

THE SIGNIFICANCE OF EFFECTIVE LEADERSHIP IN ACHIEVING ORGANIZATIONAL GOALS

**(A Case Study of Ilorin East Local Government area of Kwara
state)**

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CHAPTER ONE

BACKGROUND TO THE STUDY

1.1 INTRODUCTION

Leadership has been described as the ability to persuade others to seek defined objective enthusiastically. It is further argue that all management administrative function, leadership involve managers or administrative mostly directly with subordinates. Thus, leading has been described as playing central party of the manager's or administration role of working with and through others achieve organization goals.

The study is carried out to ascertain the relationship between leadership styles and employee performance is in an organization with Ilorin East Local Government Council as the case study.

This study is based on the argument expressed by most authors that employee performance is directly linked with the leadership of the organization in question.

Nevertheless leadership abilities and skills in directing are important factor in managers' effectiveness. On the other hand, employee performance can be defined simple as an assessment of his or her ability to meet set if target. An employee's performance is measured or determined by his level of meticulousness. Hence, his activities and his understanding of the set of goals are necessary to achieve high performance.

1.2 STATEMENT OF THE PROBLEM

The non-recognition of the importance of a leader and the performance benefit of an employee had lead to a lot of problem like competent of an employee, experience and skill of an employee. Another problem is that of information over load human attitudes,

low salaries and lack of social responsibility of the organization to the environment in which they operate.

1.3 OBJECTIVES OF THE STUDY

The objective of this study is to achieve the following goals:

1. To determine the nature of leadership in Ilorin East Local Government Council
2. To identify underlying factor that determines the nature of leadership
3. To employee the nation of employee performance in the local government council
4. To determine the impact of leadership on employee performance
5. To recommend, where necessary, low leadership can be made more effective in Ilorin East Local Government Council of Kwara State
6. To know the historical background of the case study

1.4 SIGNIFICANCE OF THE STUDY

The study is considered very significant for the following reasons.

Firstly by it nature, leadership plays a critical function that enable the administrator or manager to get things done through the help of others. In other words, the effective administrator or manger is one who can achieve organization objective through people mostly within that organization.

But this is the quality which by popular is said to be seriously lacking in most institutions or parastatals. It is therefore hoped that the study would go along way to finding dependable solution to the leadership problem existing in the public sector.

Secondly, it is also hoped that the finding of this study would be useful to administrative manager within the Ilorin East Local Government Council.

This is because it would serve as a documentation of leadership style that exist within the organization the influence of such style on the employee performance and the perception of employee on which styles or leadership would yield better result.

Such documentation, it is hoped that it would help leader within the council to adopt leadership styles that achieve better result.

To scholars in the field of managerial and administration, this study shall serve as an opportunity to test the validity or relevance of such theories of the local government council. It is even that such study may set the tone for the formulation newer leadership theories. Lastly, to the general public this study shall highlight desirable leadership traits that individual who which to become more effective leadership will be well to adopt.

1.5 RESEARCH HYPOTHESIS

1. How would you describe the present style of leadership within the organization?
2. Do you agree that the present style of leadership within the Ilorin East Local Government Area situation be influence by certain factor?
3. How frequently is your performance appraisal?
4. How would you describe the impact of leadership and your present performance level?
5. How would you describe your most recent performance level?

1.6 SCOPE AND LIMITATION OF STUDY

The scope of this study has to do with the role of leadership style on employee performance in Ilorin East Local Government Council it also has to do within analyzing various roles, important and objective of leader and employee in the above name local government.

The study is limited to Ilorin East Local Government due to same limiting factors such as time constraints, lack of finance, lack of good roads, late attendance of information source etc. However, the available resources have been efficiently and effectively utilized.

1.7 ORGANIZATION OF THE STUDY

The research work is divided into five chapters.

Chapter one contains the introduction part i.e. the background of the study, problem, significant, objective, limitation organization, plans and definition of terms.

Chapter two deals on literature, theoretical framework, current trends in thinking.

Chapter three is mainly on research methodology, focus attention on instrumentation and research design, sample and sampling technique and procedure for data collection.

Chapter four is based on result of research findings.

Chapter five present the summary, conclusion and recommendations of the study.

1.8 DEFINITION OF TERMS

The following terms shall be used frequently in the study. As such their operational meanings are provided below:

- a. **Leadership:** This is defined as the managerial process of directing and influencing task related activities of other member of group department or organization.
- b. **Administrator:** This term shall be used inter-changeably with the term manger, this refers to an individual who is saddled with the responsibility of

planning, organization, leading and controlling the effort or organization members as well as using all other organization resources to achieve set goals.

