style includes, on the job training of the workers. It has its own disadvantages some of which include lack of unity and group cohesion towards organizational objective, deviation from the organization objective, inefficiency and chaos.

According to Christopher (2000) he identified other styles of leader=ship some of which include:

Path Goal theory

The life cycle theory

McGregor's theories X and Y

PATH GOAL THEORY: Leadership in a bid to achieve organizational goal intentionally achieves the personal goals of individuals. The leader gives the subordinates opportunity to achieve their goals as well as those of the organization and there is assurance of rewards for goal achievements such as bonus,

promotion, praise etc.   The leader provides the necessary atmosphere for the employee to achieve the goal.   This leads to increased productivity.

The life cycle theory: This theory recognizes the changes in the maturity of man and so he varies his style based on the maturity level of the persons or groups being led.   This school of thought has divided maturity levels into four which include,

(i)   High task: Low relationship – This is the first maturity level, and there is very close supervision and low relations.   This is to enable the subordinate understand that work is a serious business and should be taken very seriously.

(ii)   High task: High relationship – This is the second stage of close supervision as well as close interpersonal relationship with the subordinates.   Both task and warm supportive relation is emphasized.

(iii)   Low Task: High relationship – Here the subordinate has understood why he is there and the importance of the work. Delegation of duty is encouraged and supervision is very low and close interpersonal relationship is maintained.

(iv)   Low Task: Low Relationship – This is the forth stage. Here there is low supervision and low relationship as there is infrequent interaction between the leaders and the led.

The life cycle theory can be summarized as stating that persons or groups quite low in maturity should be most effectively supervised and low relationship maintained between them and the leader. Those that are matured would respond best to low supervision as well as low interpersonal relation than those that are not yet matured.

THEORY X – This theory suggests that man is lazy, he does not want to work, and he must be monitored, punished, directed or threatened before he works. Theory x leaders are very autocratic.

THEORY Y- leaders believed that man is not lazy he wants to work and if you remove barriers and make the atmosphere conducive for man; he will work faithfully and excellently with little or no supervision.   So theory Y leaders are democratic leaders. McGregor suggests that the two theories must be used together. No leadership style should attempt to tilt to only one of the theories in the art of leading. The level of the workers in the organization, the situation or task and the structure of the organization should be

analyzed before a leadership style is adopted if productivity must

be increased. Leadership styles can further be classified into

1.   Boss centered

2.   Subordinate Centre.

Boss Centered leadership styles include:

-    Theory X

-    Autocratic

-    Production centered

-    Close supervision

-    Initiative structure

-    Task directed

-    Directive

While subordinate centered leadership styles include;

Theory Y

Democratic

Employee Centered

General

Consideration

Human Relations

Supportive Participative

Contingency Theory

The contingency approach theory of leadership recognizes that leadership effectiveness depend on many variables.

Fieldler (1967) contends that the situation facing a leader is determined by three variables.

1. Leader – Member Relationship

2. Leader Position Power

3. Organizational Variables

Chukwuemeka (2008) identified four essential types of leadership styles which include;

- Dictatorial Leadership

- Autocratic Leadership

- Laisses – Faire (Laissez , fare) leadership

- Democratic leadership

From the above, leadership effectiveness depends on many variables.

Osisioma (2007) identified ten qualities of leadership which include Energy, Emotional Stability and knowledge of human relations, Empathy, objectivity, personal motivation, communication ability, Technical ability, social skill and technical competence. According to him, leaders at any point in

time must know what to do, to motivate their subordinates and improve productivity.

Orga (2000) stated that leaders are the products of given situations and so must be able to decide what to do at any point in time to achieve his objective, motivate the subordinates and increase productivity.

Koontz (1980) admitted that there is no one best way to lead, no one best style of leadership and that leadership depends on the situation where the leader finds himself and recommended that leaders must be tactical, competent, stable and must be able to know what to do at any given point in time.

The behavioural scientists are questioning the rationale that a particular leadership style is effective in all situations. They believed that a leader behaving as a democratic leader for instance cannot be assured of effective results in every situation. They concluded that effective leadership depends upon the interaction of the situation and the leader's behaviour. According to Fieldler (1967) in his own view, we should not talk simply about good leaders or poor leaders. The situation a leader finds himself determines the style of his leadership. A leadership who achieves effectiveness in a situation may or

may not be effective in another situation, so managers should think about the situation in which a particular leader performs well or badly. He concluded that there is no one best situation, no one best style, no one best leader, it all depends on the situation where the leader finds himself, so leaders must be familiar with different leadership styles, so that whatever situation be find himself, he will know what to do and the style to use to ensure that he achieves his objective.

Richard M. Hodgetts (1997) Argues that even in international management, there is no one best style of leadership, it depends on the situation where the leader finds himself, so leaders must be prepared at all time and must know what to do, how, where and when to do what.

In summary the contingency or situation approach to leadership stands on the ground that there is no best way, no best leader and no best situation, it depends on the situation where the leader find himself. But the leader must able to motivation his subordinates if he must achieve increased productivity.

2.3. PRODUCTIVITY

Productivity on the other hand refers to the rate at which a worker, a company or a country produces goods and services, the amount produced, compared with how much time, work and money required to produce them. For productivity to increase, leaders must be able to motivate and coordinate their subordinates effectively. When workers are motivated their morale will increase, they will be happy and productivity will increase.

According to Ile (2002) productivity is the relationship between an input or groups of inputs and the outputs from the production process. In his own view productivity is the efficient use of resources in the production of goods and services. Absolute productivity which is a measure of the relationship of two flows is differentiated from productivity change, which is the change in relationship over time. An example of absolute productivity measured is output per man-hour for a given period of time, e.g. one year.

Productivity change is a measure of the change in the efficiency with which resources (inputs) are converted into the goods or

services that society demands. He further identified four productivity change measures which include;

1. Labour productivity

2. Capital productivity

3. Total factor productivity

4. Total productivity

The first two are ratios or indices of output to a single input and so they measure partial productivity. Total factor productivity combines the two major inputs of capital and labour into a joint index of input. The measures of output consistent with total factor productivity could be net or intermediate inputs.

According to Shbin (1978) productivity can be measured in a variety of ways but often is measured as a ratio of output to input.

Productivity is very important because of its positive effect on the economy of a state, some of which includes provision of employment, improved standard of living, positive balance of payment and trade, reduction in the rate of crime and sufficiency in the production of goods and services to the people of the state. Because of the importance of productivity in the economy of the state there is need for good leaders to coordinate all the activities involved in productivity.

Smith. A. (1967) defined productivity as the ratio of the quantity and quality of units produced to the labour per unit of time. He identified different types of productivity, some of which includes primary productivity, labour productivity, net primary productivity, total factor productivity, gross primary productivity, biological productivity, productivity growth, secondary productivity and multifactor productivity.

According to him, the efficiency of productivity depends on the climate, health of the workers, morale of the workers, the working condition, education and training efficiency of the factors of production, motivation and leadership. When the job is properly structured and the workers are highly motivated, productivity will increase.

Osuala (2000) defines productivity, as the amount of the out put per unit of input (labour, equipment and capital) According to him productivity can be measured in many ways, for example in a factory, productivity can be measured based on the number of hours it takes to produce a good, while in the service sector, productivity can be measured based on the revenue generated by an employee divided by his/her salary.

He also identified three approaches for managing productivity which includes:-

1. The traditional approach.

2. The human relation approach.

3. The human resources approach.

THE TRADITIONAL APPROACH; The traditional approach dated back to the era of scientific management. Managers saw that their job of supervision can be improved with the help of scientific analysis of each task. It is based on three assumptions about human nature which include;

1. Most people dislike work (theory x)

2. Few people are willing or able to do work that required responsibility, creativity or self direction

3. People only work or accept responsibility because of the reward they want to receive.

Under this method, the manager taught the workers the best way of doing the work. Manager structured out the work for them, trains the supervisors in the new method and monitor them closely.

Because the work has been properly structured, productivity rises and the manager is happy to share part of the gains which the workers enjoy in form of pay increase. In giving them the

increase, the manager explains to them that they are getting the increase because of their improved performance and encourages them to do more. The traditional approach can be represented diagrammatically as shown below.

```
┌─────────────────────────────────────┐
│                                     │
│         Traditional Approach        │
│                                     │
└─────────────────────────────────────┘
                   │
                   ▼
┌──────────────────────────┬──────────────────────┐
│ Assumptions;             │                      │
│   • People Dislike work  │   ┌────────────────┐ │
│   • They lack creativity │   │  Scientific    │ │
│     and avoid            │──▶│  Supervision   │ │
│     responsibility       │   │                │ │
│   • They are  motivated  │   └────────────────┘ │
│     mainly by pay        │                      │
└──────────────────────────┴──────────────────────┘
                                    │
                                    ▼
                          ┌──────────────────┐
                          │    Adequate      │
                          │   Performance    │
                          └──────────────────┘
                                    │
                                    ▼
                    ┌──────────────┐
                    │   Decent     │──▶  Motivation
                    │    Pay       │          │
                    └──────────────┘          ▼
                                      ┌──────────────┐
                                      │ Productivity │
                                      │   Increase   │
                                      └──────────────┘
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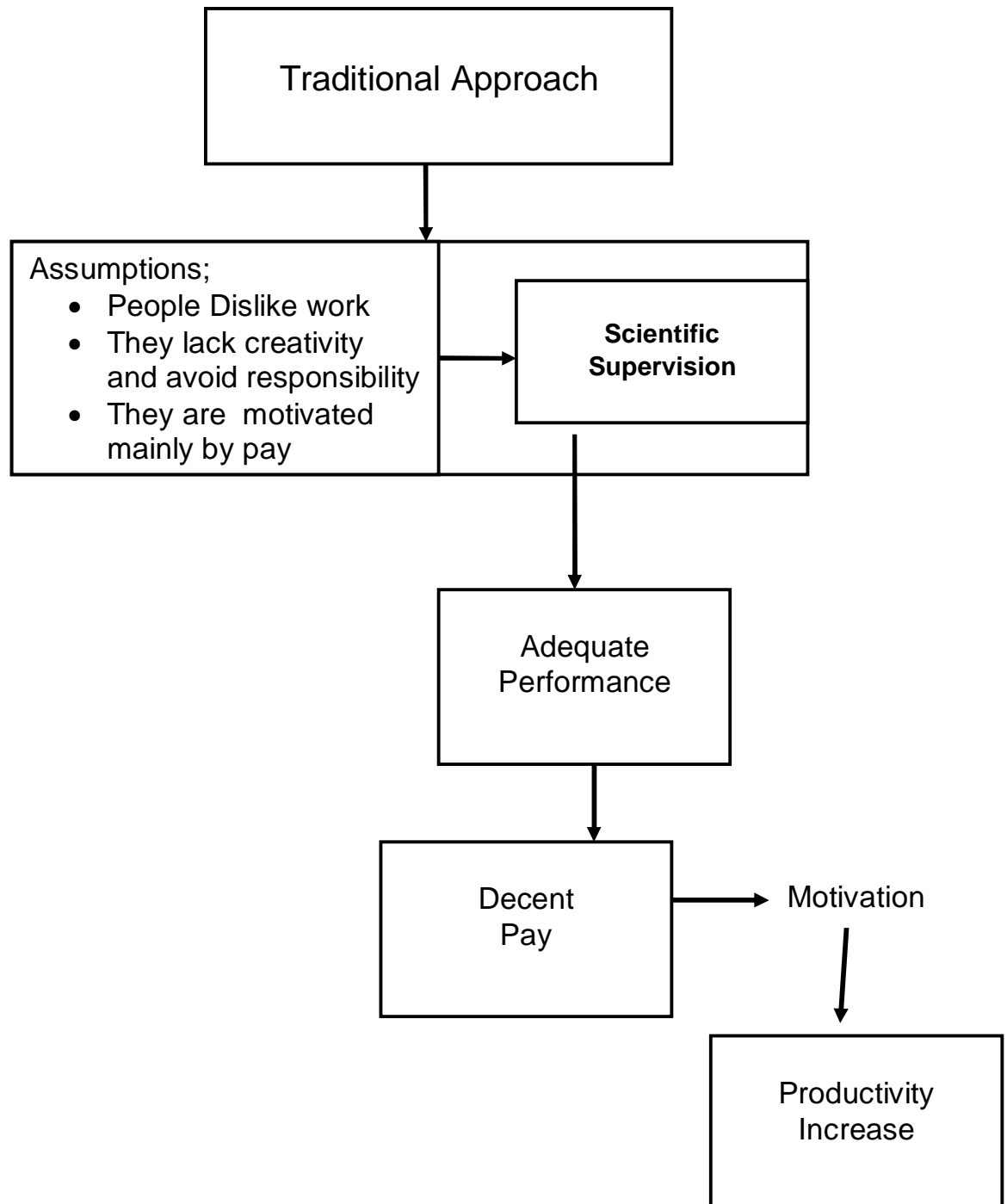
THE HUMAN RELATION APPROACH; The human relation approach is based on three assumptions:

- People want to feel useful and important

- Social relations in the work place are a major source of satisfaction.

- Information sharing and responsibility for routine matters will increase satisfaction.

The human relation approach concluded that if all the barriers are removed, if the workers are motivated and there is consideration for their work, their morale will increase and output will rise.

According to Raymond miles cited in Osuala, participation is a lubricant that oils away resistance to formal authority. When problems are clearly discussed wish subordinates and the manager takes into consideration their needs and desires, a team that is willing and eager to work to high standard is built. The approach is illustrated diagrammatically below.

