

# **IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE**

**(A STUDY OF TUYIL PHARMACEUTICAL INDUSTRIES LTD., ILORIN)**

*BY*

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**BEING A RESEARCH PROJECT SUBMITTED TO THE  
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## CERTIFICATION

This is to certify that this research work was carried out by **ALABEDE FARIDAT TITILAYO**, with matriculation number **HND/23/BAM/FT/0077**. And has been read and approved as meeting part of the requirements for the award of Higher Nation Diploma in Business Administration and management, (IFMS). Kwara State Polytechnic, Ilorin.

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## **DEDICATION**

I dedicate this project to Almighty God, the most merciful, the most beneficial, the first and the last, the beginning and the end for his unending love, during the course of my Higher National Diploma programme.

Also, this research work is dedicated to my parents, **MR.** and **MRS. ALABEDE.**

## **ACKNOWLEDGEMENT**

Doxology to the sage monarch, the most unique in greatness and mightiness (Almighty Allah) for safeguarding my endeavors; Wisdom, knowledge and understanding bestow upon me, which has been an exceptional turning point blessings during the course of my studies.

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My profound gratitude goes to the Head of Department (HOD)

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My acknowledgement will remain unacknowledged and incomplete and won't be able to laid total acclaimed of the work if I failed to concede and confess vital role played by my Mother Mrs Alabede and My sister for their tremendously role and word of encouragement they both fed me since inception.

Also to all my friends and course-mate. May God Rewards You All.

All glory and honor to the Almighty God the maker of heaven and earth, the beginning and the end of the universe.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

The performance of any enterprise, whether large or small, is in direct proportion to the quality of its leadership. Leadership is not only an ingredient of success but it is also an important ingredient in the life of an organization.

Yusuf (2001) argued that the ability of any organization to achieve its desired goals and objectives depends on the nature of leadership. However, empirical evidence has found to show that leadership plays a very significant role in the effectiveness and efficiency of any organization.

Hence leadership has a significant management factor in the success of any organization. To this end, leadership most times includes communicating with subordinates (passing on information and expanding the goal and plan of the organization), giving orders, motivating people and taking whatever steps necessary to raise protection, discipline staff and handle conflict.

As a result, we realize that improving leadership styles by itself ensures that the effectiveness of operations, the results obtained and the way in which resources are used.

David man (1995) sees styles of leadership some of the basic requirement for achieving good management and administration and good leadership.

Leadership style may be defined as a designed pattern or behavior used in integrating or marrying both the organization and personal interest in achieving the organization aim and objectives. Furthermore, this style of leadership are many but mostly intersect more, to many people are the three command used in most establishment viz autocratic democratic and free from leadership style its widely believe that good leadership styles therefore increase productivities of labour lower unit cost, high morale sustain and improved management labour relationship Nwachuwu (1988).

## **1.2 Statement of the Problem**

Over the term scholar extensively researched on the effective leadership styles in an organization prominent among them are Ralph M. Stogotiy, Freed and Fielder, Rensis Likert, Robert Blade and Jame Mouton, Robert Tannenbanm and so forth.

Leadership has been seen involving of variety of styles ranging from one that is highly boos centered to one that highly. Subordinate and conferred. The styles were said to be varied with the degree of freedom in manager or leader grand to subordinate with suggestion that no one style is always right and another is not always wrong in the contend of business and service industries to achieve goals.



More so, for manager or leadership to achieve appropriate leadership styles in an establishment, some situational factors must be considered this include position power tax structure and leader member relations.

### **1.3 Research Questions**

The study seeks to answer the following questions:

- i. To what extent can autocratic leadership style affect work quality?
- ii. What are the effects of democratic leadership style on employee efficiency?
- iii. To what extent does transformational leadership style impacts employee effectiveness?

### **1.4 Research Objectives**

The main objective of the study is to examine the effect of leadership style on organizational performance. However, to achieve this main objective, the specific objectives are to;

- i. Determine the effect of autocratic leadership style on employee work quality
- ii. Investigate the effect of democratic leadership style on employee efficiency
- iii. Examine the impact of transformational leadership style on employee effectiveness.