- c. **Employee:** This term describes an individual permanently engaged by the Ilorin East Local Government Council to executive specific task directed towards achieving organizational goals. Such an individual performance is determined either by his possession of a formal letter or employment appointment or by virtue of having worked with the council for more than six (6) months.
- d. **Performance:** This term is used as a measure of how well an employee has been able to achieve result based on the target set for him.

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CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

People come together in group to satisfy both task on social needs, their ability to satisfy these needs depends on a number of factors in which the behaviour of their leader is never the least factor. The effectiveness of group depends largely on the ability to find structure, particularly structures that make it clear to who shall dominate, direct and influence and who shall occupy subordinate positions.

Actually, leadership is a process of influence and process can be seen when people join together to accomplish some common objective through their collective efforts.

2.2 THEORETICAL FRAMEWORK

Stoner (1982:46-7) identifies three major approaches to the study of leadership these are:

- a. the traits approach
- b. the personal behaviours approach and
- c. the situation and contingency approach

Traits theories of leadership (which exert little influence today) asserted that leadership ability is innate. Certainly people, it was alleged, are born with personality traits (decisiveness, assertiveness, initiative, self assurance, etc.) which make them fit to be leader, the problem here is the enormous range of traits potentially affecting leadership ability and the impossibility of measuring the existent within individuals of many of these.

The human relation approach, conversely, suggests that effective leadership can be learned; it is not necessarily innate, participative style are advocated, the role of the leader is to suggest rather than impose solutions, much of human relation theory of leadership derives from the work of Douglas, McGregor (1960-64) who outline two alternative use of assumptions concerning human nature that managers might adopt. He labeled these theories "X" and theory "Y".

In Kast and Rousenveig's (P. City:323) opinion, the trait approach refers to what a leader view it to be, this approach serves as one of the early approaches to explaining leadership, it focuses on these personal characteristics and attributes physical, mental and cultural that seemed to differentiate between leaders and followers.

From these approaches has emerged the "Great person" theory of leadership. This theory was based on the assumption that leaders were quite different from average people in terms of a number of distinguishing personality and physical characteristics. For example, this theory relates five personal characteristics to effective leadership, which are intelligence, dominance, self confidence, high level of energy and activities and task-relevant knowledge.

THE BEHAVIOUR APPROACH

While the trait approach refers to what leader is; the behaviour approach concentrates on what the leader does (i.e. his or her behaviour or style) the two perspectives can be said to exist in explaining leadership based on behaviour.

The first perspectives concentrated on the impact of three key leadership styles in task oriented groups. The most influential work carried out in this area was that of White and Lippitt, the White Lippitt experiment to assess the effect of three leadership styles on

member performance and satisfaction autocratic (leading by command), democratic (leading through group input and decision making), and laissez-faire (leading through minimal) participation by the leader and allowance of total group freedom.

The one set of studies of boy's clubs adult leaders of different group used these different style to focus on the completion of a particular set of task. One leader told the boys exactly what to do (autocratic) another engaged in participative encouraging the boys exactly to make suggestions about how to do the task (democratic) while a third leader let the boys do exactly what they wanted.

The study found that the autocratic group procedure the most by a small amount, but the democratic group produced higher quality goods and had higher levels of member satisfaction. The laissez-faire group fared the least well of the three groups in terms of task quantity and member satisfaction.

In the second perspective, concentration was placed on two leader orientations.

- a. Toward employee and
- b. Toward production

Employee-oriental managers try to motivate rather than control subordinates, they encourage group members to perform task by allowing group members to participate in decision that affect them and by forming friendly, trusting and respectful relationship with group members.

Task or production-oriental managers on the other, direct and close supervise subordinate to ensure that the task is performed to their satisfaction. A manager with this leadership styles is more concerned with getting the job done rather than with the development and growth of subordinates.

Emerging from this approach is two very prominent and highly influential theories, these theories are:

- a. The managerial grid model and
- b. The likert's four-system model

2.3 CURRENT TRENDS IN THINKING

According to Stoner, he defined leadership as the process of directing and influencing that task related activities of group members. In his view he as lined the characteristics a leader must posses which include:

1. It must involve other people the leader and subordinate, before an activities can be successful implemented it must be formally considered as a collective responsibilities by the leader and subordinate, the subordinate must formally accept the leaders authority and command.
2. During the implementation of the task the leader plays supervisory role in ensuring that each individual performance is in compliance in the achievement of the determine goals and objective in this case the leader have to employ the principle of persuasion which implies the ability to make people do what they will not ordinarily do without sanction but with the aid of empathy and sincerity.
3. A leader can successful win the heart of his subordinate through persuasion and motivation, motivation in case does not only entail financial intensive but the ability to emotionally motivate the subordinate i.e. making them believe they are significant and given remark for a job well done. A good leader must not be basically autocratic neither persuasive but to ensure a balancing in between the two model of leadership.