```
┌─────────────────────────────┐
│      The Human Relation      │
│          Approach            │
└─────────────────────────────┘
                │
                ▼
┌─────────────────────────────────────────────┐
│ Assumptions;                                  │
│   • People want to feel useful    ┌────────────────────────┐
│     and important.                 │  Information sharing    │
│   •  Social relations in the work  │   and participation     │
│     place are a major source of    └────────────────────────┘
│     satisfaction.                              │
│   • Information sharing and                    │
│     responsibility for routine                 │
│     matters will increase.                     │
└────────────────────────────────────────────────┘
                                                 │
                                                 ▼
                              ┌────────────────────────┐
                              │      Increased          │
                              │   satisfaction and      │
                              │      motivation         │
                              └────────────────────────┘
                                         │
                                         ▼
                              ┌────────────────────────┐
                              │   Better performance    │
                              └────────────────────────┘
                                         │
                                         ▼
                              ┌────────────────────────┐
                              │      Increased          │
                              │     productivity        │
                              └────────────────────────┘
```
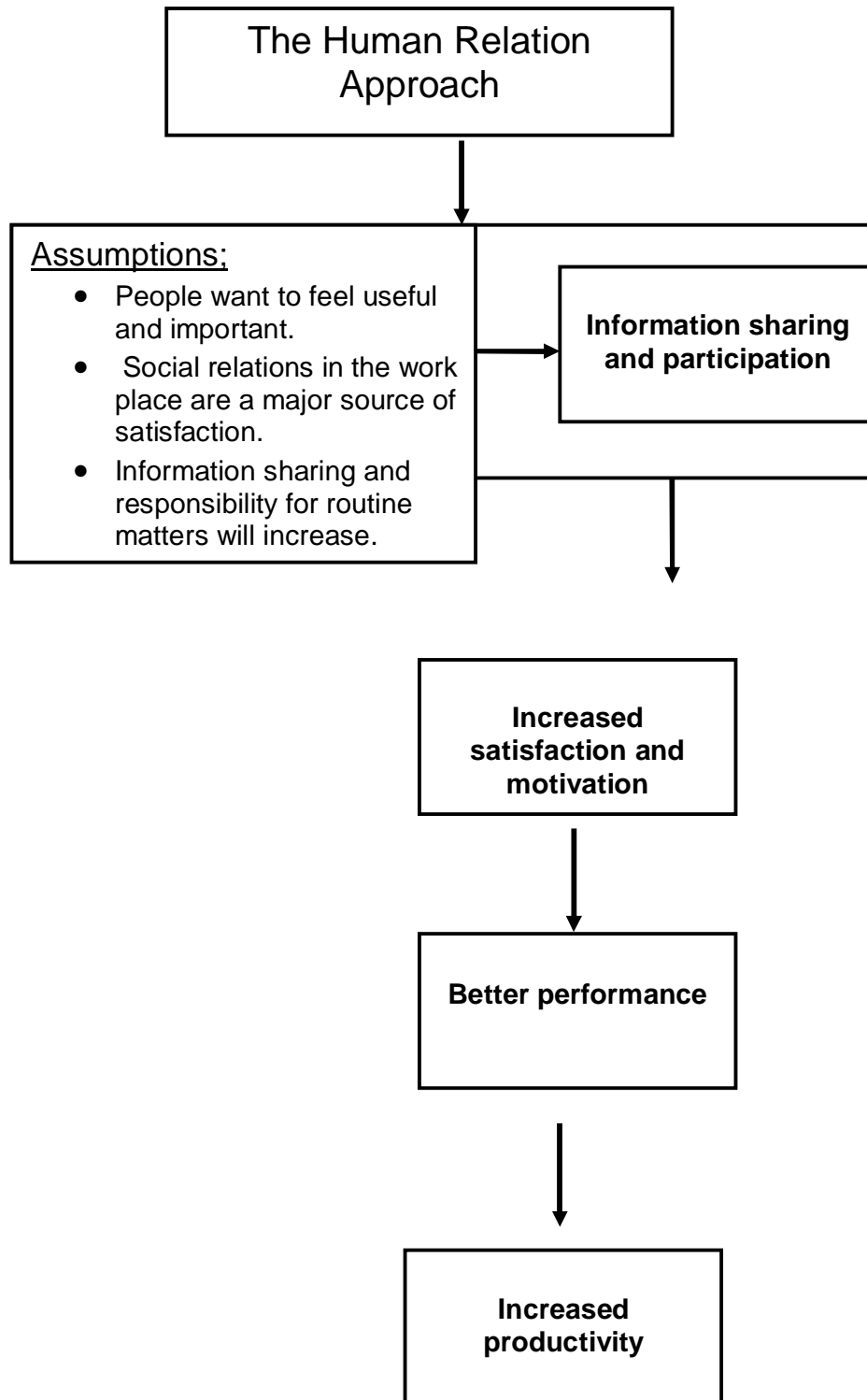
In his own view, Osuala stated that the human approach is an approach to managing productivity and quality based on the fact that people want to feel useful and are willing to take responsibility for routine matters. It was based on some assumptions about human nature and motivation. First people want to feel useful and important, secondly the social rewards that people get from their work as member of informed groups ranked together with pay as key motivating factor. Thirdly, when leaders are considerate about the need and desire of their workers, the workers feel useful and are motivated to work. Once they are happy, they are motivated and their performance will increase, and this in turn will increase productivity but where they see that they are not been seen as important and instrumental to the success of the organization, their morale will be dampened and this will reduce performance and will in turn affect productivity negatively.

THE HUMAN RESOURCES APPROACH

This is based on theory Y which states that human beings are not lazy, they are useful and ready to work and that people find satisfaction in their work, creative and are eager to participate in the whole range of management functions. In their own view, getting workers to help solve problems of productivity is not seen as mere considerateness, but a way of making them feel very good and important so that they can be motivated to perform better. It is based on the following assumptions.

1. People are ready to work and they find satisfaction in their work.

2. Imagination and creativity are wide spread.

3. People are eager to take responsibility and make decisions.

It can be illustrated diagrammatically as shown below.