## **1.5 Research Hypotheses**

Based on the objectives, the following hypotheses were developed in order to make valid conclusions on the subject matter. The hypotheses are expressed in their null form:

H<sub>01</sub>: There is no significant effect of autocratic leadership style on employee work quality

H<sub>02</sub>: There is no significant effect of democratic leadership style on employee efficiency

H<sub>03</sub>: Transformational leadership style has no significant impact on employee effectiveness

## **1.6 Significance of the Study**

The main aim of this research study is to carefully look into leadership style in the organization to ensure morale and high productivity among the staff workers of the Tuyil Ltd, Ilorin to put effort by the manager.

## **1.7 Scope of the Study**

As earlier discussed, the study will be concern on subject matter i.e. the impact of leadership styles and their impact on successful management of business organization. The research will cover Tuyil pharmaceutical Nigeria Limited, Ilorin, Kwara State as a case study.

## **1.8 Definition of Terms**

**LEADERSHIP STYLE:** may be defined as a designed pattern or behavior used in integrating or marrying both the organization and personal interest in achieving the organization aim and objective.

**PLANNING:** This is concerned with the process of setting objectives as well as formulating strategies and policies by which those objectives can be achieved planning is basic or fundamental to every organization. It is futuristic in nature. For instance, planning is carrying out before the objectives of Tuyil pharmaceutical are set planning also means a decision making which is the process by which a course of actions for the purpose of effective leadership in an organization.

**MANAGEMENT:** is the organizational process that include strategic planning, setting objectives, managing resources, deploying the human and financial assess needed to achieve objective and measuring result.

**COMMUNICATION:** is defined by Devalenzuela as “any act by which one person gives to or receives from person information about that person’s needs, desires, perceptions, knowledge, or effective states.

**PRODUCTIVITY:** Is computed by dividing average output per period by the total cost incurred or resources (capital, energy, material, personnel) consumed in that period productivity is a critical determinant of cost efficiency.

**ORGANIZATION:** is a social arrangement which pursues collective goals, which controls its own performance, and which has a boundary separating it from its environment the word itself is derived from the Greek word.

**SUBORDINATE:** this is referred to as lesser importance than something else or a person under the authority or control of another within an organization.

**AUTOCRATIC:** this is referred to a ruler who has absolute power or taking no account of other wishes or opinion. This is also known as authoritarian leadership is a leadership styles characterized by individuals control.

**DEMOCRATIC LEADERSHIP:** this is also known as participative leadership. It is a type of leadership in which members of the group take a more participative role in the decision making process.

**BUREAUCRACY:** this is a group of non-elected officials within a government or other institution that implement the rules, laws, ideas and function of their institutions.

**AUTHORITY:** this is the power or right to give orders makes decision, and enforces obedience. The right to act in a specified way delegate from one person or organization to another.

**LABOUR PRODUCTIVITY:** is concerned with the amount of input that is obtained from each employee. It is a key measure of lousiness efficiency, particularly for form in which the production process is labour intensive.

**ADMINISTRATIVE:** is the botch of law that government the activities of administrative agencies of government action can include, rule-making justification or the enforcement of a specific regulating agenda.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The second chapter deals with conceptual framework, theoretical review and leadership styles based on the use of authority.

#### **2.1 Conceptual Framework**

**LEADERSHIP:** is a dynamic influence by the changing requirement of the task, the group itself and individual members or leadership, the activity of leading a group of people or an organization or the ability to do this leadership involves;

1. Establishing a clear system.
2. Sharing that vision with other so that they will follow willingly.
3. Providing the information, knowledge and methods to realize that vision.
4. Coordinating and balancing the conflict interests of all member and state holders.

**LEADER:** a leader is a person who is a vision a drive and commitment to a drive that vision and the skill to make it happen or a leader is someone who leads strongly but isn't bossy someone who is admirable but not superior and a leader is a person who influence a group of people towards that achievement of a goal.

## **Greatmen/Traits Approach to Leadership**

This is approach to leadership that focused on the traits and characteristics of leadership it was the early approach that belief that leaders are born and not made the theory attempt to identify that traits that successfully leaders posses so that people could be trained to develop these traits. The approach sough a unique set of traits that distinguished leaders from their peers.