4. An effective leader is the one who is able to drive the will of his subordinate for attainment of pre-determine task.

Human being has been known has a stubborn element whom will not effectively and efficiently do what he or she do not intends doing i.e. you cannot force an individual to accomplish a task without his physiological will human being only engaged in what he considered satisfactory to him or her. A leader is left with the responsibility to persuade the subordinate with interest.

2.4 SUMMARY OF THE CHAPTER

This chapter tells us the social needs and their ability to satisfy the number of factors, also effectiveness of group the subordinates particularly that make it clear so as to accomplished some common aims and objective through their collective efforts. Also this chapter tells that leaders on average assumption that they are quite different from ordinary people so that they could know their position in the society, and their activities and task relevant knowledge.

The perspective on which leader task is oriented either by autocratic (leading in command) and democratic (leading through group input and decision making), laissez-faire (leading through minimal).

This study found that the autocratic group produced the most by a small amount, but the democratic group produced higher quality goods and had higher level member satisfaction, because focused was on the employee and their production because the leader supervise the activities of the subordinate for how human being are not willing to work.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter deal with analysis of the research methodology, and it covers the product and methods used in the investigation the sub-topic that will be handled here are sample and population of the study, source of data, data collection instruments, method of data analysis and research problems. Thus the quality of any decision is a function of the information gathered.

There are various method one could adopt in carrying out a research work, among of which are interviewing, questionnaire administration personal observation, library research etc.

But as far as the write up in concerned the method used in the administration of questionnaires. Various questions were frame to cover most of the desired information sourced.

However, newspaper, magazines, textbooks, articles as well as journals are also consulted and also made use of in this piece of work.

3.2 SAMPLE AND POPULATION OF THE STUDY

Sample and sampling design is selected when population of the staff is so high that a researcher cannot under normal circumstance come in contact with each and every set of objectives in the population. A sample size of 100 based on the proportion of each

group was chosen within these categories of employees based on the principle of the presentation.

In essence, sample and population of the study is the total target population for the study which comprise the total number of staff in Ilorin East Local Government because of problems and limited resources, a certain number of staff to be precise a hundred (100) were used as a sample in the local government.

3.3 SOURCE OF DATA COLLECTION

In order to deliver a comprehensive and well documented project both primary and secondary source of data were used for this research work this primary sources of data is basically the administration of questionnaires.

The secondary source of data includes textbooks, newspaper, magazines, journals, articles and other research work that have been carried out on similar topic.

From the above illustration, one can see those both primary and secondary sources were collectively used in order to deliver comprehensive project.

However, the few staff administered questionnaire to respond positively towards the compilation of information needed for this research work.

Furthermore, secondary source of information has to do with the recommended material that has already been used or what have in one way or the other serve another purpose relevant to the topic the researcher is writing on which is “The effect of leadership in employee performance in a public organization case study Ilorin East Local Government Council Kwara State.”

3.4 METHOD OF DATA ANALYSIS

The analysis of data as to this project work as collecting through the primary sources of data that is administration and personal observation also the secondary data state of this project work derived from the testing and that is verified and acceptable the inferential statistics help the researcher to infer from this statistical measure of central tendency and dispersion, certain meanings and important relationship which are hidden within data.

3.5 RESEARCH PROBLEMS

In the process of this research work, the researcher encountered the following problems.

1. Capacity of strength: The researcher has being directed from one department to another to collect the requested data and information. This tends to very stressful as a result of distance between one department unit and another.
2. Time factor: Limited time was granted to the research to go through the provided documents by the administrative unit of local government
3. Financial constraint This is another problem encountered by the researcher this limited the divisional unit of local government visited by the researcher because the expensive transport fares etc. also in printing website of various departments.

CHAPTER FOUR

DATA PRESENTATION/ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter contains analysis of various data extracted from respondents in the course of undertaking the study. Data itself was extracted mainly through the application of the self administered questionnaire. The questionnaire contained question grouped into three sections all of which were designed to reflect the nature of leadership and its impact of the performance of employees within the study setting that is the Ilorin East Local Government Council.