```
┌─────────────────────────┐
│    Human Resources      │
│       Approach          │
└─────────────────────────┘
             │
             ▼
┌──────────────────────────────────┐
│ Assumptions;                     │
│   • People find satisfaction in  │      ┌──────────────────────┐
│     work                         │─────▶│ Information sharing   │
│   •  Imagination and creativity  │      │ and participation     │
│     are wide spread              │      └──────────────────────┘
│   • People are eager to take     │
│     responsibility and make      │
│     decisions.                   │
└──────────────────────────────────┘
```

Information sharing and participation

│
▼

Better management decisions.

│
▼

Motivation and satisfaction

│
▼

Good performance

│
▼

Increased productivity

The human resources approach unlike the remaining two approaches challenges the traditional approach relationship between managers and workers.

In summary Osuala concluded that when human beings are recognized, and motivated their morale will increase and they will work better and this will in turn increase performance and productivity.

Ewim (2004) defined productivity as the amount of work produced in a given period of time. It relates to the person's ability to produce the standard amount or number of products, services or outcomes as described in a work description. According to her, productivity depends to a very large extent on some basic factors such as;

1. Employees

2. Factors of production.

3. Leadership & Motivation.

The availability of qualified and competent workforce in an organization is pivotal to its success, nevertheless, a well motivated workforce is the greatest element in the attainment of high performance and improved productivity and so organization must ensure that it's workforce is constantly and consistently motivated. There is also the

need for a good leader that can effectively combine all the available resources together, develop a very good incentive scheme that will motivate workers, improve their morale so that they will be happy to work well and this will increase productivity. The importance of motivation to productivity cannot be overemphasized. Motivation will improve performance, increase the morale of the workers and productivity will increase.

Onwuchekwa (1995) sees motivation as a key factor to increase productivity. According to him, productivity is the relationship between the output of goods and services and the input of resources used to produce them. Productivity cannot increase if the workers are not happy or ready to work. His own view can be represented in form of a chain as shown below.

Motivation

↓

Increased Staff Morale

↓

Improved Performance

↓

Increased Productivity

He further identified the following factors as pertinent to increased productivity. These include.

- Factors of Production
- Good Leadership
- Staff Motivation / Incentive Schemes

He concluded that if the above factors are present and the workers are adequately motivated, they will perform and productivity will increase

Griffin (1997) cited in Ewim, defined productivity as metrics and measures of output from production processes, per unit of input. He argued that workers must be motivated to work to standard and capacity.

According to Cannon (1979), productivity refers to the amount of work produced in a given period of time. Productivity relates to the person's ability to produce the standard amount or number of products, services or outcomes as described in a work description. He also

identified motivation as one of the key factors to increase productivity.

In summary, there is a positive relationship between leadership and productivity, and between motivation and performance. Increased staff morale will improve performance which will in turn increase productivity.

2. 4. MOTIVATION

Because managing involves the creation and maintenance of an environment for the performance of individuals working together in groups toward the accomplishment of a common objective, it is obvious that a manager cannot do this job without knowing what motivates people. Manager must be able to do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner. The necessity of building motivating factors into organizational roles, the staffing of these roles and the active process of directing and leading people must be built

on knowledge of motivation. Motivation is not to attempt to manipulate people but rather to recognize motivating factors in designing an environment for performance. We can look at human behaviour as a series of activities. The question arises as to what activities human beings will undertake at any point in time and why? We know that activities are goal-oriented; that is, people do things that lead them to accomplish something. But individual goals can be elusive. Sometimes people know exactly why they do thing; often, however, individual duties lie buried in the subconscious. For instance, do you know why you did what you did today and what all your various activities were designed to achieve? The primary task of managers is to get people to contribute activities which help to achieve the mission and goals of an enterprise or of any department or other organized unit within it. To guide people's activities in desired directions requires knowing, to the best of any manager's ability, what leads people to do things and what motivates them.

According to Chukwuemeka (2008) motivation is extremely important for an understanding of individual and organizational behaviour and efficiency. It is one of the most pervasive concerns of human endeavour. Motivation is a

common concept that covers the entire factors that initiate, direct and organize the behaviour of the individual and determine intensity and persistence of the behaviour. Motivation is directly related to organizational performance. A highly motivated individual will work smarter and will be more productive, efficient and effective. He further stated that productivity is achieved through excellence and excellence is achieved by having an organization that has highly motivated individuals. In Nigeria today we discovered that people that are working in the oil sector, banks, and financial houses where they are highly motivated are happier and they work better than people working in the ministries or private sectors because of the good incentives and motivations that they are being given.

People must be attracted not only to join the organization but also to remain in it.

Motivation means so many things to different people but almost all the definitions are saying the same thing.

Motivation can be defined as an inner state that energizes, activates, or moves, and that directs or channels behaviour

toward goals. Motivation refers to the entire class of drives, desires, needs, wishes and similar forces.

Abah (1997) defines motivation as the immediate or temporary influence on the direction, vigor and persistence of action. It is in terms of how behaviour gets stunted, energized, sustained, directed, stopped and what kind of subjective reaction is present in the organism while this is going on. It is the innate urge to do a thing because that thing has meaning to the person doing it. Motivation is conceal with the whys of human behaviour. It attempts to account for the drives and wants of an individual rather than just focusing on the individual actions.

Stainer and Berelson (1964) define motivation as general term applying to the active class of drives, decision, needs, wishes and similar forces. Managers motivate their subordinates by doing those things which they hope will satisfy those drives and desires and induce the subordinate to act in a desired manner. We can simply say that motivation is the immediate influence on the employees to direct their action. These definitions show that motivation influences individual's behaviour most directly by a great

variety of external factors and characteristics of the immediate and broader environment of work place and in the community, but in which ever way we look at motivation, we should not ignore the fact that effective performance on the part of the employees is essential for the success of an organization. Although one may argue here that while the knowledge and skills possessed by the employee are important in determining his job performance, those factors alone are not enough. An understanding of what motivated the individual is needed to reveal how abilities and skills are activated and their potential realized.

Likert (1967) argues that all the activities of any organization are initiated and determined by the person who makes up that institution (plants, offices, computer, automatic equipment and all those things that make a firm modern) are unproductive except for human effort and direction. You discover that no matter low computerized, how sophisticated the organization maybe, they still need human beings to operate, use and direct these factors of production and equipment. So the human resources aspect of any organization is very important.

From these definitions, it is clear; that no matter the skill, competence and sophistication or modernization of equipment, human beings are needed to coordinate and effectively articulate these factors, and because human element is involved, motivation is very important if the goal of the organization must be achieved. The same person with the same qualification, skill and experience may be unproductive in the ministry or private organization because of lack of adequate incentive schemes, but will perform better when he or she gets into either the oil sector or the banking sector of the economy where they have adequate or better incentive schemes. So motivation is very important and manager must be able to design what can motivate their subordinate. Because managing involves the creation and maintenance of an environment for the performance of individuals working together in groups toward the accomplishment of a common objective, it is obvious that a manager can't do this job without knowing what motivates people. The necessity of building motivating factors into organizational roles, the staffing of these roles and the entire process of directing and leading people must be built on a

knowledge of motivation. Motivation is not to attempt to manipulate people but rather to recognize motivating factors in designing an environment for performance.

Motivation according to Okoye (2004) is one of the key elements in employee performance and productivity. Even when people have clear work objectives, the right skills and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objectives. Mary cited in C. Okoye refers to the forces within a person that affect his or her direction, intensity and persistence of voluntary behaviour as motivation. In our everyday lives, we see organizations springing up, some grow while some die. The failure or success of any organization depends primarily on the workforce. People enter their organizations with basic aspirations and it is therefore the duty of manager's to discover these needs. If employees are given those basic things they want and at the same time their attention directed towards organizational goals, they will be willing to perform delegated activities.

Motivation according to Griffin (1979) is the set of forces that cause people to behave in certain ways. It is a process that starts with a physiological or psychological deficiency or need that activates a behaviour or a drive that is aimed at a goal or incentive. Thus the key to understanding the process of motivation lies in the meaning of and relationship among needs, drives and incentives.

In his own definition, Ganon (1979) defines motivation as the act of directing an individual's behaviour towards a particular and through the manipulation of incentives. From these definitions, it is obvious that every individual has particular needs which need to be satisfied. The satisfaction or otherwise of the needs affect their behaviour in a predictable way. Needs set up drives aimed at incentives. This is what the basic process of motivation is all about. In a system sense, motivation consists of these three interacting and interdependent elements

- Needs – These are created wherever there is a physiological imbalance. E.g. when the body or stomach is deprived of food.

- Drive – Drives or motives are set up to alleviate needs.

- Incentives – At the end of the motivation cycle, incentives and need reduce a drive.

Individuals have different needs which can be classified as primary or secondary. Primary needs include needs for basic subsistence like food, water and shelter, while secondary needs include power, affiliation, achievement and understanding. The primary needs have to be satisfied first, and what motivates John may not motivate Johnson.

Osuala (2000) argues that motivation is a psychological drives that gives people actions, purpose and direction and that those drives came from within. According to him, motivation is directly linked with performance and that performance depend on four factors namely

- Skills and abilities

- A clear understanding of one's job

- Expectations about what will happen if the job is done well or poorly

- Motivation is the fourth factor

Motivation is the dynamic factor (catalyst) that sets people on motion. From this definition you discover that no matter the skill or technical know-how that an individual has, no matter how clearly structured a job is, no matter the expectation from the job, you just have to motivate people. When they are motivated, they are happy and their morale will increase and the job will be performed. So motivation is very important if the organizational goal or target must be achieved.

Ikechukwu (2004) stated that the extent to which an organization attains its objectives depends to a very large extent on its employees. The availability of qualified and competent work force in an organization is pivotal to its employees. The availability of qualified and competent work force in an organization is pivotal to its success. Nevertheless, a well motivated work force is the greatest element in the attainment of high performance and improved productivity. Employees join an organization for diverse reasons and what motivates a worker may not motivate the others, so managers must be able to know what motivates a worker form the others.

Onwuchekwa (1995) sees motivation as that which causes an individual to change his or her behaviour in a directed end. From this view, it is pertinent to note that motivation can alter the behaviour of individuals towards their expectations in a work environment.

Griffin (cited in Ngozi Ikechukwu 2004) contends that motivation is the set of forces that cause people to behave in certain ways. The implication of this view is that motivation can make people to do what they would not have done in a particular situation.

From all these definitions, it is a confirmed fact, that motivation is very important if set target must be met, and that no matter the skill, nature of the job, the expectations and what ever is on ground, motivation is a catalyst to achieve organizational objectives. What motivates one person may not necessarily motivate the other. A good manager must be able to study the employees under him, know what their needs are, what can motivate them and apply it to motivate his workers, so as to increase the employee's morale.

THEORIES OF MOTIVATION

Because of the importance of motivation, several theories of motivation evolved during recent years all of which tend to complement one another even though advocates of each hold strongly to different tenets of behaviour. Some of these theories include:-

⇒ Hierarchy of need theory (Abraham Maslow)

⇒ Fredrick Hertzberg's two factor theory

⇒ Douglas McGregor's theory x and y

⇒ Victor Vroom valence expectancy theory

⇒ The carrot and the stick theory

⇒ The equity theory of motivation (Stacey Adams)

⇒ Positive reinforcement theory (Skinner B.F)

The Hierarchy of Needs Theory

One of the most widely referred to theories of motivation is the "hierarchy of needs" theory put forth by Abraham Maslow. He saw human needs in the form of a hierarchy. Starting in an ascending order from the lowest to the highest needs, and concluded that when one set of needs was satisfied, this kind of need ceased to be a motivator.

Although the hierarchical aspects of Maslow theory are subject to question and often not accepted, but his identification of basic needs has been very helpful in the area of motivation.

People do not just want to work for working sake. They are working because there is a need they want to satisfy through the work. For instance a man goes to work so that he can earn money and takes care of his family. Organizations are set up not just for setting up sake but because there are needs the owner wants to meet (profit).

Maslow was able to identify two basic categories of needs which include;

- Primary or basic needs
- Secondary or growth needs

The Primary Needs (Basic) Include

- Physiological needs – These are the basic needs for sustaining human life itself such as food, water, clothing, shelter, sleep, and sexual satisfaction and until these needs are satisfied to the degree necessary to maintain life, other needs will not motivate people.

- Security or safety needs – These are the needs to be free from physical change and the fear of loss of a job, property, food, clothing or shelter.

- Affiliation or acceptance needs – People are social beings, they need to belong to be accepted by others. From this view, you will discover that you need to eat first before thinking of building a house; you need to wear cloth before you begin to think of marriage.