A number of studies concluded in this search for these characteristic traits, Hary Tikes (1981) summarized the research by identifying the following traits and skills that are found to be characteristic of successful leader adaptable to situation, alert tot the social environment, ambitions and achievement oriented, assertive, decisive, dependable, dominant. (The desire to influence others) willingness to assume responsibility. Skill characteristic of successful leader clearer (intelligent), conceptually skilled, creative, diplomatic and tactful. Fluent in speaking, knowledge about the group tasks, organized (administrative ability), pervasive and socially skilled. Also, if important study were the one conducted by Kotler (1892) in which he identified four categories of personality characteristic of successful leader as need/motive temperament (emotionally stable and optimistic); cognitive orientation interpersonal orientation Kotler (1982) then added

knowledge (about their lousiness and organization and relationship cooperative relationship with many people in their organization and industry).

The conclusion drawn by scholars after a review of all the traits is that there is no evidence that universal leadership traits exist. Borton and Thakur (1995) succiret put it “but most scholars finally concluded that there was no particular set of traits could be scientifically established no trait seems to guarantee leadership success.

### **Behavioural Approach to Leadership**

This approach aim to determine those behaviours that were associated with successful leadership, it is believed that a leader’s behaviours and style in which he relates to other people affect his effectiveness. Research by Misumiet (1985) shown successful leadership was associated with three fundamental leadership behaviour.

Task performance behaviour if a leadership is to be successful the leader must get the job done. The necessary task performance behaviours refer to the things the leader does to ensure that the group reaches it objective. The most common task performance factors w here found to be: task work, speed, good quality/high accuracy, high quality and observation of the rules group maintenance maintainer-oriented behaviours are those taken by the leader to ensure and maintain harmonious work relationship and to maximize the



satisfaction of group members the most common group/members feeling, comfort, stress rendition and appreciation.

### **Participation in Decision Making**

The successful leader knows that employees want to take part in making decision that will be an impart on their environment. However, successful leader also knows the amount of participation that is possible or desirable various with the situation. Thus, the decision participation dimension of leadership behaviour can range from autocratic to democratic.

### **Situational Approach to Leadership**

Empirical research finding indicate that the situation in which a leader operates shapes his leadership. The performance of leader is to be associated with the situation in which they find themselves. The situational theory to leadership distance itself away from great men or traits approach to understanding of leadership. The situational approach believes that leaders are the product of given situation.

A large number of the studies made confirmed that leadership is strongly affected by the situation from which the leader images and operation. The emergence of Hitler in Germany in the 1930, the earlier rise of Mussolini in Italy, the rise of mooting in China in the penal after world war, EmakaOjukwu, Yakub Gowon name but a fear seem to be tailored to situation. This approach to leadership recognized that there exists an interaction between

the group and leader. It support the following or follower theory that people tend to follow those whom they perceive (accurately or inaccurately) as offering them a mean of accomplishing their personal desires. The leader then is the person who recognizes these desires and does those things or undertakes their programmes, designed to meet them. Horses et al (as cited in Lisa M. Walter 2001) noted that situation leadership is based on a relationship among the amount of guidance and direction (task behaviour) a leader give, the amount of social emotional support relationship behaviour a leader provide and the readiness level that follower exhibit in performing specific task, function or objective. The situational leadership and the level of readiness of follower situational approach obviously have much meaning for managers, who consider the situation which they design on environment for performance.

### **Fiedler's Contingency Approach to Leadership**

Fred E. Fiedler proposed a contingency theory of leadership base on the belief that a leader's effectiveness depend on situation. Leaders may be more effective in some situation than in others, the theory hold that people become leaders not only because of the attributes of their personalities but also because of the various situational factors and the interaction between leaders and group members. On his research findings, Fiedler identifies three

critical dimension of the leadership situation that could help determine what leadership style will be most effective and achievable.

**Three situations briefly described here:**

- a. Likett's four system
- b. Managerial grid
- c. The situational life cycle model

Therefore, it is pertinent to tell us what is meant by the term leadership style. Leadership style sees as the behaviour by the leader as perceived by the followers (Harrsery et al as cited in Lim Walter 2001).