4.2 BRIEF HISTORY OF THE CASE STUDY

Ilorin East Local Government Area was created in 1991 from Ilorin Local Government with the headquarters at Oke Oyi, the local government has 11 wards, district Magaji-Area, Balogun Gambari/Ibagun and Sango.

Road Distance: From Ilorin (the state capital) to Oke-Oyi LGA headquarters is 16km.

Population: 237,298 (118,815 males, 118,483 female) 2006 census.

Major language: Yoruba, Hausa and Fulani Important Market: Ipata, Sango, Oke-Oyi, Panada.

Natural Resources: Crinite, clay and kaolin

Major festivals: Yawo Dancers

Tourist Attraction: Bobi Hills, Pottery, Okuta, Iponrin Hotel and Restaurant; Queen Amina Hotel Sango, Mooshina Hotels, G & A Hotels, Sunny Kings Hotels, Mario Guest house

Commercial Institutions:

1. Central Bank of Nigeria
2. Unity Bank Plc (Main Branch)
3. Afribank of Nigeria Plc, Ilorin
4. Balogun Gambari Community Bank, Ilorin
5. Sabo-Oke Community Bank, Ilorin
6. Atiba Iyalamu Bank, Ilorin.

4.3 PRESENTATION OF DATA

For clear interpretation of this research work, and for easy understanding, the questionnaire was centered on the effect of leadership on employee performance in public organization precisely Ilorin East Local Government Area of Kwara State.

The data collection was due by distributing so many questionnaire to prospective respondents; also reviewing of some files with the intents of refreshing relevant and useful information also interview also used as substitute for questionnaires to cater for the illiterate in the local government.

4.4 ANALYSIS OF DATA

Table 1: Sex of Respondents

Alternative	Questionnaire Issue	Questionnaire Returned	Questionnaire Unreturned
Male	45	37	8
Female	55	50	5
Total	100	87	13

Source: researcher's field survey 2020

From the table above, it could be deducted that the number of females workers in the researcher's case study is more than male workers.

Table 2: Age Distribution of Respondents

Alternative (Years)	Questionnaire Issue	Questionnaire Returned	Questionnaire Unreturned
21-30	20	17	3
31-40	30	25	5
41-50	37	35	2
51 and above	13	10	3
Total	100	87	13

Source: researcher's field survey 2020

Table 3: Marital Status of Respondents

Alternative	Questionnaire Issue	Questionnaire Returned	Questionnaire Unreturned
Single	20	17	3
Married	80	70	5
Divorce	-	-	2
Widowed	-	-	3
Total	100	87	13

Source: researcher's field survey 2020

Table 4: Grade level Distribution

Alternative	Questionnaire Issue	Questionnaire Returned	Questionnaire Unreturned
No. of Junior workers	40	37	3
Below Gl. 07	60	50	10
No. of senior workers above Gl. 07	-	-	-
Total	100	87	13

Source: researcher's field survey 2020

Table 5: Educational Qualification of Respondents

Alternative	Questionnaire Issue	Questionnaire Returned	Questionnaire Unreturned
O' Level cert.	-	-	-
OND/equivalent	20	18	2
B.Sc./HND	65	56	9
Others	15	13	2
Total	100	87	13

Source: researcher's field survey 2020

Table 6: Job Status Distribution of Respondent

Alternative	Questionnaire Issue	Questionnaire Returned	Questionnaire Unreturned
Top level management	30	25	5
Middle level	40	37	3
Supervisory	20	17	3
Management	-	-	-
Total	100	87	13

Source: researcher's field survey 2020

The table above (1-6) shows that the research has a tremendous members of respondents in views of the fact that eight seven (87) persons responded positively towards the collection of classification of staff in the above table in accordance and respect to their various position is know, the different views and opinions of the council staff holding various position in the organization.

Nature of Leadership and Employee within Ilorin East Local Government

The second set of question in the questionnaire sought to obtain respondents opinion on various question related to the nature of leadership and employer performance within the research setting.

Question 5: Subject to have respondents described the present styles of leadership within the organization.

Table 7: Leadership Style

Alternative	No. of Respondents	Percentage
Exploitative and autocratic	10	12%
Benevolent and autocratic	15	17%
Consultative with restricted	45	45%
Highly participative	20	23%
Total	87	100%

Source: researcher's field survey 2020

The above table shows that the perception of leadership style in Ilorin East Local Government Council is consultative but restricted.

Table 8: Do you agree that the present leadership style is influence by certain factors?

Alternative	No. of Respondents	Percentage
Yes	77	89%
No	10	11%
Total	87	100%

Source: researcher's field survey 2020

The above table shows that the present leadership style in Ilorin East Local Government is influenced by certain factors.