The Secondary (Growth) Needs Include:-

- **Esteem needs** – Maslow took the position that once people begin to satisfy their need to belong, they want to be held in esteem both by themselves and by others. This kind of need produces satisfactors such as power, prestige, status and self-confidence.

- **Need for self actualization** – This he regarded as the highest need in his need hierarchy. It is the desire to become what one is capable of becoming in life and to maximize one's potential and to accomplish something.

Even though needs may not follow a hierarchy, some needs are more pressing than the others, and the most pressing

ones must be satisfied first. What motivates a manager may not motivate the subordinate.

Managers must take a situational or contingency approach to the application of Maslow's theory. What needs they must attend to first will depend on the personality.

The Two Factor Theory

Fredrick Hertzberg research purports to find a two factor explanation of motivation. They are satisfiers and dissatisfiers. According to him such things as company policy and administration, supervision, working condition, interpersonal relations, salary, status, job security and personal life are dissatisfiers and not motivation. That is, if they exist in a work environment is high quantity and quality they yield no satisfaction. Their existence does not motivate, but if they are not in existence, it can result to dissatisfaction.

Satisfiers are related to job content. These include achievement, recognition, challenging work, advancement and growth on the job. Their existence will bring satisfaction. In his view managers must develop good incentives that have to do with the job content. This will increase the morale

of the workers and lead to satisfaction and motivation. Those things that do not have any thing to do with the job content do not produce satisfaction and so cannot motivate staff. So it is the duty of a good manager to be able to identify what will motivate his staff/workers.

Douglas McGregor's Theory X and Y

Theory X states that man is naturally very lazy, he does not want to work. He likes pleasure. Man is very uncooperative and will avoid responsibility. He will only want to work when he is bribed or promised a reward or threatened with some from of punishment. (Carrot & Stick style) He suggested that managers should have a very close and constant supervision of workers under them, or else nothing would be achieved. Once their needs are not satisfy, they behave otherwise.

Theory Y on the other hand reject theory X assumptions and argued that if the environment is right, if all hazards are removed, man is not lazy, he is very ready to work, and that once his needs are satisfied, he will work. Man has so many needs ranging from basic to social, esteem and self actualization.

From this point of view, it is established that man has needs to satisfy and that once these needs are met, he is happy and ready to go extra mile on his job. But when the needs are not met, he reacts otherwise.

Victor Vroom Valency Expectancy Theory

Vroom also recognizes the importance of various individual needs and motivations. He argues that there is need for harmony between individual needs and organization goals. This theory is very realistic and consistent with the entire system of managing by objectives.

Individuals have needs to be satisfied that is different from the needs of the organization, so for peace to reign, there is need to harmonize so that one will not suffer at the expense of the other.

In his view, the senses of value vary between individuals at different times and in various places and so managers must be able to design an environment for performance, taking into consideration the differences in various situations. Though Vroom sees motivation as being very complex, but you will all agree that human beings are complex and so

whatever has to do with human beings may be complex as well, so managers must have well articulated incentive schemes to motivate the subordinates if the objective of the organization must be achieved. Mathematically Vroom's idea can be expressed as

Force   =   Valence x Expectancy

Force here represents the strength of a person's motivation valance is the strength of an individual's preference for an outcome, and expectancy is the probability that a particular action will lead to a desired outcome.

The Carrot and Stick Theory

This refers to the use of rewards and penalties in order to induce desired behaviour. Even though, this is now seldom used, but it should not be forgotten that reward and punishment are still strong motivator. When the workers have done what is good, you praise them or promote, or increase their salary and when they misbehave you punish them by reducing their salary, terminate their appointments, demotion or some other forms of penalty or punishment.

This method, even though not the best, but it helps to regulate the behaviour of people. Where there is no control or any form of punishment, people tend to do what they like. But the moment they are aware that if you misbehave that you will be punished, they will behave well.

Managers must not compromise the power of their position. Whether they are first level supervisor or chief executive, the power of their position to give or to withhold rewards or impose penalties of various kinds give them the ability to control, to a very great extent, the economic and social well being of their subordinates.

The Equity Theory of Motivation

People in organization want to be treated fairly. When an individual believes that he is treated fairly, there is equity but when he believes that he is not treated fairly in relation to others, then there is no equity.

Workers are motivated when they see equity in the rewards that they received in their work place, based on their

performances. He compares the ratio of his job inputs to his outcome/rewards and then compares it with that of a co-worker. The result will show whether he is equitably rewarded, under rewarded or over rewarded. The preference ratio is an important variable in equity theory.

Four important comparisons are considered in this theory. This includes

- **Self inside** – That is your experiences in a different position within the organization.
- **Self outside –** Your experiences outside the organization
- **Others outside** – Another individual/group outside the organization
- **Others inside –** Another individual/group outside the organization

After the above comparisons, the individual may decide to do any of the followings:-

- Change their input or slow down (no equity)
- Change their outcome or put more efforts (equity)
- Complain for a better treatment

- Leave the job

In his view, managers must ensure that there is equity or fair play in the distribution of work and rewards.

People on the same scale on the same job must be treated equally. No partial treatment, favoritism, or godfatherism.

When this is satisfactory, the individual is motivated, his morale will increase and he is happy to work, improve output and ensure that the set target is achieved.

Positive Reinforcement Theory

This was discovered by B.F. Skinner (in 1960s). He identified four (4) basic behaviours in organizational setting.

- **Positive Reinforcement –** when the performance of a desired behaviour attracts a positive reward, such behaviour is repeated. When workers are paid bonus, or promoted for working hard, they will continue to work hard so that they can be promoted or rewarded.
- **Avoidance –** the unpleasant consequences that follow undesirable behaviour makes a worker to perform desirable behaviour in order to avoid the unpleasant consequences. For instance a manager who tries to

meet up with daily production target in order to avoid query or pay cut. The manager is motivated to meet his daily set target in order to avoid unpleasant consequences that follow avoidance, query or pay cut, demotion or rebuke.

- **Punishment –** The process of administering undesirable consequences for an undesirable behaviour. Punishment weakens behaviour because its unpleasant consequences reduce the likelihood of that behaviour being repeated when punishment serves as the reward of unpleasant behaviour, the recipient of the punishment is likely to reduce the frequency of the undesirable behaviour.

- **Extinction –** This is a process of weakening behaviour through non-reinforcement. Once a behaviour remains unrewarded, the frequency of its occurrence will diminish overtime and it will consequently be eliminated in future. It will become extinct. For instance a worker that is used to talking while working, will continue so long as other workers continue to respond, because their response re-enforces the behaviour. But if when he talks no body responds, the fact that he has

been ignored will make him to stop talking while working and the behaviour become extinct. For reinforcement to be effective, the worker must relate the behaviour with the reinforcement. Managers must be able to identify what can actually re-enforce behaviour and know how to encourage (reward) or discourage (punish) it.

Motivational techniques

Motivation is complex and so no one technique can be said to be the best. What motivates Mr. A may not motivate Mr. B. Managers must study individuals and know how best to motivate their subordinates. Some of the techniques used for the motivation of staff/subordinates include:-

- Money

- Appreciation/commendation

- Positive reinforcement

- Participation

- Job enrichment

- Job enlargement

- Flexible working hours

- Profit sharing formula

Money: Money can never be overlooked as a motivator. Whether in the form of wages, cash gifts, piece work or any other incentive pay, bonuses, stock options, company paid insurance or any of the other things that may be given to people for performance, money is important.

As Patton pointed out that money is often more than money, in that it can be a reflection of other motivators. Economist and most managers placed money very high on the scale of motivators, while behavioural scientists tend to place it low. If money is to be a kind of motivator, managers should remember the followings:-

(1)   Money is likely to be more important to people who are younger and are raising a family than to people who have 'arrived'. Money is an urgent means of achieving a "minimum" standard of living, although this minimum has a way of expanding upward as people became more affluent. To some people, money will always be of utmost importance, while to others it may never be.

(2)   In most businesses and other enterprises, money is actually used as a means of keeping an organization adequately staffed and not primarily as a motivator. This can be seen in the practice of making wages and salaries competitive between various enterprises so as to attract and hold people.

(3)   Money as a motivator tends to be dulled somewhat by the practice of making sure in a company that salaries of various managers are equitable. This is necessary since people wholly evaluate their compensation in the light of what their peers are receiving. That is why Hertzberg terms it a hygiene or maintenance factor and not a source of motivation.

(4)   From the equity theory, if money is to be an effective motivator, people in various positions even though at a similar level, must be given salaries and bonuses that reflect their individual performance. Money can motivate only when the prospective payment is large relative to a person's income. The problem with most wages and salary increases and even bonus payments is that they are not large enough to motivate the

receiver. They may keep the individuals from being dissatisfied and from looking for another job. But unless they are large enough to be 'felt' and unless they are tied to performance, they are not likely to be a strong motivator. Money, apart from physical cash gifts and bonuses can also be in form of time bonus, study leave with pay, maternity leave with full pay etc.

Appreciation/Commendation

Everything is not money, what motivates one person may not motivate the other. Appreciation and good commendation like 'Thank you for a job well done, this is wonderful, you have done a great job etc can be a source of motivation to some people. The fact that their efforts are appreciated makes them to be happy. You can also give them letters of commendation, nominate them as the "best worker of the year", the best driver of the year, the best lecturer of the year, the best governor of the year etc, you can also recommend them for promotion, management training courses/merit award, long service award, honesty award, certificate of merit, punctuality award, neatness or best dressed worker of the year award, etc.

When this is done the employee is happy that his efforts or performances are being noticed and appreciated. This will serve as a motivator to him/her, the morale will increase, he will be very happy and be ready to go extra mile for the company.

Positive Reinforcement

According to B.F. Skinner, individuals can be motivated by properly designing their work environment and praising their performance and that punishment for poor performance produces negative results. The technique also involves analyzing the work situation to determine what causes workers to act the way the do, and then initiate change to eliminate troublesome areas and obstructions to performance. The method is focused on emphasizing the positive aspect of behaviour or performance and not the negative aspect. At times positive aspects of behaviour could be enforced on a personality or worker that has not merited them for instance, where your subordinate did not meet the target set for him, you praise him for the little he has been able to do. This will encourage him to do more the following day, where you are always punishing or

reprimanding him for not meeting target, he may become discouraged, resign or continue to perform below expectation intentionally waiting for you to terminate his or her appointment.

Participation

Under the participative management system, the workers discuss with their supervisor and influence discussion that affect them. In this case the workers are told what to do, they will all agree together on how to do it. Since they are party to the decision making, they are happy and have that sense of recognition and so, if there is any problem it will be promptly resolved, because they are party to the decision. Worker's can improve his own job when he is allowed to participate in making decisions concerning his work. Thus, participative management which lays emphasis on the individual and his work groups is increasingly being adopted in contemporary business.

Job enrichment

This is a situation where the job is redesign to give worker more authority to plan their work and to decide low it is to be accomplished and allowing them to learn related skills or

trade jobs with others. In line with Hertzberg's ideas, job enrichment focuses on motivational factors by designing work that will satisfy individual as well as company needs.

It involves challenging job, achievement, recognition and responsibility which is applicable to both the managers and subordinates. They are allowed to work in team, schedule their own work hours for starting and closing work and members can rotate jobs within their team. Job can also be enriched by giving it variety and by giving workers a feeling of personal responsibility for their tasks.

Job enlargement

This is a system where the number of tasks performed by individual is increased to make the job more psychologically rewarding and by removing the dullness associated with performing repetitive tasks. Job enlargement may or may not result in job enrichment. Job enrichment only occurs if added or increased responsibility allows worker to set their own pace of production and have feelings of accomplishment of responsibility for the finished products and services.

Flexible working hours

Under this method, employees are allowed to set their own arrival and departure times within the specified limits. For instance employee may report to work as early as 7am or as late as 9am instead of the conventional 8am starting time and they may leave any time after 3.15pm except for their lunch break. Workers are expected to be on the job between 9am and 3.15pm. This arrangement is called flexible time.

Profit sharing formula

This is an incentive compensation system where a percentage of the company's profits are distributed to employees involved in producing those profits or to major distributors who have met the set sales target within a given period of time, or to shareholders of the company. It can be in cash or in kind depending on the policy of the companies. Profit sharing in kind is in form of company paid vacation holidays for workers, payment of tuition fees, reimbursement of professional subscriptions, auto insurance for workers and stock options. These kinds of partnership between employees and firms increase employee morale and help to

create harmonious working relationships between managers and employees at all levels in the organization. These techniques are designed to increase the morale of the workers, make him happy to improve productivity and ensure harmony and peaceful relationship between the employees and their organizations. Managers must realize that it is not only money that can motivate people to work. Other things as discussed above are also very important. So in designing an effective incentive system that can motivate workers for the company, the above factors or techniques should be considered. When there is mutual agreement between the leader and the subordinate, productivity will increase.

