KWARA STATE POLYTECHNIC, ILORIN

INSTITUTE OF FINANCE AND MANAGEMENT STUDIES

DEPARTMENT OF PUBLIC ADMINISTRATION

PROJECT TOPIC:

IMPACT OF LEADERSHIP ON EMPLOYEE PRODUCTIVITY

(A CASE STUDY OF IKORODU LOCAL GOVERNMENT AREA OF LAGOS STATE)

BY

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HND/23/PAD/FT/0384

PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC ADMINISTRATION

INSTITUTE OF FINANCE AND MANAGEMENT STUDIES

KWARA STATE POLYTECHNIC, ILORIN.

IN PARTIAL FULFILMENT FOR THE REQUIREMENT OF THE AWARD OF HIGHER NATIONAL DIPLOMA (H.N.D.)

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June, 2025.

CERTIFICATION

This research has been read and approved as meeting the requirements for the Award of Higher National Diploma (HND) in Public Administration, Institute of Finance and Management Studies, Kwara State Polytechnic, Ilorin.

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DEDICATION

This project is dedicated to Almighty God the uncreated Creator, the creator of all creatures, the Administrator of all administrators, who administer all affairs in the heaven and the earth.

ACKNOWLEDGEMENT

This project is acknowledged to Almighty God who spared my life and granted me the grace and opportunity to successfully complete my course of study in Higher National Diploma (HND) programmed (all glory be to God).

My sincere gratitude goes to my parents Mr. and Mrs. AKINROPO for their moral and financial support, encourage most throughout my Higher National Diploma my Almighty God bless them abundantly and more years to come. (Amen)

My appreciation also goes to my project supervisor in person of MR. SALISU Y.M, who supervises my project. And my H.O.D Mr. SERIKI I. and also to all the lecturers in the Department of Public Administration who has impacted knowledge in me may God bless you all in Jesus name Amen?

My appreciation also goes to my brothers Mr. Akinropo Elijah, Akinropo Mathew and Mr. Akinropo Timothy and my Sister Mrs. Atanda Christiana. Lastly appreciation goes to all my friends in Kwara Polytechnic God bless you all.

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ABSTRACT

The purpose of the study was to examine the relationship between leadership styles and employee performance in Ikorodu Local Government, Lagos State. The study specifically investigated the impact of autocratic, democratic, laissez-faire, and bureaucratic leadership styles on employee work quality, efficiency, effectiveness, and motivation respectively. Utilizing a survey design, data were collected from 450 employees using a structured questionnaire. The Pearson correlation coefficient was used to analyze the data. Results showed a statistically significant and positive relationship between all leadership styles considered and their respective measures of employee productivity. Democratic and laissez-faire styles were especially impactful. The study concludes that leadership styles significantly influence employee productivity and recommends that management should adopt flexible and appropriate leadership styles tailored to employee needs for optimal productivity.

CHAPTER ONE

1.0   **INTRODUCTION**

This chapter identifies and explains the basic information on which the entire research work is based. It identifies the background to the study, statement of research problem, the research questions, objectives, hypothesis, and significant of the study, scope of the study, operationalization of research variable, historical perspectives of the study and definition of terms in the body of the research work

1.1 BACKGROUND OF THE STUDY

The purpose of the study was to examine the relationship between leadership styles and employee performance in an organization in the gas industry. Specifically, this study sought to determine if there is a positive or negative correlation between leadership styles and employees " productivity the Nigerian oil and gas industry. Related studies have not examined how leadership styles may influence employee and organizational performance in the specific context of an organization in the gas industry (Day, 2018. This study relied on data collected from a Nigerian-based global Liquified Natural Gas Ikorodu local government Lagos State.) company, Ikorodu local government Lagos State. Limited referred to as Ikorodu local government Lagos State. In light of the fact that the study is case study based, it is imperative to offer a brief background of Ikorodu local government Lagos State. to ground the study.

Different scholars viewed the concept of leadership in different contexts. However, two related definitions of leadership were adopted for this study. (Olasanmi et al., 2021) viewed the concept as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives, Whereas there are several definitions, this definition relates well to that offered by Northouse (2019), who regarded the concept as a process whereby an individual influences a group of individuals to achieve a common goal. The above definitions suggest few common components. First, leadership is a process. This means that it is a process of social influence, which exploits the exertion of other people in order to attain goals of the group or organization. Third, leadership occurs in a situation where there is a group of people. Fourth, leadership entails the attainment of predetermined goals. In other words, leaders must possess distinctive competencies to organize and direct their followers,, efforts towards common and pre-set goals, and finally the goals need to be understood, shared and pursued by both leaders and followers. Such a portrayal of leadership as a process implies that the concept is viewed neither as a characteristic nor trait, but a transactional experience that occurs involving both leaders and followers (Yukl, Northouse, 2020).

According to these authors, leadership is a concerted and interactive process between the leadership and followers rather than a linear or one-way process in which the leadership affects its followers, but these do not affect the leaders. Viewing leadership as a process makes it possible

that every person can be developed into a leader instead of just a selected few individuals who may be perceived to have shown leadership propensities (Avolio & Gardner, 2020; Brotheridge et al., 2018; Hannah et al., 2021). For that reason, leadership positions were not regarded as offices confined to a few individuals who were formally appointed.

1.2 STATEMENT OF THE PROBLEM

In the recent past years, leadership has engaged as a new effective approach for managing the employees and organization at large. The traditional concept of personnel administration has gradually replaced with the human resource management. This gives importance to the strategic integration of new leadership style into effective management of employees and to improve the employee productivity. (Gong, 2009).