Table 9: What factors are responsible the present leadership styles?

Alternative	No. of Respondents	Percentage
Alternative exerted by task	16	18%
Attribute of mangers	77	21%
Attitude of employees	53	61%
Total	87	100%

Source: researcher's field survey 2020

The above response convinced the researcher that the attitudes of employees in Ilorin East Local Government are responsible for the present leadership styles in by 61%.

Table 10: How frequently is your performance appraisal?

Alternative	No. of Respondents	Percentage
Monthly	12	14%
Quarterly	-	-
Twice annual	-	-
Annual	75	86%
Total	87	100%

Source: researcher's field survey 2020

According to the table above it indicates that eight six percent (86%) out of hundred percent (100%) of the respondents positively that the internal of appraisal in Ilorin East Local Government is annually or yearly.

Table 11: How would you describe your most recent performance level?

Performance Level	No. of Respondents	Percentage
Below average	-	-
Average	15	17%
High	57	66%
Very high	15	17%
Exceptional	-	-

Total	87	100%
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Source: researcher's field survey 2020

The above table convinces the researcher that the present leadership style in Ilorin East Local Government has a greater impact on the performance of level of council having the highest percentage of fifty-seven (57%).

Table 13: What is the level of satisfaction with leadership style in Ilorin East Local Government?

Alternative	No. of Respondents	Percentage
Consultative but restricted	65	75%
Benevolent but autocratic	12	14%
Explanative and autocratic	10	11%
Total	87	100%

Source: researcher's field survey 2020

4.5 TESTING OF HYPOTHESIS

The hypothesis that more employee-centred, leadership styles tends to enhance performance and that employees with higher job status tended to be more satisfied with leadership with the organization, were tested and found to be true.

4.6 SUMMARY OF THE CHAPTER

From the above table, the relationship in Ilorin East Local Government is consultative but restricted, this is analytically observed from the table through the largest percentage of respondents responses that the relationship between leadership styles and employee performance is consultation but restricted, the responses received from respondents that were given questionnaire were given questionnaire were impressive and encouraging making it compilation of this research work easier for the researcher and the analysis given in the table gives precise and concise details on the topic title.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 SUMMARY OF FINDINGS

Details about the nature of leadership style used in Ilorin East Local Government and their impacts on the performance of employees are actually realized by the style adopted by the leaders which is consultative but restricted. This consultative but restricted style adopted by the leaders is said to be influenced by certain factors which include the attitude of the employees.

Also, to find out how frequently appraisal is being given to performance of employee is annually by the results given by the respondents (i.e. employee) describe their most recent level of performance as “high level”.

More so, it describe the level of influence of the impact of leadership style has on the press pass performance of level of employee as “high level” in order to know how well employees show that they are highly satisfied with the present leadership style adopted in the local government.

Going by the topic of this research study “leadership and employees performance in Ilorin East Local Government as consultative but restricted.”

5.2 CONCLUSIONS

When we consider administration, we should not limit ourselves or scope of functionaries to design as administrative officers.

The difference exists only in degrees of responsibility and scope of work, leaders to these cadre of employees display no zeal or enthusiasm for their work. In a majority of

cases they are apathetic and wear a seller and funeral out works. This unfortunate attitude is to be traced directly to their mental outlook.

The faults for the wealthy attitudes of employees may often be properly laid down at the leaders. It is for that reason that no serious attempt has been made to involve the workers in the work programme and goal of the organization. An organization cannot succeed without the attitude, active assistance and support of the lower cadres of workers and point at issue therefore is to help them appreciate this. Once a person knows the reasons and purpose of his assignment and the place into which it fits in the overall programme of his organization, he will be more willing to work with vigor and enthusiasm. Leaders should make it a point of duty to educate all categories of employees as to their value and purpose in service.

Each employee should know and understand why he is doing what he is assigned to do. Employee should be given reflected efficiency as the level of performance and never rise above the capacity of the man in the position carrying the greatest authority and influence.

5.3 RECOMMENDATIONS

Based on the findings of this research the researcher wished to recommend that the leaders on average assume that they could know their position in the society that they could know their position in the society and their activities and task relevant knowledge.

Moreover the leadership must carry out or play a critical function that would enable the administrator or manager to get things done through the help of others.

Finally it is therefore hoped that the study would go along way to finding dependable solution to the leadership problems existing in the public sector. This is

because it would serve as a documentation of leadership style that exists within the organization, the influence of such style on the employee performance and the perception of employee styles or leadership would yield better results.

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