2.5. RELATIONSHIP BETWEEN LEADERSHIP, PRODUCTIVITY, MOTIVATION AND PERFORMANCE.

Generally from all the theories of leadership and motivation that have been discussed, we discovered that we cannot easily separate leadership from productivity. Human beings (leaders) are necessary to coordinate all the factors of production for effective production of goods and services. Where a leader is able to coordinate and motivate workers, productivity will increase but where there is no leader to effectively coordinate and control the workers and the factors of production, productivity will reduce. The

importance of leadership on productivity cannot be overemphasized. Today all over the world leadership is an asset. Countries that have it are better than those who did not have. The economic hardship and low productivity we are presently suffering in Delta state is due to poor leadership. From these literatures that were reviewed, Chinelo, Burns, Osuala and Terry were looking at leadership from the angle of influence and power but neglected the situational aspect. Koontz and O Donell, Nwizu and others also were considering leadership from the styles, types and problems but did not consider the effect of these styles and problems on the morale of the workers and productivity. They also under estimated the importance of the ability of the leader to effectively co ordinate the factors of production to achieve set target. Most of them believed that once the leader is given adequate power, he will be able to influence the workers forgetting that no matter the amount of influence and power given to a leader if the factors of production and a conducive environment is lacking the worker's performance would be negatively affected and this also will affect productivity negatively. These gaps informed this research to actually assess the effect of leadership on staff productivity particularly in Dellta.

CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY:

3.1   RESEARCH DESIGN:

A research design is a plan of investigation that specifies the sources and types of information relevant to the research problem. It also specified the approach used in gathering and analyzing the data incorporating with time and budget costs.

Flora (1993) writes that design is a term used to describe a number of decisions which need to be taken regarding the collection of data before ever data are collected. The type of research design the study adopted is the sample survey research, where the researcher infers information about a population of interest based on the responses of a sample drawn from that population.

3.2   RESEARCH METHOD:

The descriptive research method was used in carrying out the research. This method was chosen because; it is the method that best interprets the effect of leadership on

productivity, without loss of facts. Specifically, two descriptive research methods were used namely; research survey and case study of Delta State Civil Service.

3.3 **SOURCES OF DATA:**

The study relied on both primary and secondary sources of data. The primary data were those got through personal interview and questionnaire administered to the respondents. The secondary data were gathered from pamphlets, Journals, Newspapers, books and also records available at the offices of the Delta State Ministry of Information, Head of Service, Civil Service Commission, House of Assembly, the office of the Accountant general and Office of Directorate of establishments and pensions. Data for this study were both quantitative and qualitative in nature.

3.4 **SAMPLE TECHNIQUE:**

Multi-Stage sampling technique (2-stages) was used in selecting the groups that fell into the sample (Junior/Senior Staff and Political Appointees). The workers were stratified into their various categories, in the second stage simple

random sampling was used to select a total of 396 people based on the proportion of the number of each stratum.

3.5 TARGET POPULATION:

Since the study is on leadership and staff productivity in Delta State Civil service. The population of the study was all the workers of Delta State Civil Service, categorized into Junior Staff, Senior Staff and political appointees totaling 39,256.

Brief History of Delta State:

Delta state is one of the thirty six states of Nigeria. It was created on Tuesday August 27th 1991, by President Ibrahim Babangida. The city owes its geo-political significance to the discovery of oil and gas. Delta State is the leading producer of oil and gas in Nigeria. One third of the daily volume of oil comes from the state, which also has some of Nigeria's major oil based industries and facilities. These include a refinery, petrochemical complex, a gas plant, Steel complex, two gas fired electricity stations and an oil export terminus. It is for this reason in Nigeria Economy that Delta State is referred to as "The Big Heart of the Country".

Geographical locations: Delta State with its capital at Asaba lies roughly between longitudes 5^0 and 45^1 east and latitude 5^0 and 6.30 North with a total land mass area of 17.440sq. Km. About one third of this is swampy and water logged, Delta State bounded to the north by Edo State, on the east by Anambra State, on the South by Rivers and Bayelsa, the Atlantic Ocean forms the western boundary, while the North West boundary is Ondo State. It is blessed with many rivers and water ways. The major rivers are the Niger, ASE, Forcados, Warri, Ethiope, Escravos and Ossiomo. Delta state has a population of 4,523,862 people (NPC 2006) its people are Urhobos, Ijaws, Igbos, Isokos and Itsekiris. They are very resourceful and hardworking, English is the second language used in the state.

People and Culture:

Delta State has a population of 4,523,862 (NPC 2006) its people are Urhobos, Ijaws, Itsekiris and Ibos. They are very resourceful and hardworking mostly farmer and fisherman, while the rest are civil servants and self employed business men and woman.

Traditional Festival:

There are two major traditional festivals observed by the people of Delta state – masquerade (Egungun) and the new yam Festival (Iri- ji) just like the Igbo people.

Masquerade Festival:

In the primordial times, masquerades were principally used as law enforcement agents because of the general belief that they were spiritual elements. They were effective in ensuring compliance with traditional norms and values and in setting code in the communities.

With the advent of western education and civilization, masquerades become more relevant as an institution for cultural entertainment, and the government is gradually elevating it to an international tourist event in the state.

New Yam Festival:

Yam is an important food crop in Delta State and as a result, it has cultural significance. The harvest of new yam is therefore celebrated between August and October every

year depending on communities. It is also an occasion to offer special prayers to God for a fertile land and good harvest; it is marked with fasting and merry making.

Tourism:

Delta State is endowed with a lot of tourism potentials such as lakes, rivers and cultural festivals. Some of these potentials are developed, others are yearning for development like the river Niger, and Campus falls, River Ethiope etc. Delta State is a heaven of tourism on account of its warm and friendly people, spectacular festivals, the splendor of traditional architecture, biodiversity of the ecosystem, historical monuments and sites. Among these tourist attractions are the source of the marvelous Ethiope River at Umuaja in Uwkuani Local Government Area, Nona's palace in Koko, Obi's palace in Idumuje-Igboko, Obi's palace Aboh, and the Holy Bible site at Araya in Isoko South Local Government Area. Fantastic sites and leisure centers include the Ughotan Natural harbour in Okpe LGA, the Delta

Panorama, effurun, the Bomadi Beach, the Forcados bay and Oil export-terminus. The Abraka Turf Relics of 16th Century catholic Church in Ode-Itsekiri, the Ethiope Bridges in Sapele, the Jamieson River Bridge at Oghara, the Forcados River bridge and the Olona Ranch. There are also the Niger Bridge, Mungo Part House, and the Lander brothers Anchorage and European Cemetery in Asaba.

Administration:

Delta State is administered at two levels of government – the state and local government. At the state level is the governor who runs the affairs of government with an executive council made up of commissioners. The present Chief executive is Dr Emmanuel Eweta Uduaghan. There are seventeen (17) ministries and thirty two (32) extra ministerial departments, with twenty five (25) local government councils.

List of Ministries, Permanent Secretaries and Heads of Extra-Ministerial Departments in Delta State:

S/NO	NAMES	MINISTRY/DEPARTMENT
1	Mr. Okey Ofili	Ministry of Energy
2	Mr. S. V. Omekeh	Ministry of Works
3	Mr. G. O. Nikoro	Ministry of Economic Planning

4	Mrs. E. I. Bokolor	Directorate of Peace and Security
5	Dr. J. J. Oritsejafor	Ministry of Housing
6	Mr. L. S. Uwafili	Civil Service Commission
7	Dr. L. T. Popo	Ministry of Water Resources
8	Mr. J. N. Ochonogor	Ministry of Agriculture & natural Resources
9	Mr. P. Evuarherhe	Ministry of Information
10	Mr. G. E. Okhirhienyefa	Ministry of Justice
11	Mrs. P. Ologitere	Ministry of Lands, Survey & Urban Development
12	Mr. Riebelle	Ministry of Environment
13	Mr. O. P. Origbo	Government House Annex, Warri
14	Mr. E.O. Okafor	Directorate of Cabinet and Administration
15	Mr. I. E. Agbeyeke	Ministry of Basic & Secondary Education
16	Mr. E. P. Ogagifo	Office of the Deputy Governor
17	Mr. A.C. Obuh	Directorate of Government House & Protocol
18	Mr. Andy Omokri	Office of the Secretary to the State Government
19	Dr. H. O. Eduvie	Directorate of Project Monitoring
20	Mr. A. D. E. Okogba	Ministry of Commerce and Industries
21	Mr. R. O. E. Bayoko	Ministry of Finance
22	Barr. F. O. Agbonifo	Directorate of Local Government Affiars
23	Mrs. Ruth Sakpoba	Directorate of Chieftaincy Affairs
24	Mr. S. Panama Ukperi	Ministry of Higher Education
25	Mrs. Ogunfowokan I. Gloria	Ministry of Women Affairs
26	Engr. S. O. Okpako	Ministry of Transport
27	Uraih E. O. Dr. (Mrs.)	State Bureau for Special Duties

28	Mr. Oghoro Ede Austin	Office of the Private Secretary to the Governor
29	Obi-Adakpo M. C. Dr. (Mrs.)	Posted to the State bureau for Pensions
30	Mr. V. I. Okwuone	Public Service Office, Office of the Head of Service
31	Nwabueze A. U. (Dr) (Mrs.)	Directorate of Establishments and Pensions
32	Edore-Odiase D. E. Dr. Mrs.	State Office MDG
33	Mr. Ika R. C.	Directorate of Culture and Tourism
34	Mr. C. O. Ukpe	Directorate of Science & Technology
35	Mr. J. S. Enai	Directorate of Youth Development
36	Dr. Patrick Ofili	Ministry of Health
37	Dr. Tobi Majoroh	Primary Health Care Development Agency
38	Dr. (Mrs.) C. O. Ajuyah	Hospitals Management Board, Asaba
39	Mr. J. O. C. Anyali	P.P.E.B. Koko Zone
40	Mr. J. U. Okoh	P.P.E.B. Agbor Zone
41	Sir J. D. Okoh	P.P.E.B. Headquarters
42	Mr. M. Ovie	P.P.E.B. Ugheli Zone
43	Mrs. Rose Okotie	P.P.E.B. Sapele Zone (Sapele & Okpe LGA)
44	Mrs. Martina N. Osaji	P.P.E.B. Asaba
45	Ozomaro M. O.	P.P.E.B. Oleh Zone
46	Oshevire O. Edward	P.P.E.B. Kwale Zone
47	Dafikpako I. Monday	P.P.E.B. Ogbara (Covers Ethiope West & Ethiope East LGAs)
48	Otone R. Emioritse	P.P.E.B. Warri Zone
49	Agidi A. Emmanuel	P.P.E.B. Bormadi Zone

List of the Local Government Areas (LGA) and their Headquarters (HTQS):

	LGA		HQ
1.	Aniocha North	-	Issele-uku
2.	Aniocha South	-	Ogwashi-uku
3.	Bomadi	-	Bomadi
4.	Burutu	-	Burutu
5.	Ethiope East	-	Isiokolo
6.	Ethiope West	-	Oghara
7.	Ika North-East	-	Owa Oyibu
8.	Ika South	-	Agbor
9.	Isoko south	-	Ozoro
10.	Isoko North	-	Oleh
11.	Ndokwa East	-	Aboh
12.	Ndokwa West	-	Kwale
13.	Okpe	-	Orerokpe
14.	Oshimili North	-	Akwukwu-Igbo
15.	Oshimili South	-	Asaba
16.	Patani	-	Patani
17.	Sapele	-	Sapele
18.	Udu	-	Otor-Udu
19.	Ughelli North	-	Ughelli
20.	Ughelli South	-	Otu-Jeremi
21.	Ukwuani	-	Obiaruku
22.	Uviwie	-	Effurun
23.	Warri North	-	Koko

| 24. | Warri South | - | Warri |
| 25. | Warri-West | - | Ogbe-Ijoh |

STATE EXECUTIVE COUNCIL:

Governor	-	Dr. Emmanuel Uduaghan
Deputy Governor	-	Prof. Amos Agbe Utuama (SAN)
Ministry of Justice	-	Barr. Dafa Akpedeye (SAN)
Ministry of Information	-	Mr. Oma Djebah
Ministry of Lands, Urban & Regional Planning	-	Barr. Raymos Guanah
Ministry of Health	-	Dr. Joseph Otumara
Ministry of Women Affairs, Community & Social Development	-	Queen Victoria Ikenchukwu
Ministry of Energy	-	Comrade Ovuozourie Macaulay
Ministry of Works	-	Mr. Paul Osaji
Ministry of Finance	-	Mr. George Orogun
Ministry of Ministry of Environment	-	Mr. Lawrence C. Osiegbu
Ministry of Education	-	Mrs. Elizabeth Uvoh Gardner
Ministry of Economic Planning	-	Mr. Bernard Okumagba
Ministry of Commerce & Industry	-	Hon. (Mrs.) Chinwe D. Monu-Olareweju
Ministry of Agric & Natural Resource	-	Dr. Tabs O. Tabawei
Ministry of Housing	-	Engr. A. Bobor
Ministry of Water Resources	-	Mr. George Timinimi
Directorate of Science & Technology	-	Dr. Roland Eyime
Directorate of Culture & Tourism	-	Hon. (Dr.) Peter Ebireri
Directorate of Transport	-	Mr. Gilbert Penakeme Banafa

Directorate of Project Monitoring	-	Hon (Barr) Ejaife Odebala
Directorate of Youth Development	-	Rev.(Mrs.) Omotsola Williams
Directorate of Local Government	-	Mr. Tony Nwaka
Bureau for Special Duties	-	Hon. Ross Uredi
Special Duties (Govt. House)	-	Mr. Champion Kpalagbe
Special Duties	-	Mr. Onochie Okonkwo
Secretary to the State Government	-	Dr. Ifeanyi Arthur Okowa

STATE LEGISLATURE:

The Delta State House of Assembly, made up of 29 members (26 Peoples Democratic Party, 1 Accord party, 2 Action Congress) was inaugurated on June 4, 2007, following the proclamation in that regard by His Excellency E. Uduaghan, the Governor of the State.

The following are its principal officers:

Speaker	-	Rt. Hon. Chief (Dr.) Olisa Imegwu (PhD)
Deputy Speaker	-	Hon. Funke Keme Solomon
Majority Leader	-	Hon. (Chief) Efe A. Afe
Deputy Majority Leader	-	Hon. Olorogun Tebite Talib
Minority Leader	-	Hon. (Princess) Patience Ajudua
Chief Whip	-	Hon (Prince) Johnson Erjio
Majority Whip	-	Hon. (Prince) Samuel Obi

Deputy Chief Whip   -   Hon. Igbakpa Benson Rolands

Clerk of the House   -   Mr. Raymond Yavbieri

JUDICIARY:

The State's judiciary is headed by the Chief Judge, Honorable Justice Rosaline Bazimo.

INDUSTRIES:

Delta State is endowed with vast human and natural resources. There is adequate infrastructure such as a network of good roads, water energy. The State has an abundance of raw materials to support the establishment of agro-allied industries. Natural rubber and rubber products, palm oil and palm products, a rich variety of optical woods, cassava, yam, plantain, fruits, vegetables and maize are grown in the State. Silica and sand are available for the manufacture of glass and glassware. As the leading oil producing state, Delta State hosts some of the gigantic oil and petrochemical industries in the country. There are gas fire electricity turbines in Ughelli and Sapele. The Warri Refinery and Petrochemical Company and the Nigerian gas

Company are at Ekpan (Effurun) others are the Utorogu Gas Plant and Steel Company at Ovwian Aladja.

The industrial policy of the State is to create an enabling environment for the investors, provide the necessary infrastructure, grant loans and encourage the establishment of small and medium scale industries. Three industrial layouts are being developed in the following towns:-

1.   Asaba

2.   Amukpe/Sapele

3.   Warri

Investment Opportunities

Delta State has enormous investment opportunities for both local and international investors in the agricultural, petroleum, industrial and tourism sectors. The government offers irresistible incentives in form of free allocation of land to would be investors, tax holiday and easy repatriation of profits to investors. All foreign investors are also covered by the bilateral investment protection agreements between Nigeria and some countries. Similarly, the basic

infrastructures for investment such as water and electricity supply, reliable communication networking, road and cheap labour are available in the state. The biggest investment potentials are in Agro allied sector, petroleum, solid minerals and tourism development.

3.6 **SAMPLE SIZE:**

In every research study, a researcher is expected to choose a sample size. This however becomes absolutely necessary when the study population is relatively large like this study. It is rather difficult for the researcher to work with a total population of workers and political appointees in the Twenty five local government councils in Delta State. In view of this the researcher has chosen a sample size by Yaro Yamani formular (Chukuwemeka 2002). According to Yamani (1964), to determine a sample for a population.

$$n = \frac{N}{1 + (Ne^2)}$$

n = sample size

N = population size

e = error limit

Using the population of workers and political appointees in the Delta State Civil Service numbering 39,256 in the twenty five local government councils of Delta State with, n representing the sample size

N   representing the population

e   representing the error limit of 0.5

 N = 39256

e = 0.05

$$n = \frac{39256}{1 + (39256 \times 0.0025)}$$

$$n = \frac{39256}{99.14} = 395.96 \quad = 396.$$

3.7 DISTRIBUTION OF QUESTIONNAIRE INSTRUMENT:

The questionnaires were distributed to all the staff in the State Civil Service both Senior and Junior and others that are political appointees. A total of 396 copies of

questionnaires based on the sample size were administered for completion by the respondents.

3.8   METHOD OF DATA ANALYSIS:

Data presentation and analysis were based on the total number of respondents collected. In order to facilitate the interpretation of data collected, the questionnaires were arranged and their responses put into tables. The statistical tool or parameter used for data analysis is the chi-square($X2$) because the data involved are discrete, categorical and non parametric in nature. Other statistical tools like the weighted mean and simple percentage were also used to complement the Chi-square test($X2$). For data from unobtrusive sources like documents, books and pamphlets, content analysis technique which is basically judgmental was used.

According to Kelinger (1997), content analysis is a method of observation and measurement. It implies that instead of observing people's behaviour directly, or asking them to respond to scales or interviewing them, the researcher takes the communication that people have produced and ask questions on the communication.

3.9 METHOD OF DATA COLLECTION:

Questionnaire, oral interview and personal observation were used as instrument for data collection. In this case the researcher fashioned an interview schedule entitled "instrument I – interview guide, it contained structured questions. The questions covered essential issues on the effect of leadership on staff productivity in the Delta state civil service. The instrument was used mainly to elicit information from the senior officials and other staff on political appointments in the state civil service. While instrument 2, (questionnaire) made up of structured questions, multiple choice questions and likert 5 – point scale attitudinal measurement questions. The questionnaires were administered to the respondents.

The structured questions in instrument 2 were drawn from the hypotheses and objectives of the study.

3.10   VALIDATION AND RELIABILITY OF INSTRUMENT:

The researcher validated the instrument used in data collection through:

(i)   Expert/Face Validation: The researcher validated the data gathering instrument through his supervisor and other experts in the area of study. They were able to make some modifications and corrections in the instrument by face validity.

(ii)   Pilot Test: The researcher carried out pilot test by administering the questionnaire to a proportion of the sample and others not included in the sample. The aim was to find out whether the questionnaire and interview guide mean the same thing to all respondents and to find out whether the questions were easily understood by the anticipated respondents.

(iii)   Content Validity: Content validation was also used to ensure that the two instruments (questionnaire and interview) measured what they supposed to measure to ensure that reliable data are collected from respondents.

(iv)   Criterion related validity: Tests or scale scores were compared with one or more external variables or criteria

known or believed to measure that attribute under study, and

any notable disparity investigated and reconciled.

CHAPTER FOUR

4.0 DATA PRESENTATION AND ANALYSIS

The primary objective of this study is to find out the relationship between leadership and staff productivity in the Delta State Civil Service.

Categories of respondents	No. of questionnaire distributed	No. of questionnaire returned	% of questionnaire returned	No. Not Returned	% not Returned
Senior	150	149	99.33	1.1	0.67
Junior	200	198	99.00	2	1.0
Others	46	43	93.48	3	6.52
Total	**396**	**390**	**98.48**	**6**	**1.52**

Source: *Field survey (2009).*

4.1 Distribution and collection of the data gathering instrument

(Questionnaire)

The questionnaires were distributed to the senior, junior and other staff of the state civil service. On the whole 396 copies of questionnaire were administered for completion, but a total of 390 copies were returned. This represents 98.48% of the total questionnaires distributed. Only 6 representing (1.52%) were not returned. This gives adequate percentage for the study. The table below shows a breakdown of distribution and returns of the questionnaire.

Table 4.1 (O) Distribution and Return of questionnaire

Categories of respondents	No. of questionnaire distributed	No. of questionnaire returned	% of questionnaire returned	No. Not Returned	% not Returned
Senior	150	149	99.33	1.1	0.67
Junior	200	198	99.00	2	1.0
Others	46	43	93.48	3	6.52
Total	**396**	**390**	**98.48**	**6**	**1.52**

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Source: *Field survey (2009).*

Explanation: (Percentage of questionnaire returned.

For Senior Staff = $\dfrac{QR}{TQD}$ x $\dfrac{100}{1}$

QR   =   Questionnaire returned

TQD =   Total questionnaire distributed

=   Senior staff   = $\dfrac{149}{150}$ x $\dfrac{100}{1}$ = $\underline{99.33}$

For Junior Staff = $\dfrac{198}{200}$ x $\dfrac{100}{1}$ = $\underline{99\%}$

Others   = $\dfrac{43}{46}$ x $\dfrac{100}{1}$ = $\underline{93.48\%}$

Total   = $\dfrac{390}{396}$ x $\dfrac{100}{1}$ = $\underline{98.48\%}$

To calculate percentage of questionnaire not returned.

$$= \frac{TQD - TQR}{TQD} \times 100$$

TQD = Total questionnaire distributed

TQR = Total questionnaire returned

For Senior Staff = $\frac{150 - 149}{150}$ x 100

$$= \frac{1}{150} \times \frac{100}{1}$$

= 0.66 = 0.67%

For Junior Staff = $\frac{200 - 198}{200}$ x $\frac{100}{1}$ = 1%

For Others = $\frac{46 - 43}{46}$ x $\frac{100}{1}$ = $\frac{3}{46}$ x $\frac{100}{1}$

= 6.52%

For Total = $\frac{396 - 390}{396}$ x $\frac{100}{1}$ = $\frac{6}{396}$ x $\frac{100}{1}$

= 1.52%

4.2 DATA PRESENTATION (QUESTIONNAIRE)

This section is concerned with the display of data gathered through questionnaire (field survey) questions appropriate for testing the five hypotheses were presented using the data obtained during the field survey.   The raw scores tallied and frequencies obtained. Multiple Choice and Likert 5 point attitudinal measurements scales were used in part B of the questionnaire.   Section A of the questionnaire was essentially made up of dichotomous questions.

The presentation is as follows:-

PART A – PERSONNAL DATA OF RESPONDENTS

Table 4.1 (1) Question 1 – Sex.

Categories of respondents	Response			
	Male	**Female**	**Total**	**%**
Senior staff	70	79	149	38.21
Junior staff	96	102	198	50.77
Others	25	18	43	11.02
Total	**191**	**199**	**390**	**100**

Source: *Field survey (2009)*

From table (1) above, out of the 149 respondents of senior staff, as per the sample selected, 70 are male while 79 are female. Thus out of the 390 questionnaire returned, the percentage of senior staff is 38.21%.

Out of the 198 junior staff which represents (50.77%) of total people that returned their questionnaire. 96 are male, while 102 are female. Other categories of staff that are neither senior nor junior staff but are political appointee are 43 which represent 11.02%, out of which 25 are male where 18 are female. The data on Table 1 is further represented in a bar graph as seen below in figure 4 (1).
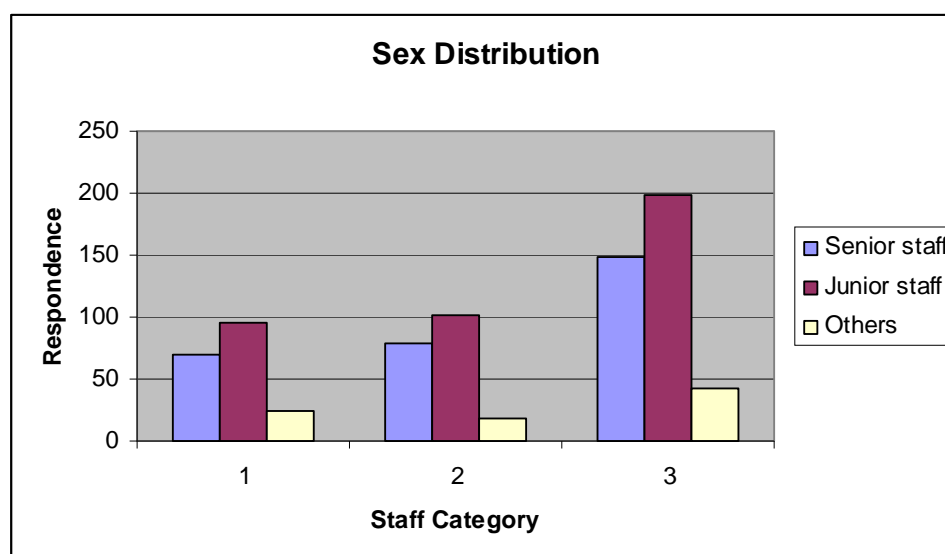
Source: Analyzed from Table 4.1(1)

Table 4.1 (2) Question 2 – Age

Categories of respondents	Response				
	20 – 30	31 – 40	Above 40	Total	%
Senior staff	20	50	79	149	38.21
Junior staff	60	80	58	198	50.77
Others	8	15	20	43	11.02
Total	**88**	**145**	**157**	**390**	**100**

Source: *Field survey (2009)*

The observation in Table 4.1(2) above shows that out of 149 senior staff representing 38.21% of the respondents, 20 are between 20 – 30 years of age, 50 are between 31 – 40 years old, while 79 are above 40 years old. Out of the 198 respondents of the junior staff representing 50.77% of the total respondents, 60 are between 20 – 30 years old, 80 are between 31 – 40 years old, while 58 are above forty years of age. Other categories of staff who are neither senior nor junior staff but are political appointments, representing 11.02% of the total respondents. 8 are between 20 – 30 years old, 15 are between 31 – 40 year old while 20 are above 40 years old.

The data on table 4.1(2) is further presented in a bar graph in figure 4.2 below.
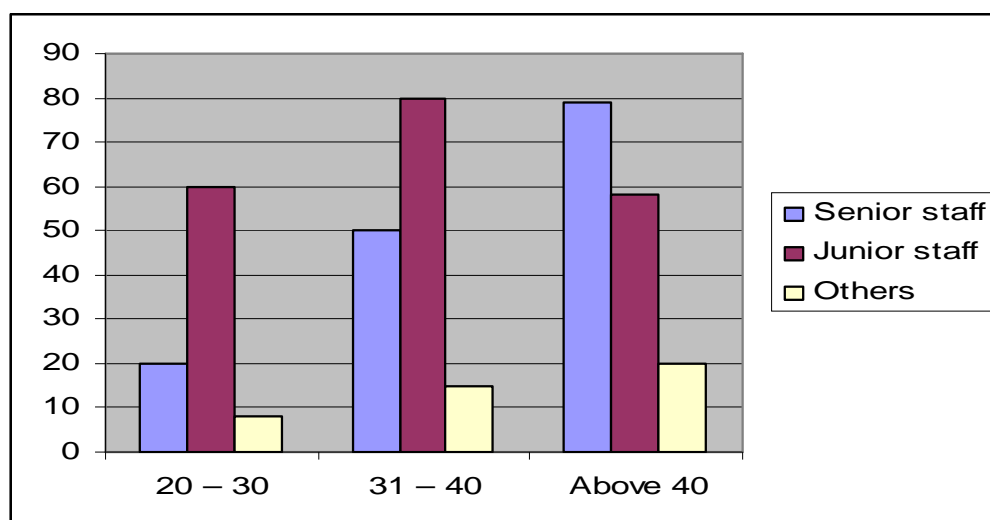
Source: Analyzed from Table 4.1(2)

Table 4.1(3) question 3 – Educational qualification

Categories of respondents	Response						
	Pry. School	WASC/ GCE	Diploma	Degree	Others	Total	%
Senior staff	5	10	40	80	14	149	38.21
Junior staff	20	50	100	10	18	198	50.77
Others	01	5	10	20	7	43	11.02
Total	26	65	150	110	39	390	100

From the above table (4) respondents out of 149 senior staff have first school leaving certificate (FSLC), 10 have WASC/GCE. 40 are holders of Diploma. 80 respondents

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have degree while 14 have professional qualifications. Out of the 198 total respondents of junior staff, 20 have FSLC, 50 have WASC/GCE, 100 have diploma, 10 have degree while 8 have professional qualifications. Out of the 43 respondents who are neither Junior nor senior staff but on political appointment, 1 person has FSLC, 5 have WASC/GCE, 10 have diploma, and 20 are graduates while 7 persons have professional certificates.

The same data on table 4.1(3) is further presented in a bar graph as seen in figure 4.3.

Figure 4.3 – Bar graph showing respondents educational qualifications.
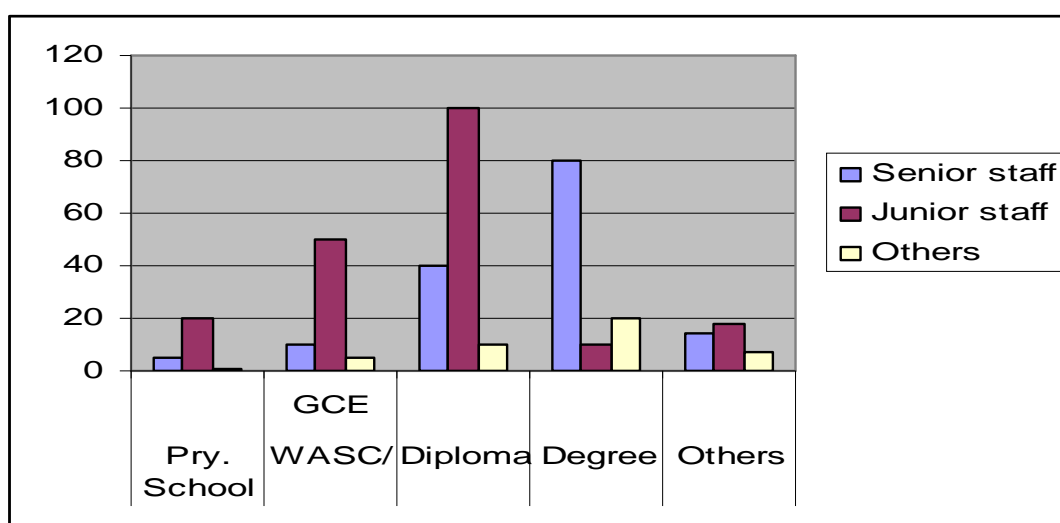
Source: Analyzed from 4.1(3)

Table 4.1(4) question 4 – Marital Status

Categories of respondents	Response				
	Married	Single	Separated/widow	Total	%
Senior staff	100	40	9	149	38.21
Junior staff	80	113	5	198	50.77
Others	31	10	2	43	11.02
Total	**211**	**163**	**16**	**390**	**100**

Source: *Field survey (2009)*

From table 4.1(4) above, out of the 149 senior staff that responded to the questionnaire, 100 are married, 40 are single, and 9 are either separated or widow. While out of 198 junior staff, 80 are married, 113 are single, while 5 are either separated or widow. Out of the 43 others that were neither senior nor junior workers but are on political appointment, 31 are married, 10 are still single while 2 are either separated or widow.

The data is further presented in a bar graph as shown below on figure 4(4).
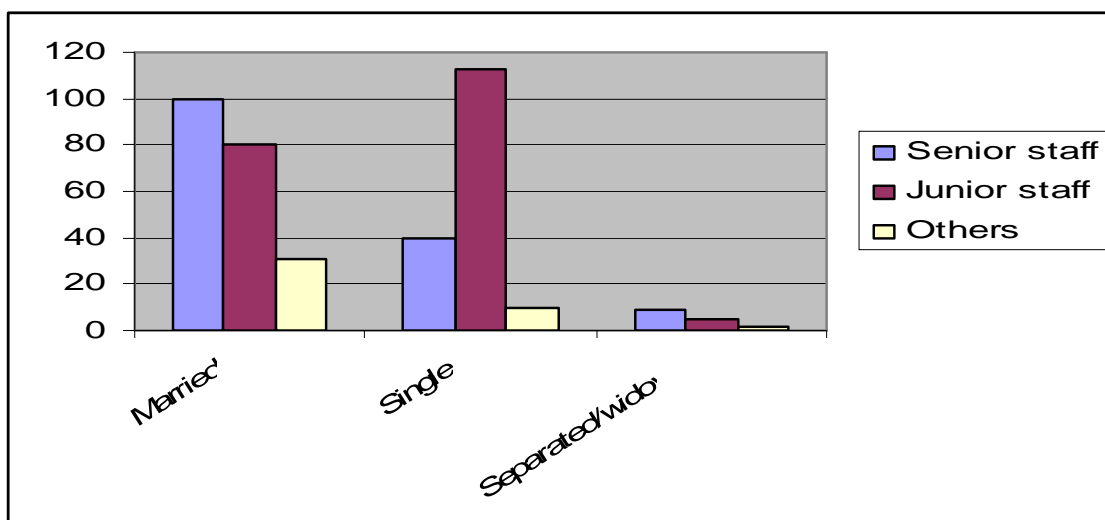
Source: Analyzed from 4(4).

Table 4.1(5) question 5 – Religion

Categories of respondents	Response					
	Traditional	Christian	Islam	Others	Total	%
Senior staff	2	100	44	3	149	38.21
Junior staff	10	150	36	2	198	50.77
Others	5	3	35	0	43	11.02
Total	17	253	115	5	390	100.00

Source: *Field survey (2009)*

From the observation in the table above, out of the 149 senior staff that responded to the question; 2 are affiliated to traditional religion, 100 are Christians, and 44 are Muslim, while 3 belongs to other religion. Out of the 198 Junior staff who responded, 10 are of the traditional religion, 150 are Christians, 36 are Muslim while 2 belongs to other religion. Out of the 43 that are neither senior nor junior staff but are political appointees, 5 are traditional people, 3 are Christian, 35 are Muslim and none belong to other religion.

The observation is further presented in a bar graph as shown below on figure 4.5.

Figure 4.5 (Bar graph showing religion affiliation of respondents).
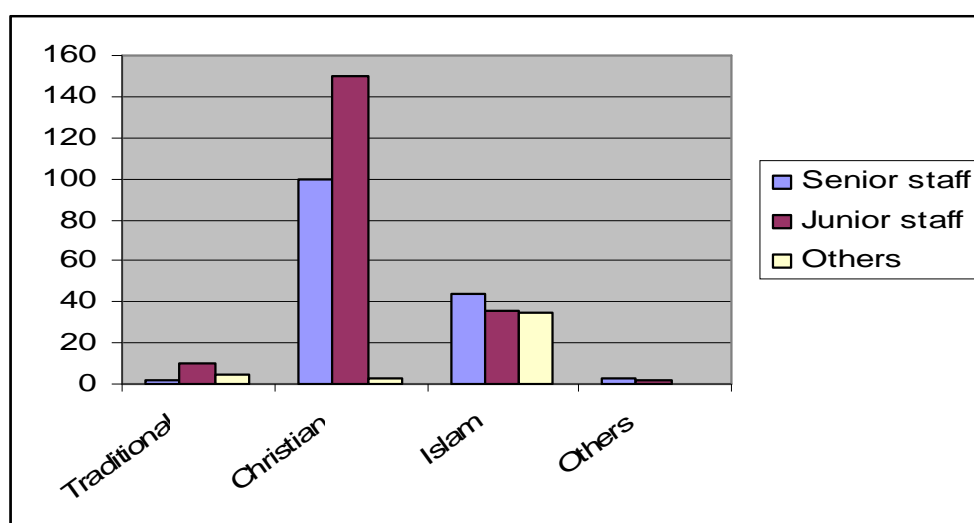
Source: Analyzed from table 4.1(5)

PART B

DATA ON VARIABLES ON SUBJECT OF INVESTIGATION.

Table 4.1 (6) question 8 – Do you agree that there is positive relationship between leadership and productivity,

Categories	Response						
	Strongly agree 5	Agree 4	Undecided 3	Strongly disagree 2	Disagree 1	Total	%
Senior Staff	100	30	6	3	10	149	38.21
Junior Staff	150	22	5	3	18	198	50.77
Others	35	4	01	01	02	43	11.02
TOTAL	285	56	12	7	30	390	100

Source: *Field survey (2009)*

From the above table, 100 out of the 149 senior staff that responded strongly agreed that there is a positive relationship between leadership and productivity. 30 Agree, 6 undecided, 3 strongly disagree while 10 person disagree. Out of the 198 junior staff who responded, 150 strongly agree, 22 agree, 5 undecided, 3 strongly disagree, while 18 disagree. Out of the 43 other categories of staff that are neither senior nor junior staff, but on political appointments 35 strongly agree, 4 agree, 1 undecided, 1 strongly disagree, while 2 disagree. Out of these three categories of staff, 285 strongly agree, 56 agree, 12 undecided, 7 strongly disagree

while 30 disagree. The scale for the responses are as follows. Strongly Agree = 5, Agree = 4 undecided = 3, strongly disagree = 2, disagree =1.

Based on the scale, the weighted mean is obtained as follows:

Scale point: For strongly agree   =   285 x 5   = 1,425

          For Agree   =   56 x 4   = 224

          For undecided   =   12 x 3   = 36

          For strongly disagree   =   7 x 2   = 14

          For Disagree   =   30 x 1   = 30
                                   390   1729

Weighted mean = $\frac{\text{sum of products } 1729}{\text{No of respondents } 390}$ = 4.43

Decision rule: The decision rule adopted is that any weighted mean ranging from 1 – 3.0 is unagreeable to the statements, 3.00 – 4.00 is neutral and 4.00 – 5.00 is agreeable.

In the light of the foregoing observation, the outcome is that the respondents agree to the fact that there is positive relationship between leadership and productivity.

Table 4.1(7) Question 9 – Do you agree that In Delta State Civil Service that appointments and promotions of staff to top and sensitive positions are no longer on merit, but on ethnicity and whom you know?

Categories	Response						
	Strongly agree 5	Agree 4	Undecided 3	Strongly disagree 2	Disagree 1	Total	%
Senior Staff	120	20	3	2	4	149	38.21
Junior Staff	150	25	-	11	12	198	50.77
Others	31	5	1	4	2	43	11.02
TOTAL	301	50	4	17	18	390	100

Source: *Field survey (2009)*

From the table above, out of the 390 respondents 301 strongly agree that appointment and promotion of people into top and sensitive positions in the Delta State Civil Service is no longer based on merit but rather on ethnicity and whom you know. 50 agree, 4 undecided, 17 strongly disagree while 18 disagree.

Similarly out of the 149 senior staff who responded 120 strongly agree, 20 agree, 3 undecided, 2 strongly disagree,

while 4 disagree. Out of the 198 Junior Staff, 150 strongly agree, 25 agree, none for undecided, 11 strongly disagree, while 12 disagree. Out of the 43 other staff who are neither senior nor junior staff but on political appointments 31 strongly agree, 5 agree, 1 undecided, 4 strongly disagree and 2 disagree.

Weighted mean based on the scale is calculated as follows;

For strongly agree	=	301 x 5	=	1505
For Agree	=	50 x 4	=	200
For undecided	=	4 x 3	=	12
For strongly disagree	=	17 x 2	=	34
For Disagree	=	18 x 1	=	18
		390		1769

Weighted mean = $\dfrac{\text{sum of products}}{\text{No of respondents}}$ $\dfrac{1769}{390}$ = 4.535

Decision rule:

Weighted mean of 1.00 – 3.00 not agreeable

Weighted mean of 3.00 – 4.00 neutral

Weighted mean of 4.00 – 5 agreeable

In summary from the above calculation of 4.535. The outcome is that the respondents agree to the fact that appointment into top and sensitive positions in Delta State Civil Service is not based on merit any longer rather on ethnicity and whom you know and not on what you have to offer.

Table 4.1 (8) – Question 10 – Do you think that the increased rate of staff migration to other states and truancy ob served in the state civil service is as a result of bad leadership?

Categories	Response			
	Yes	No	Total	%
Senior Staff	138	11	149	38.21
Junior Staff	162	36	198	50.77
Others	35	8	43	11.02
TOTAL	**335**	**55**	**390**	**100.00**

Source: *Field survey (2009)*

The above table revealed that a greater number of the respondents are of the opinion that the increased rate of

unemployment, crime, migration and indiscipline in the state civil service is due to bad leadership.

The following numbers of respondents are in the affirmative – 138 senior staff, 162 junior staff and 35 others as against 11 senior staff, 36 junior staff and 8 other categories of staff that failed to agree with the opinion. In total, out of the 390 respondents 335 were in agreement with the opinion, while only 55 failed to agree.

Table 4.1 (9) question 11 – Do you think that the increased rate of corruption, embezzlement and fraud in the state civil service is due to the appointment of politicians to head top and sensitive positions in the service instead of bureaucrats?.

Categories of respondents	Response			
	Yes	No	Total	%
Senior Staff	89	60	149	38.21
Junior Staff	170	28	198	50.77
Others	23	20	43	11.02
TOTAL	282	108	390	100.00

Source: *Field survey (2009)*

The observation from table 4.1 (9) shows that the increased rate of corruption, embezzlement and fraud in the state civil service is due to the appointment of politicians into top and sensitive positions in the civil service instead of career bureaucrats. Out of 390 respondents 282 said yes why only 108 said no. Out of the 282 that said yes, 89 are senior staff, 170 junior staff why others who are not senior or junior staff but are on political appointments who said yes are 23. Total number of 108 respondents said No. Out of these, 60 are senior staff, 28 junior staff and 20 others. In all, 72.31% are in support of the opinion why only 27.69% failed to agree.

Table 4.1 (10) – Question 12 – Do you think that the reduction in the level of productivity and the internally generated income in the state is due to bad leadership?

Categories	Response			
	Yes	No	Total	%
Senior Staff	95	54	149	38.21
Junior Staff	133	65	198	50.77
Others	38	5	43	11.02
TOTAL	**266**	**124**	**390**	**100.00**

Source: *Field survey (2009)*

The observation of table 4.1 (10) shows that greater number of respondents believed that the reduction in the level of productivity is due of bad leadership. Out of the 266 that are of the view, 95 are senior staff, 133 junior staff and 38 unclassified staff. Those that are against are 124 and out of this, 54 are senior staff, 65 junior staff and 5 unclassified staff. From the analysis above, 68.21% agreed with the view why only 31.79% did not agree.