David Mann (1995) sees leadership style as some of the basic requirement for achieving good management and good leadership.

Management style depends to a considerable extent on the people at the top i.e. management and it relate to the size of organization.

## **2.2 Theoretical Framework**

### **Leadership Theories Model**

Fred Lutbanks (2005) sees leadership style being an important aspect of managing human group activities has called on the attention of many scholars to build-ups on it. And many ahs particular contributed to the leadership concept through theories and finding. Major

theories will be directed on this research work especially on that authorities some basic king of leadership style. Under these leadership styles, we have basic styles viz autocratic, democratic and free-rein/leisse faire leadership.

### **Autocratic Leadership Style**

Lewin (1939), the leadership commands and expects compliance. It is dogmatic and very conscious of his/her position. It however leads by the ability to well hold or give reward and punishment. Its advantages are.

It is useful when the subordinate are that is inherent in the leader is role itself position power is high when leader has the power to assign work and reward and punish employees in the case of manager, this is the power arising from organization authority.

### **Leadership Styles and Behaviours**

Fred E. Fielder (2009). Leadership is said to be rational collective and purposeful and has its contract function the achievement of purpose in resources management. This subsection aims to draw our attention to the classification of leadership styles. There are many hence only a few will be discussed in this research work. These include: a leadership style based on the use of new on the job and have no experience, increase efficiency, when appropriate, sometime and get quick result especially in emergency situation when

decisions must be taken immediately. Useful when chain of command and the division of work chain and understanding by all the disadvantage of this style may as well include.

One way communication without feedback, it also leads to misunderstanding and communication breakdown; create problems both with employee morale and production in the long run due to their resentment and fails to develop the worker commitment to the objective of the organization.

### **Democratic Leadership Style**

The leader ultimately consults with subordinates on proposed actions and decisions and encourages participation from them. The types of leader range system 4-participate-managers have complete trust and confidence in subordinate in all matters; they always get ideas and opinions from subordinates and constructively use them. They give economic reward on the basis of group participation and investment in such things as goals setting appraising progress toward goals.

They engage in much communication downward and upward, encourage decision making throughout with their subordinate as a group.

Management scholars argued that the managers who apply the system of approach to their operations are always successful.

It was inferred from the point of view of staff workers that TUYIL PHARMACEUTICAL managers use all the four systems according to the dictate of the situation.

### **Managerial Grid**

Managerial grid is a well-known approach developed by Robert Black and Jane Mouton to define leadership style. This has been used throughout the world as a means of training managers in the companies.

“Concern for production” includes things such as attitude of superior toward a wide variety of things such as the quality of staff decision, procedures and processes, creativeness of research, quality of policy decision, work efficiency and volume of output.

Concern for people” includes such elements as degree of personal commitment toward goals achievement, maintenance of the self-esteem of workers, placement of responsibility on the basis of trust rather than obedience.

Rensis Likert (1985) points forward what is known as a system 1-4 of management. He views this approach as the most effective way to lead a group. The systems of management styles are as follows. System 1- exploitative-authoritative manager here are high autocratic, have little trust in subordinates, motivate people through fear and punishment and only occasional rewards, engage in downward communication and limit decision making to the top. System benevolent-authoritative-the manager here a patronizing confidence and trust

in subordinates, motivate with new and few and punishment permit some upward communication solicit some ideas and opinion from subordinates and allow some delegation of decision out with close policy control. System 3- consultative manager in this system have substantial but not complete confidence and trust in subordinates, usually try to make use of subordinate ideas and opinions, use reward for motivation with occasional punishment and some participation, engage in communication flow with both and up, made broad policy and general decision at the top while allowing specific decisions to be made at lower level and act consultatively in other way from the person who does no take action without subordinates concurrence to the one who make decision but consults with subordinates before doing so. Hence, he supports subordinate in accomplishing their duties. The advantages of this styles lying on the following active participation in the management by labour assure cooperation and loyalty among workers it also resent lighter employment moral. The democratic leadership style has some disadvantage some group members may feel alienated if their ideas are not accepted for the action, it is very time consuming and to view point and ideas may take solid decision more different and many be sources of frustration to impatient management

### **Free-Rein/Laissez Leadership Style**

A leadership uses his/her power very little, giving subordinate a high degree of independence in their operation.

Such a leader depends largely on subordinates to set their own goals and they see their role as one of aiding the operation of follower by furnishing them with information and acting primarily as a contact with group external environment. The advantage includes.

Create an environment of freedom individually well as team spirit it is highly creative with a free and informal environment, it is very useful where people are highly motivated and achievement oriented.

### **Disadvantage of this Leadership Style Are As Follows**

It may result in disorganized activities which lead to inefficiency and chaos; some member may put their own interest above the group interest provision of good working condition and maintenance of satisfying interpersonal relations.

1. Style: impoverished management manager under this style, concern themselves very little with either people or production and have minimum involvement in their jobs. They only mark time or act as messenger communicating information from superior to subordinates.



- 2      Style: team manager-the manager able to make the production needs of the enterprise with the needs of individual.
- 3      Style: country club management-manager has little or no concern for production but are concerned for people. Then promote an environment in which everyone is relaxed, friendly and happy and no one is concerned about putting concerned effort co accompli enterprise goals.
- 4      Styles- Autocratic task management-under this styles the manager is concerned with developing in efficiency operation and he only have little or no concern for people.
- 5      Styles-middle of the read management makes decision but consent with subordinate before doing so. Hence, he supports subordinate in accomplishing their duties.

The advantage of this style lying on the following action participation in the management by labour assure rising productivity and satisfaction in the confidence, cooperation and loyalty among workers it also result higher employment moral.

The democratic leadership style has some disadvantages some group member may feel alienated if their ideals are note accepted for the action, if as very time consuming and to view point and ideas may take the solid decision more different and many be sources of frustration to impatient management.

### **Free-Rein and Laissez Leadership Style**

A leader of this style use his/her power very little; giving subordinates a high degree of independence in their operation. Such a leader depend largely or subordinate to set their own goals and the see their role as one of aiding the operation of follower by furnishing them with information and acting primary as a contact with group external environmental.

The advantages include.

Create an environment of freedom individually as well team spirit, it is highly creative with a free and informal environment, it have medium concern for production and for people.

They obtain adequate but outstanding moral, and production do not set goals to high.

It was agree that, of the fire styles the 1 styles (i.e, theme management) it seen to be the best styles since it emphasis booth production and people needs.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

In carrying out this research work, different methods are used to collect data. Management (i.e Top, middle and lower level) of the company will serve as primary sources of data needed for the study. These data however, will be obtained through personal interview, observation and self-administration questionnaire.

More so, secondary sources of data will be collected from a range of publishing literatures on the subject matter (topic) such as management textbooks, official and non official documents, diaries, newsletter, journals etc.

A questionnaire will comprise two (2); section A and B, section A will used to obtain information and demographic characteristics of staff workers of the company while section B is used to collect information on leadership styles which is the focus of this study.

#### **3.1 Research Design**

Research design for the investigation is the structuring of investigation aimed at identifying variable and the relationship to one another. This is used for the purpose of obtaining data to enable the research test hypothesis or answer research questions. It is an outline or a scheme that serve as a useful guide to the researchers in their effort to generate data for the

study. Therefore, for the purpose of this research work, administration of questionnaire and interview techniques were used.

### **3.2 Population of the Study**

A population is the set of all objects (unit) or observation about which conclusion is to be drawn. General in research work can only be valid when the coverage is large. Hence, the total population of Tuyil pharmaceutical staff was about 92 persons out of which 75 staffs were selected from the cadre of staff in organization ranging from the senior staff, the supervisors and the junior staff.

### **3.3 Sampling Techniques and Sample Size**

A total of one hundred and eight (108) staff will from management, middle and lower level. The reason for chosen such number of sample size is to ensure even representative study will be apportioned on the following basis 15% top management staff. 25% middle management and 60% Junior staff workers. The reason why substantial percentage of the questionnaire apportions to junior staff being they are the one that leadership styles in the company effect much more.