Table 4.1 (11) – Question 13 – The present leadership style in the state civil service is?

Categories	Response				
	Autocratic	Democratic	Laissez faire	Total	%
Senior Staff	64	30	55	149	38.21
Junior Staff	158	25	15	198	50.77
Others	32	5	6	43	11.02
TOTAL	**254**	**60**	**76**	**390**	**100.00**

Source: *Field survey (2009)*

The observation in table 4.1 (11) reveals that out of the 149 senior staff that responded 64 senior staff are of the opinion

that it is autocratic, 30 said it is democratic, while 55 said it is laisses faire. Out of the 198 junior staff, 158 claimed that the leadership style is autocratic, 25 claimed democratic while 15 claimed laissez-fare. Out of the 43 respondents that are neither senior nor junior staff but political appointees, 32 claimed autocratic, 5 democratic while 6 claimed laissez-faire.

In all, out of 390 respondents 254(65.13%) claimed autocratic 60 (15.38%) claimed democratic and 76 (19.49%) claimed laissez faire.

Table 4.1 (12) Question 14 – which leadership style would you prefer?

Categories	Response				
	Autocratic	**Democratic**	**Laissez faire**	**Total**	**%**
Senior Staff	12	128	9	149	38.21
Junior Staff	30	128	9	198	50.77
Others	5	35	3	43	11.02
TOTAL	**47**	**313**	**30**	**390**	**100.00**

Source: *Field survey (2009)*

The above reveals that greater proportion of respondents would prefer democratic leadership. Thus 128 senior staff, 150 junior staff and other categories of staff expressed this opinion as against 12 senior staff, 30 junior staff and 5 other categories of staff. Those who favoured laissez faire leadership style are 9 senior staff, 18 junior staff and 3 other categories of staff.

In all, out of the 390 respondents, 313 (80.26%) would prefer democratic style of leadership as against 47 (12.05%) that are for autocratic leader while 30 (7.69%) would prefer laisses faire type of leadership.

Table 4.1 (13) Question 15 – Do you agree that the presence of incompetent bureaucrats in the state civil service affected the morale of the staff negatively, increased migration and reduced productivity?

Categories of respondents	Response						
	Strongly Agree (5)	Agree (4)	Undecided (3)	Strongly Disagree (2)	Disagree (1)	TOTAL	%
Senior staff	96	35	10	3	5	149	38.21
Junior staff	164	5	20	5	4	198	50.77
Others	25	10	3	2	3	43	11.02
Total	**285**	**50**	**33**	**10**	**12**	**390**	**100.00**

Source: *Field survey (2009)*

From the able above, out of the 149 senior staff that responded, 96 strongly agreed to the view that the presence of greedy, selfish and corrupt leaders in the state civil service affected the morale of the workers negatively, caused indiscipline, inefficiency and hardship to the people of the state, 35 agree, 10 undecided, 3 strongly disagree while 5 disagree. Of the 198 junior staff that responded, 164 strongly agreed, 5 agree, 20 undecided, 5 strongly disagree while 4 disagree. Out of the 43 other staff who are neither senior nor junior staff but on political appointments 25

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strongly agree, 10 agree, 3 undecided, 3 strongly disagree while 3 disagree.

In total, out of the 390 respondents, 285 (73.08%) strongly agree, 50 (12.83%) agree, 33(8.46%) undecided, 10(2.56%) strongly disagree, 12 (3.08%) disagree.

The weighted mean based on the scale is:

For strongly agree	285 x 5	=	1425
For agree	50 x 4	=	200
For undecided	33 x 3	=	99
For strongly disagree	10 x 2	=	20
For disagree	12 x 1	=	12
	390	=	1756

$$\text{Weighted mean} = \frac{\text{Sum of products}}{\text{No of Respondents}} = \frac{1756}{390}$$

$$= 4.503$$

Decision rule: Weighted mean of 1.00 – 3.00 (Not agreeable) weighted mean of 3.00 – 4.00 (neutral) weighted mean of 4.00 – 5.00 = (Agreeable)

From the above, the calculation of 4.503 weighted mean is agreeable.

In the light of the above, the outcome is that the respondents agreed that the presence of greedy, selfish and corrupt leaders in the state civil service has affected the morale of the workers negatively, caused indiscipline, inefficiency and hardship to the people of the state.

Table 4.1 (14) Question 16 – Do you think that the poor financial position of the state is due to poor leadership?

Categories of respondents	Response			
	Yes	No	Total	%
Senior staff	100	49	149	38.21
Junior staff	152	46	198	50.77
Others	13	30	43	11.02
Total	**265**	**125**	**390**	**100.00**

Source: *Field Survey (2009).*

From the above table 4.1(14) out of the 390 respondents, 265 said yes while 125 said no. Out of the 265 that said yes, 100 are senior staff, 152 junior staff and 13 other categories of staff as against 49 senior staff, 46 junior staff and 30 other from different categories of staff that said no. From the table 67.95% agreed that the poor financial position of the state is due to poor leadership, while only 32.05% disagreed.

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Table 4.1(15) Question 17 – Do you agree that leadership means sacrifice, role modeling, service, integrity and responsibilities?

Categories of respondents	Response						
	Strongly Agree (5)	Agree (4)	Undecided (3)	Strongly Disagree (2)	Disagree (1)	TOTAL	%
Senior staff	132	10	2	3	2	149	38.21
Junior staff	160	5	10	15	8	198	50.77
Others	38	2	-	3	0	43	11.02
Total	**330**	**17**	**12**	**21**	**10**	**390**	**100.00**

Source: *Field survey (2009)*

From table 4.1(15) above, observation reveals that out of the 390 respondents, 330 strongly Agree, while 10 agree. Out of the 330 that strongly agree, 132 are senior staff, 160 junior staff, 38 are other categories of staff that are neither senior nor junior staff. Out of the 17 respondents that agree, 10 are senior staff, 5 are junior staff, 2 are other categories of staff. Among the 12 that are undecided, 2 are senior staff, 10 junior staff. From the 21 that strongly disagree, 3 are senior staff, 15 junior staff and 3 other categories of staff, of the 10 that disagree 2 are senior staff, 8 junior staff and none for the other categories of staff.

The weighted mean based on the scale is:

For strongly agree = 330 x 5 = 1650

For agree = 17 x 4 = 68

For undecided = 12 x 3 = 36

For strongly disagreed = 21 x 2 = 42

For disagree = 10 x 1 = 10

390 = 1806

Weighted mean = $\dfrac{\text{Sum of products}}{\text{No of Respondents}}$ = $\dfrac{1806}{390}$

= 4.631

Decision rule is:

- Weighted mean of 1.0 – 3.0 = (Not agreeable)

- Weighted men 3.00 – 4.00 = (Neutral)

- Weighted mean of 4.00 – 5.00 = (Agreeable)

From the above, the view is agreeable.

In the light of the above, the out come is that the respondents strongly believed that leadership means sacrifice, role modeling, service, integrity and responsibility.

Table 4.1 (16) Question 18 – Do you agree that the problem of low productivity, inefficiency, low staff morale and migration in the state civil service can be reduced if we have visionary bureaucrats

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instead of politician heading top and sensitive positions in the state civil service?

Categories of respondents	Response			
	Yes	No	Total	%
Senior staff	140	9	149	38.21
Junior staff	186	12	198	50.77
Others	8	35	43	11.02
Total	**334**	**56**	**390**	**100.00**

Source: *Field survey (2009).*

From the above (Table 4.1(16) out of the 390 respondents 334 said yes, while only 6 said no. Out of the 334 that said yes, 140 are senior staff, 186 junior staff, and 8 other staff from different categories of staff as against 9 senior staff, 12 junior staff and 35 other categories of staff that said no.

In all, 334 (85.64%) of the respondents agreed that the state needs visionary bureaucrats to turn around the state for good as against 56(14.36%) who said no.

4.3 TESTING OF HYPOTHESES.

4.3 (1)   HYPOTHESIS 1

Hi: There is positive relationship between leadership and productivity.

Ho: There is no positive relationship between leadership and productivity.

From the analysis on Table 4.1 (6) page 121, the weighted mean obtained was 4.43.

Decision rule: the decision rule adopted is that any weighted mean ranging from 1.0 – 3.00 is unagreeable. Weighed mean of 3.00 – 4.00 is neutral while weighted mean of 4- 5 is agreeable

In the light of the above observation, the outcome is that the respondents agreed to the fact that there is positive relationship between leadership and productivity. So the Hi which states that there is positive relationship between leadership and productivity is accepted while we reject Ho

which states that there is no positive relationship between leadership and productivity.

4.3 (2) **Hypothesis   2**

Hi: The presence of incompetent bureaucrats in the state civil service is responsible for the high rate of staff migration and reduction of productivity.

Ho: The presence of incompetent bureaucrats in the state civil service is not responsible for the high rate of staff migration and low productivity.

Hypothesis two was tested using chi-square(x2)

Table 4.1(13) on page 131 was analyzed.

To solve for expected frequency.

Percentage of respondents on table 4.1 (13).

For strongly agree $\quad \dfrac{149}{390} \text{ X } \dfrac{285}{1} \quad = \quad 108.88$

$\dfrac{198}{390} \text{ X } \dfrac{285}{1} \quad = \quad 144.69$

$\dfrac{43}{390} \text{ X } \dfrac{285}{1} \quad = \quad 31.43$

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For Agree

$$\frac{149}{390} \times \frac{50}{1} = 19.10$$

$$\frac{198}{390} \times \frac{50}{1} = 25.38$$

$$\frac{43}{390} \times \frac{50}{1} = 5.51$$

For undecided

$$\frac{149}{390} \times \frac{33}{1} = 12.61$$

$$\frac{198}{380} \times \frac{33}{1} = 16.75$$

$$\frac{43}{390} \times \frac{33}{1} = 3.64$$

For strongly disagree

$$\frac{149}{390} \times \frac{10}{1} = 3.82$$

$$\frac{198}{390} \times \frac{10}{1} = 5.08$$

$$\frac{43}{390} \times \frac{10}{1} = 1.10$$

For Disagree

$$\frac{149}{390} \times \frac{12}{1} = 4.58$$

$$\frac{198}{390} \times \frac{12}{1} \quad = \quad 6.09$$

$$\frac{43}{390} \times \frac{12}{1} \quad = \quad 1.33$$

Chi-square test of independence for observed and expected frequencies:

0	E	0 – E	$(0 – 2)^2$	$\frac{(0 – E)^2}{E}$
96	108.88	-12.88	165.89	1.52
164	144.69	19.31	372.88	2.58
25	31.43	-6.43	41.34	1.32
35	19.10	15.9	252.81	13.24
5	25.38	-20.38	415.34	16.37
10	5.52	4.48	20.07	3.63
10	12.61	-2.61	6.81	0.54
20	16.75	3.25	10.56	0.63
3	3.64	-0.64	0.41	0.111
3	3.82	-0.82	0.67	0.18
5	5.08	-0.08	0.01	0.001
2	1.10	0.90	0.81	0.74
5	4.58	0.42	0.176	0.04
4	6.09	-2.09	4.37	0.717
3	1.33	1.67	2.789	2.09
390	390	0	1294.94	43.71

Source: Compiled from table 4.1 (13)

At 5% significant level,

df = (r – 1) (C – 1) = (3 – 1) = 2 x 2 =4

TV = 9.488 while CV = 43.71

Decision Rule:

Since CV is greater than TV, Accept Hi, which states that the presence of incompetent bureaucrats in the state civil service is responsible for the high rate of staff migration and reduction in productivity, and reject Ho which states that the presence of incompetent bureaucrats in the state service is not responsible for the high rate of staff migration and reduction in productivity.

4.3 (3) **Hypothesis   3**

Hi; The autocratic leadership style of the bureaucrats has promoted inefficiency and truancy in the state civil service

Ho; The autocratic leadership style of the bureaucrats has not promoted inefficiency and truancy in the state civil service.

Hypothesis three (3) is tested using Chi-square (X^2)

Chi-square (X^2) = $\dfrac{(O - E)}{E}$; $E = \dfrac{R_1 \times C_1}{n}$

    O   =   Observed frequency

    E   =   Expected frequency

    R1   =   Row 1 and C1 = Column 1

n   =   Grand total of the group

Table 4.1 (8) on page 125, is further analyzed using (X^2)

To solve for expected frequencies

Percentage of respondents for Table 4.1 (8)

For Yes $\dfrac{149}{390}$ X $\dfrac{335}{1}$ = 127.99

$\dfrac{198}{390}$ X $\dfrac{335}{1}$ = 170.08

$\dfrac{43}{390}$ X $\dfrac{335}{1}$ = 36.93

For No $\dfrac{149}{390}$ X $\dfrac{55}{1}$ = 21.01

$\dfrac{198}{390}$ X $\dfrac{55}{1}$ = 27.92

$\dfrac{43}{390}$ X $\dfrac{55}{1}$ = 6.07

Chi-square test of independence:
For observed and expected frequencies

0	E	0 – E	$(0 – 2)^2$	$\dfrac{(0 – E)^2}{E}$
138	127.99	10.01	100.20	0.78
162	170.08	-8.08	65.29	0.38
35	36.93	-1.93	3.72	0.10
11	21.01	-10.01	100.20	4.75
36	27.92	8.08	65.29	2.34
8	6.07	1.93	3.72	0.61
390	**390**	**0**	**338.42**	**8.96**

Source: compiled from table 4.1(8)

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At 0.5 significant level
df = (r – 1) (c – I) = (3 – 1) = 2 x 2 = 4
TV = 9.488 while CV = 8.96

Decision:

Since CV is lesser than TV at 5% significant level, we accept Ho, (null) hypothesis which states that the autocratic leadership style of the bureaucrats has not promoted inefficiency and truancy in the state civil service and reject H1 which states that the autocratic leadership style of the bureaucrats has promoted inefficiency and truancy in the state civil service.

4.3 (4)   **HYPOTHESIS 4**

Hi: Appointment and promotion of staff into top and sensitive positions in the State Civil Service is no longer on merit but on ethnicity.

Ho: Appointment and promotions of staff into top and sensitive positions in the State Civil Service is based on merit and not on ethnicity.

Hypothesis four is tested using chi-square (X^2)

Chi-square (X^2) = $\dfrac{(O - E)}{E}$;   E = $\dfrac{R_1 \, X \, C_1}{n}$

O = observed frequency

E = Expected frequency

R1 = Row 1 and C1 = Column 1

n = Grand total of the group

Decision Rule:

In the application of the Chi-square (X^2) test, the generally expected criteria for decision are stated below:

Accept Hi   if C.V < T.V   -   I

Reject Hi   if C.V > T.V   -   II

Where C.V = calculated value of chi-square test

Table 4.1 (7) on page123 was analyzed.

To solve for expected frequency.

Strongly Agree $\dfrac{149}{390}$ x $\dfrac{301}{1}$ =   114.99 = 115

                          $\dfrac{198}{390}$ x $\dfrac{301}{1}$ =   152.82.

$$\frac{43}{390} \quad \times \quad 301 \quad\quad = 33.18.$$

For agree: $\quad \dfrac{149}{390} \quad \times \quad \dfrac{50}{1} \quad = \quad 19.10$

$$\frac{198}{390} \quad \times \quad \frac{50}{1} \quad = 25.38$$

$$\frac{43}{390} \quad \times \quad \frac{50}{1} \quad = \quad 5.51$$

For undecided: $\quad \dfrac{149}{390} \quad \times \quad \dfrac{4}{1} \quad = \quad 1.53$

$$\frac{198}{390} \quad \times \quad \frac{4}{1} \quad = \quad 2.03$$

$$\frac{149}{390} \quad \times \quad \frac{4}{1} \quad = \quad 0.44$$

Strongly disagree: - $\quad \dfrac{149}{390} \quad \times \quad \dfrac{17}{1} \quad = \quad 6.49$

$$\frac{198}{390} \quad \times \quad \frac{17}{1} \quad = \quad 8.63$$

$$\frac{43}{390} \quad \times \quad \frac{17}{1} \quad = \quad 1.88$$

For Disagree $\quad \dfrac{149}{390} \quad \times \quad \dfrac{18}{1} \quad = \quad 6.88$

$$\frac{148}{390} \quad \times \quad \frac{181}{1} \quad = \quad 9.14$$

$$\frac{43}{390} \quad \text{x} \quad \frac{18}{1} \quad = \quad 1.98$$

Chi-square test of independence for observed and expected frequencies.

0	E	0 – E	$(0 - E)^2$	$\dfrac{(0 - E)^2}{E}$
120	115	5	25	0.22
150	152.82	-2.82	7.95	0.05
31	33.18	-2.19	4.80	0.14
20	19.10	0.9	0.008	0.0004
25	25.38	-0.38	0.144	0.006
5	5.51	-0.51	0.260	0.05
0	1.53	-1.53	2.34	1.53
3	2.03	1.03	1.06	0.522
1	0.44	0.56	0.31	0.70
2	6.49	-4.49	20.16	3.11
11	8.63	2.37	5.62	0.65
4	1.88	2.12	4.49	2.39
4	6.88	-2.88	8.29	1.20
12	9.14	2.86	8.18	0.89
2	**1.98**	**0.02**	**0.004**	**0.002**
390	**390**	**0**	**88.62**	**11.46**

Source; compiled from table 4.1. (7)

At 0.05 significant level.

df =)n – 1) (c – 1) (3 – 1)   (3 – 1) = 2 x 2 = 4

TV = 9.488 while C.V = 11.46

. Decision: Since CV is higher than TV at 5% significant level, we accept Hi which states that appointment and promotion into top and sensitive positions in the Delta State Civil Service is no longer on merit but on ethnicity and reject Ho (null) hypothesis which state that appointment and promotion into top and sensitive position is based on merit and not ethnicity.

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CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.

This chapter contains the summary of findings based on responses of the staff of Delta State Civil Service, and some political appointees appointed in the State civil service. The data got from secondary sources and interview supplement the data got from questionnaire. The chapter also contains recommendations and conclusion of the study.

5.1 **SUMMARY OF FINDINGS:**

This study has made an overview of the effect of leadership on staff productivity in the Delta State Civil Service from 1998 – 2009).

The findings from the analysis revealed that there was a reduction in productivity as a result of leadership ineffectiveness which according to the study has resulted to inefficiency, low staff morale, and migration to other states of the Federation.

The study further revealed other factors that heightened low productivity which included the fact that appointments and

promotion into top and sensitive positions in the State Civil Service from (1998 – 2009) was no longer on merit, but on ethnicity. This had greatly lowered staff morale and therefore reduced productivity since the workers are no longer happy doing their work. There is no reward for hard work any longer. Leadership is no longer seen as sacrifice, role modeling, service, integrity, price and responsibilities. From the chi-square test in table 4.1 (7) page 123, it was revealed that since appointment into top and sensitive positions was no longer based on technological superiority and specialization. The politicians appointed to head top and sensitive positions in the civil service are autocratic and because they were not elected had always adopted autocratic approach to handle issues instead of being democratic. This had generated conflicts, lower staff morale and reduced productivity.