### **3.4 Method of Data Collection**

The major sources of data collection used were primary sources of data collection used were primary sources and secondary source. The primary source consists of questionnaire,

interview and observation while the secondary make used of management and personal textbooks, journal and magazines (especially the past report of the Tuyil Pharmaceutical Industries Ltd. Ilorin.).

### **3.5 Instrument of Data Collection**

The instrument used for the purpose of the study is oral interview and questionnaire oral interview has to do with asking of question so as to gather as many information through the opinion that was related to the interview by the interviewee. The questionnaire contained certain questions which are in accordance with the research work and research hypothesis and are framed in a way that would not be misunderstood by the respondents.

### **3.6 Method of Data Analysis**

The correlation co-efficient will be used in this study to describe the relationship between leadership styles and successful management in the company and to confirm the level at which leadership styles contribute to the level of productivity.

#### **Formula**

$$= \frac{n \sum xy - \sum x \sum y}{\sqrt{[n \sum x^2 - (\sum x)^2]} \sqrt{[n \sum y^2 - (\sum y)^2]}}$$

**R** represent for correlation coefficient. It is a numbers which lies between -1 and d+1 i.e  $-1 \leq r \leq +1$

When value of  $r = 0$  sinuastic that there is no correlation

**X** = represent independent variable

**Y** = represent dependent variable

**N** = represent number of observation

$\Sigma$  = represent sum of

Further were,  $r^2$  – coefficient of determination will be use to find the level of leadership styles contribution to find the level of leadership style contribution.

### **The Impact of on Successful Management in Tuyil Pharmaceutical the Correlation and Determination**

STRONGLY AGREE	AGREE (X2)	STRONGLY DISAGREE	DISAGREE
29.70	11.49	9.36	52.56

### **3.7 Historical Background of the Study**

Tuyil pharmaceutical company limited is situated along the New Yidi Road, Ilorin, the capital city of Kwara state with Mr. Adetunji as the chairman and owner of the company.

It is a company that specializes in the production of drugs and other medical and pharmaceutical products. All of the products of this company have NAFDAC registration numbers.

The drugs and medicine that this company produces is distributed and consumed nationwide. They can be found in virtually all the pharmacies, chemist and hospitals throughout the country.

Some examples of the product of this company include Tutolin Cough Syrup, Astymin Blood Tonic, Vislari Table Water etc.

The following are some of the importance of Tuyil Pharmaceutical Company to the economy of Nigeria.

1. It provides employment for Nigerians and this helps in reducing the problem of unemployment.
2. It helps the government to generate more income through the remittance of taxes, such as the company tax.
3. The provision of locally manufacture drugs and medicines instead of relying on imported ones and this helps the government to counter the balance of trade and balance of trade and balance of payment deficit problems.
4. The management engages in provision of mosquitoes net to the society.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.0 Introduction**

As stated in the research design, the researcher used questionnaire method for the survey. The purpose of this chapter is to explain how data used in this research was collected and the organization of such data. Also the researcher will analyze these data and discuss the findings arising from the data. This will help the researcher to accept or reject the hypothesis.

#### **4.1 Data Presentation and Analyses**

This section of the project consists of the analysis of simple average system will be used to analysis the responses of respondent to the questionnaire with respect to role of financial institution in Tuyil Ltd.

**Table 1: Sex Distribution**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
Male	30	60%
Female	20	40%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025



From the above, it show that more male are employed in the organization, than because of the nature of their work.

**Table 2: Age Distribution**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
18-30	10	20%
31-40	25	50%
41-50	10	20%
51-above	5	10%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The table show that majority of the employees are not more than 40 years of age, there is no employee who is up to 51 years of age.

**Table 3: Educational Qualification**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
WAEC/GCE	5	10%
ND/NCE	10	20%
HND/BSC	10	20%
MSc and above	5	10%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The table show the highest educational qualification of the respondent from it, it can be observed that which account for 60%.

**Table 4: Length of Service**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
1-5years	10	20%
6-10years	30	60%
11-15years	10	20%
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Survey, 2025

The table show that those who have work for 6 to 10years are more in this sample in fact they account for 60%.

**Table 5: Distribution of Marital Status**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
Married	40	80%
Single	5	10%
Widow	5	10%
Divorced	0	0%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The table show that out of 50 respondent in the company, 10% are single while 80% are married, also 10% are widowed and 0% are divorced.

**Table 6: Does the types of Leadership styles affect the productivity of the organization.**

Option	Respondent	Percentage
Yes	30	60%
No	20	40%
<b>Total</b>	<b>50%</b>	<b>100%</b>

Source: Field Survey, 2025

The above table shows that 30 with 60% respondent respond yes while 20 with 40% respond No in the question, this indicates that Leadership styles does not affect the productivity of the organization.

**Table 7: Do you think democratic style of Leadership improve productivity?**

Option	Respondent	Percentage
Yes	35	70%
No	15	30%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The above table shows that 35 with 70% respondent yes in the question while 15 with 30% respondent No in the question, this indicates that democratic styles of leadership improve productivity.

**Table 8: If leader allow the worker to take part in decision making, will they be satisfied?**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
Yes	40	80%
No	10	20%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The above table shows that 40 with 80% respondent yes while 10 with 20% respond No in the question. This illustrates that the workers will be satisfied if leader allow them to take part in decision making.

**Table 9: Are they promoted as at when due?**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
Yes	30	60%
No	20	40%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The table above shows that 30 with 50% responded yes while 20 with 40% responded No in the question. This indicates that they are promoted are as at when due.

**Table 10: Do their boss compensate them for their job well?**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
Yes	40	80%
No	10	20%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The table above shows that 40 with 80% respondent yes while 10 with 20% respondent No in the question. This indicates that their boss compensate them for job well.

**Table 11: Does indiscipline punished accordingly?**

Option	Respondent	Percentage
Yes	45	90%
No	5	10%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The above table shows that 45 with 90% responded Yes while 5 with 10% respondent No in the question this illustrate that indiscipline punished accordingly.

**Table 12: Tuyil Pharmaceutical mix a controllable variable the organization put together satisfy the target market.**

Option	Respondent	Percentage
Yes	31	62%
No	19	38%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The table above shows that 31 with 62 respond Yes while 19with 38% respondent No the question. This indicate that Tuyil Pharmaceutical, mix a controllable variable. The organization put together to satisfy target market.

**Table 13: In effective productivity Tuyil Pharmaceutical bring meaningless result to an organization?**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
Yes	45	90%
No	5	10%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The table above shows that 45 with 90% respond Yes while 5 with 10% responded No in the question. This illustrate that Tuyil Company of Nigeria, does not bring meaningless result to an organization.

**Table 14: Does impact of Leadership styles strategic management planning has a limitation or not?**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
Yes	35	70%
No	15	30%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey, 2025

The above table shows that 35 with 70% respond yes while 15 with 30% respondent No in the question this indicates that impact of Leadership styles strategic management planning has a limitation.

**Table 15: Did effective marketing will attract more customers from Tuyil pharmaceutical Ltd.?**

<b>Option</b>	<b>Respondent</b>	<b>Percentage</b>
Yes	35	70%
No	15	30%
<b>Total</b>	<b>50</b>	<b>100%</b>

**Source:** Survey 2025

The table above shows that 35 with 70% respondent yes while 15 with 30% respondent No in the question. This indicates that it well attract more customer from Tuyil Pharmaceutical Ltd.

#### **4.3 Interpretation of Tuyil Pharmaceutical**

X<sub>1</sub> Indicates that 99.70% of the variation in the labour productivity brings about the leadership styles.

X<sub>2</sub> Show that only 11.49% of the variation in the productivity results from the leadership.



X<sub>3</sub> Reveals that 9.36% of the variation in the productivity Tuyils from leadership style.

X<sub>4</sub> Show that only 5.2, 56% of the productivity is accounted for the variation in the leadership styles.

### Correlation (R)

STRONGLY AGREE	AGREE (X <sub>2</sub> )	STRONGLY DISAGREE (X <sub>3</sub> )	DISAGREE X <sub>4</sub> )
5.45	399	305	715
1.00	1.000	1.00	10000

At X<sub>1</sub> there is moderate relationship between the leadership styles and labour productivity in the organization.