However, the government believed that there is positive relationship between leadership and productivity but this was not reflected in their appointment procedure. The study further revealed that the low ranking officers (junior staff) were not considered for training outside the state or country

except those who had godfather unlike their senior counterparts and political appointees. This according to a youth leader Thomas Ehinmisan (2009) resulted to conflict between junior workers and the management in the state civil service recently.

The bulletin of the Delta State Civil Service (2008) revealed that there was apparent discrimination between political appointees and career bureaucrats in the State Civil Service. The discrimination came in form of conditions of service and payment of fringe benefits. The situation had further dampened the morale of the workers and resulted to low productivity and reduction in total generated revenue for the state. This had also affected the growth of the state and its economic developments.

Because the politicians appointed to head top and sensitive positions were not elected by the people, successive political appointees had always adopted autocratic approach to handle issues in the state civil service instead of being democratic. This had generated many conflicts that were allowed to degenerate into lock-out, strike or dispute. These

according to Umukoro (2009) further dampened the morale of the workers, reduced productivity and increased migration and labour turnover.

Okonkwo (2009) argued that the primary problem of the state civil service is leadership and according to the analysis on Table 4.1 (16) page135, 85.64% of the respondents agreed that for a turn around in the state civil service there is the need for a visionary leader and that the major problem responsible for low productivity in the state is leadership inefficiency.

Table 5.1 (Summary of Data from the study)

Relative ranking of the factors that induced low productivity in the State Civil Service.

S/N	Factors	Ranking based on respondents opinion	%	Ranking
1	Leadership ineffectiveness	335 out of 390 respondents said yes	86.2%	1st
2	Appointment of politician to head top & sensitive positions instead of career bureaucrats	301 out of 390 said yes	77%	2nd
3	The autocratic leadership style adopted by the leaders in the State Civil Service leading to migration of staff.	285 out of 390 respondents said yes	73.6%	3rd

Source; Complied from tables 4.1(8), 4.1 (7) and 4.1(13).

The table above (5.1) reveals the ranking of the three latent factors that contributed to low productivity in the Delta State Civil Service. From the table, leadership ineffectiveness ranked highest, followed

by appointments of politicians to head top and sensitive positions in the State Civil Service instead of career bureaucrats, while the autocratic leadership style adopted by the leaders in the State Civil Service ranked the least.

The implication of the information in this table therefore, is that the Delta State government should take cognizance of this relative ranking of the latent and manifest factors that reduced productivity and affected workers morale negatively in the state Civil Service.

From the analysis on table 4.1.(16) page 135, out of the 390 respondents chosen for the test, 334 agreed that if we must sustain peace, increase productivity and service delivery that we need leaders that are visionary, focused, role model, responsible, hardworking, and reliable. While only 56 people did not think so. In all, 334 respondents representing 85% agreed that the state civil service needs visionary bureaucrats to turn around the fortune of the state for good as against 56 respondents representing only 15% who said no.

Form the interview conducted during the survbey, many people confirmed that the peace we are currently enjoying in the state is

as a result of the efforts of our past heroes and that left for these present leaders, the state would have been divided and they cited the crises between the Urobos in Warri and the Itsekiris, the Urobos and the Ijaws, the Ijaws and the Ilajes in Ondo state. These were people that had been leaving together peacefully for years because of good coordination by their former leaders. But the story is different today because of bad leadership.

Finally in the process of the research, the researcher discovered that leadership has a big influence on productivity and that motivation has influence on the morale of the workers. When the morale of the workers improved, they are happy and this will increase peace, productivity; service delivery and reduce the rate of migration in the state. For any meaningful development, leadership is very important.

Form the findings, the effect of leadership on staff productivity and motivation cannot be over emphasized and we need leaders who can effectively motivate the workers.

According to one of the chiefs who do not want his name mentioned, he asked me, tell me one new industry, farm

settlement or infrastructure that you can see in the state. Our sons have no place to work, they have taken to Arm robbery, kidnapping and selling of lands and houses that do not belong to them or to their family. The ladies have taken to prostitution, No body calls Delta state my state again but the slogan now is that delta state is 'their' state (their own). This shows that the people are no longer proud of their leaders; they are no longer being motivated, because of bad leadership. Finally, the survey revealed that Delta state lacked leaders that have the required qualities to motivate the people

According to one youth leader interviewed at Oreorkpe village in Delta North Mr. Samson, he confirmed that in the state today, among the leaders none of them could claim to be a role model, they have no integrity and do not appreciate hard work. They enjoyed all the good benefits of the state when they were young because they had good leaders then but today none of them has any good legacy to   leave behind for the coming generation. Their period is characterized with crises, low productivity, migration and hunger to mention a few. This further confirmed the fact that the present leaders are corrupt, greedy, selfish, and have nothing good to offer and because the leadership is bad, inefficiency and

hardship persisted. Poor leadership in the state has caused reduction in productivity and internally generated revenue, increased rate of labour turnover and migration to other parts of the Federation and outside Nigeria.

From the analysis, it was observed that out of the 390 respondents used for the test, 335 confirmed the above, which is to show that the major problem of staff productivity in the state is leadership. One of the elderly men interviewed said that since 1996, he had stopped paying taxes to the state because 98% of the revenue of the state now goes into individual account and that only 2% is released to the state because of the corrupt and selfish leaders. He further attributed this to the fact that our leaders of today are no longer elected on merit but rather they are selected on the basis of whom you know (god fatherism), because we did not elect them, they are there to serve those who put them there and not to defend the interest of the state and the masses.

This further confirmed the fact that the reduction of revenue, infrastructures, service delivery and the hardship being experienced in the state is due to poor leadership.

Another man interviewed who claimed anonymous stated that all our boys and girls have moved out to other states of the Federation in search of good job. The rate at which people move out of the state on daily basis also confirmed the fact that poor leadership in the state has caused increased labour turnover and migration to other parts of the world.

In summary, from the analysis so far most of the respondents chosen for the test agreed that if we must increase productivity and service delivery, reduce migration and increase the morale of the staff, that we need bureaucrats that are visionary, focused, role model, responsible, hardworking, and reliable.

Finally in the process of the research, the researcher discovered that leadership has a big influence on productivity and that motivation has influence on the morale of the workers. When the morale of the workers improved, they are happy and when they are happy they will work well and this will increase productivity; service delivery and reduce the rate of migration in the state. For any meaningful development leadership is very important.

Form the findings the effect of leadership on staff productivity cannot be over emphasized and we need leaders who can effectively motivate the workers.

5.2 CONCLUSION:

It would appear from the circumstances surrounding the problem of low productivity in the State Civil Service that leadership has no effect. But recent trends in Delta State revealed that most of the problems and hardship that the people in the State Civil Service are passing through emanated form poor leadership and lack of motivation.

Scholars and well meaning Deltans and even Nigerians have discovered that most of the problems of African countries are caused by poor leadership. Our bureaucrats are no longer ready to work; they do not want to accept responsibilities and they are not reliable. We now have looters and no longer leaders. Workers are no longer motivated, productivity has decreased and no value for hard work anymore.

The research showed that without good leadership, we cannot achieve much. Today employment is no longer on merit but on

Federal character and ethnicity and that is why today we may have the minister of education who is not an educationist and so would not know what to do to improve the standard of education. Today we have administrators who are politicians instead of bureaucrats. This research will help the government to allow politicians to go on with politics and bureaucrats to go on with administration so that things can work well for the state. Presently, we lacked competent leaders who can motivate the workers to increase productivity

Today in the state we have a medical doctor doing the work of secretary to the state government instead of being a medical director in the state government hospital. That is why many of these ills are being committed without apology.

Finally, the research is a means of building enough reasons why we should ensure that people that we put into leadership positions in the state are properly screened to ensure that they have the required qualification, virtues and qualities.

From whichever way we look at it, the study revealed that leadership has a great influence on the productivity and motivation of workers.

5.3   **RECOMMENDATIONS**:

The wrong notion about the effect of leadership on staff productivity and motivation attracted the topic of the study made in this research. Available literatures on the subject were carefully considered and the result showed that leadership has effect on productivity and motivation of workers. Most of the scholars believed that without leadership there is no productivity and that workers have to be adequately motivated if their morale must be increased.

The various data collected in the course were equally analyzed and various views of the people on the effect of leadership and productivity were also noted. The researcher recommends that before one takes a look at the future, one has to look at the past with the situation of the present. The future is of immense importance to the people of Delta State. The greater tomorrow principle is an accepted philosophy and ethics of life. It makes the people to devote much attention and efforts to the building up of future leaders. Based on these findings the following recommendations were considered urgent and desirable.

1. Deltans should see the problem of leadership in the state as a challenge that must be taken seriously rather than as an academic exercise because of its negative consequences on productivity, staff morale and migration to other parts of the country to mention a few.

2. Deltans should ensure that those to be appointed into the position of authority in the state are appointed on merit and on what the people have to offer the state based on previous performances and not on the basis of Federal character, god fatherism and ethnicity.

3. Deltans should pay particular attention to those that are to lead them and ensure that they fulfill some basic requirements before they could be appointed into position of authority or leadership and ensure that they are democratic.

4. People to be appointed/elected as leaders must be above board in role modeling, hardworking, responsibility, integrity and are highly reliable to mention a few.

5. Deltans should be more semantic in their choice of leadership. This will help them to produce reliable leaders instead of looters.

6. The culture of virtue, value and governance must be taught in our school and all would be leaders must be adequately grinded in it.

7. There must be various check and balances machinery put in place to regulate the behaviour of our leaders at every point in time whether while in office or out of office.

8. Leaders must imbibe the culture of rule of law, due process, Accountability and any leader that violates any law must be punished to serve as deterrent to others whether while in office or out of office and should not be covered by any immunity clause.

9. A democratic leadership should be imbibe in Delta State Civil Service to ensure congenial work relationship and reign of democracy as a style would ensure peace and increase the morale of the workers. Training, rewards, promotions should be based on need and merit and other incentives that can motivate workers and make them to be happy so that productivity will increase should be encouraged.

If the above recommendations are carefully considered, a better, orderly and more reliable leaders will emerge, and peace and tranquility would be sustain in the state. The

morale of the workers in particular will increase once again.

This will reduce labour turn over and migration to other parts

of the world and increase productivity, and service delivery.

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03/07/09

APPENDIX A

LETTER TO RESPONDENTS

**Department of Public Administration,
Nnamdi Azikiwe University,
Awka,
Anambra State.**

Dear Sir/ Madam,

A study is being carried out on the effect of leadership on staff productivity in Delta State civil service .Below is a list of question on the topic. You are requested to indicate with a tick to the answer that best represent your opinion on the question.

Any information given by you will be regarded as strictly confidential.

Thanks for your anticipated co-operation.

Yours sincerely,

PASTOR PIUS AROWOLO OMOTOSHO

APPENDIX B

QUESTIONNAIRE.

INSTRUCTION: TICK (   ) in the box against the answer that best suits your opinion.

SECTION A (Back ground information)

1.   Sex: Male (   )   Female (   )

2.   Age; 20-30 (   ) 31-40 ( ) Above 40 ( )

3.   What is your educational qualification?

   (a)   First School Leaving Certificate   (   )

   (b)   WASC/GCE   (   )

   (c)   Diploma Certificate   (   )

   (d)   Degree   (   )

   (e)   Others   (   )

4. Marital Status; Single   ( )   Married;   ( ) Others   ( ).

5. Religion; (a) Traditional (b) Christianity (c) Islam (d) Others.

6. Status in the organization. (a)Senior staff (b) Junior staff (c) Others

7. Local Government Council ---

SECTION B

(Respondents View on the subject of Investigation)

8.   Do you agree that there is positive relationship between leadership and productivity? (a) Strongly agree ( ) (b) Agree () (c) Undecided ( ) (d) strongly disagree () (e) Disagree ( )

9.   Do you agree that in Delta state civil service, appointment and promotions into top and sensitive positions are based on ethnicity and whom you know instead of merit? (a) Strongly agree ( ) (b) Agree ( ) (c) undecided (e) strongly agree ( ) (F) disagree.

10. Do you think that the increased rate of migration in the state civil service is due to bad leadership? (a) YES (   ) (b) No (   )

11. Do you think that the increased rate of corruption, embezzlement and fraud in the state civil service is due to the appointment of politician to head top positions instead of career bureaucrats? (a) Yes (b) No.

12. Do you think that the reduction in the level of productivity, inefficiency and truancy in the state civil service is due to bad leadership, (a) YES (   ) (b) NO ( )

13. The present Leadership style in the state civil service is (a) autocratic (b) Democratic (c) lasses faire.

14 Which leadership style would you prefer? (a) Autocratic (b) Democratic (c) lasses faire.

15. Do you agree that the presence of incompetent bureaucrats in the state civil service is responsible for the high rate of migration and low productivity? (a) Strongly agree (b) agree (c) undecided (d) strongly disagree (e) disagree.

16. Do you think the poor financial position of the state is due to poor leadership? (a) Yes (b) No

17. Do you agree that leadership means sacrifice, role modeling, service, integrity and responsibilities? (a) Yes (b) No

18. Do you agree that the problem of low productivity, inefficiency, low staff morale, and migration can be reduced if we have visionary bureaucrats heading top and sensitive positions in the service instead of politicians? / (a) YES ( ) (b) No ( )

Thank you once again for your cooperation.

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 Name   Position   Date & Signature