X<sub>2</sub>, this indicates that a leadership styles has a measure of relationship with labour productivity.

X<sub>3</sub>, this shows that leadership styles and labour productivity and negative relationship.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

The chapter one of the research work make an attempt to study and know such factor that determine prevailing leadership styles in the organization. Furthermore, it owned at contributing to verify related views in this field of study.

Chapter two of the research works take a look at the reviews of relevant publishing interactive in the area of Leadership in Theories and researches and leadership styles and how it affect successful management in the organization.

In chapter three, sources of data collection, sample and sampling frame and method of data analysis was discussed. Questionnaire was administered to the staff workers of Tuyil pharmaceutical Ltd, Ilorin.

Each of this questionnaire comprises fourteen question designed purposely to obtain information on leadership styles in the Tuyil Pharmaceutical Ltd, Ilorin and its impact on productivity. Hence, these questionnaires were administered to 50 respondents of the company and only 20 completed questionnaires were returned and used for the research work analysis. Importantly, in this chapter also, efforts were made to trace the historical background of the case study through company diary, journal and newspaper information.

Chapter four of this research on bodied responses from then questionnaire completed and finding based on the context of time and demand of this work. Also in the chapter table were used analyzing some question on the questionnaire and commit made after each of the table for easy comprehensive/meaningful.

Correlation techniques were also used to analyze and show relationship between leadership styles and productivity.

## **5.2 Conclusion**

Having completed research work on the leadership styles and their impact on successful management. A case study of Tuyil Pharmaceutical Industries Ltd, one can therefore concludes that leadership styles had a moderate leadership with the successful management in the organization and that employee perform their work effectively and efficiency. As the study may disclose further, leadership styles had become management tools for achieving organization set goals. Therefore leadership training program should be continue and dynamic one for easy leadership succession in the Tuyil pharmaceutical Ltd, and other cooperate business in Nigeria.

## **5.3 Recommendations**

In view of the above, it is clear that effective leadership style contribute tremendously to improve labour productivity and set goal in the Tuyil pharmaceutical Ltd.

In a nutshell, the following recommendations are made from the study which will be of great important and benefit not only to the staff of Tuyil pharmaceutical Ltd, as cooperate Nigerian as well leader should note that such quality as human relation commitment, competence, participate in decision making are very important that can encourage worker to put his/her lets to the greater productivity and other set goals.

Leader should at all time strive to understand the complete social, political, culture and economic (external) environment of the administration in other exploit it to the advantage of the company.

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## QUESTIONNAIRE

### SECTION A: Demographic Characteristic

**INSTRUCTION: Please Tick (x) the appropriate answer in the bracket provided.**

1. Sex: Male ( ) female ( )
2. Age: 18-30years ( ), 31-40 ( )
3. Religion: Christianity ( ) Islam ( )
4. Educational Qualification:  
WAEC [ ] NCE [ ]  
HND/BSc [ ] MSc and above [ ]
5. Marital Status:  
Married [ ] Single [ ] Widow [ ] Divorced [ ]

### SECTION B

1. Does the types of leadership style affect the productivity of the organization? Yes  
[ ] No [ ]
2. Do you think democratic styles of leadership improve productivity? Yes [ ]  
No [ ]
3. If a leader allows the worker to take part in decision making, will they be satisfied?  
Yes [ ] No [ ]

4. Are you promoted as at when due? Yes [ ☐ ] No [ ☐ ]
5. Does their boss compensate them for Job well done?  
Yes [ ☐ ] No [ ☐ ]
6. Does Indiscipline punished accordingly? Yes [ ☐ ] No [ ☐ ]
7. Tuyil Limited of Nigeria mix a controllable variable. The organization put together to satisfy the target market.  
Yes [ ☐ ] No [ ☐ ]
8. In effective productivity Tuyil Company Nigeria bring meaningfulness result to an organization.  
Yes [ ☐ ] No [ ☐ ]
9. Impact of Leadership styles management planning has a limitation or not? Yes [ ☐ ]  
No [ ☐ ]
10. Did effective marketing will attract more customers from Tuyil Company? Yes [ ☐ ]  
No [ ☐ ]