Leadership is accountable for the performance of their organization or the success of the government, which is dependent on employee's productivity. Leadership is an indispensable requisite for the success of any organization (lewis, 2013). there is however still some debate over leadership on whether it facilitate in employee productivity that further leads to organizational performance.

Employee are considered as the most effective asset in achieving organizational objectives and goals. Employee in the organization have the tendency to enhance the organizational productivity by utilizing the organizational capital efficiently and effectively. In case Ikorodu local

government Lagos State. Is chosen since there has been employees' high productivity which could be attributed to the exercise of desirable leadership.

1.3 OBJECTIVES OF THE STUDY

The main objective of the study is to establish the impact of leadership style on employees" productivity among the employees of Nigeria. Ikorodu local government Lagos State. However, to achieve this main objective, the following sub-objectives will be considered;

i. To assess the impact of autocratic leadership style on employee work quality in Ikorodu local government Lagos State.

ii. To investigate the impact of democratic leadership style on employee efficiency in Ikorodu local government Lagos State.

iii. To explore the impact of laissez-faire leadership style on employee effectiveness in Nigeria (Ikorodu local government Lagos State.

iv. To evaluate the impact of bureaucratic leadership style on employee motivation in Ikorodu local government Lagos State.

1.4 RESEARCH QUESTIONS

The questions of interest in the study are:

i. To what extent has autocratic leadership style impacted on the employee work quality in Ikorodu local government Lagos State.

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ii.   What is the impact of democratic leadership style on employee efficiency in Ikorodu local government Lagos State.?

iii.   What is the impact of laissez-faire leadership style on employee effectiveness in Ikorodu local government Lagos State.?

iv.   How has bureaucratic leadership style impacted on employee motivation in Ikorodu local government Lagos State.?

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:

i.   There is no significant effect of autocratic leadership style on employee work quality in Nigeria Ikorodu local government Lagos State.

ii.   There is no significant impact of democratic leadership style on employee efficiency in Ikorodu local government Lagos State.

iii.   Laissez-faire leadership style has no significant impact on employee effectiveness in Ikorodu local government Lagos State.

iv.   Bureaucratic leadership style has no significant impact on employee motivation in Ikorodu local government Lagos State.

1.6. LIMITATION OF THE STUDY

The study is limited to the impact of leadership style on employee productivity in Ikorodu local government Lagos State. The study is streamlined to employee's productivity variables such as employee work quality, employee efficiency, employee effectiveness, employee motivation and leadership style variables namely: Autocratic leadership style, democratic leadership style, laissez - faire leadership style and bureaucratic leadership style. The unit of analysis of the study is the employees of Ikorodu local government Lagos State.

1.7 SIGNIFICANCE OF THE STUDY

The study findings benefits businesses in the manufacturing industry in appreciating the critical role played by sound Leadership and Governance structures in improving organization employee productivity both at national and international fronts. Lately the manufacturing sector has been experiencing some turbulence emanating from leadership and governance gaps and this study assist management in Ikorodu local government Lagos State to evaluate how employees and regulator perception of top leadership impacts employee productivity of the organization. it will help to enlighten the management of the organization on the need and importance of having effective leaders in the organization.

To the academicians the study contributes to the existing literature in the field of leadership and governance. It should also act as a stimulus for further research to refine and extend the present study especially in Ikorodu local government Lagos State.

1.8 DEFINITION OF TERMS

Leader: A leader is an appointed individual with the ability to organize other subordinates.

Performance: The accomplishment of a given task measured against preset known standard of accuracy, completeness, cost and speed.

Leadership: this is the act of persuading / inspiring subordinates to perform and engage in achieving a goal.

Leadership style: It refers to a kind of relationship that someone uses his rights and methods to make many people work together for a common task.

Employee productivity: Is an assessment of the efficiency of a worker or group of workers.

CHAPTER TWO

LITERATURE REVIEW

INTRODUCTION

This section provides a cursory review of the literature related to the study. In order to ensure sufficient depth and profundity, the literature review explores definitional issues of the concepts of leadership and organizational commitment, leadership styles, leadership theories, dimensions of organizational commitment, levels of organizational commitment, factors affecting organizational commitment and effects of organizational commitment. These key concepts are discussed next in the context of this study.

2.1. CONCEPTUAL REVIEW

2.1.1 Definitional Issues of Leadership Concept

Different scholars viewed the concept of leadership in different contexts. However, two related definitions of leadership were adopted for this study. (Olasanmi et al., 2021) viewed the concept as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives, Whereas there are several definitions, this definition relates well to that offered by Northouse (2019), who regarded the concept as a process whereby an individual influences a group of individuals to achieve a common goal. The above definitions suggest few common

components. First, leadership is a process. This means that it is a process of social influence, which exploits the exertion of other people in order to attain goals of the group or organization. Third, leadership occurs in a situation where there is a group of people. Fourth, leadership entails the attainment of predetermined goals. In other words, leaders must possess distinctive competencies to organize and direct their followers,, efforts towards common and pre-set goals, and finally the goals need to be understood, shared and pursued by both leaders and followers. Such a portrayal of leadership as a process implies that the concept is viewed neither as a characteristic nor trait, but a transactional experience that occurs involving both leaders and followers (Yukl, Northouse, 2020).

According to these authors, leadership is a concerted and interactive process between the leadership and followers rather than a linear or one-way process in which the leadership affects its followers, but these do not affect the leaders. Viewing leadership as a process makes it possible that every person can be developed into a leader instead of just a selected few individuals who may be perceived to have shown leadership propensities (Avolio & Gardner, 2020; Brotheridge et al., 2018; Hannah et al., 2021). For that reason, leadership positions were not regarded as offices confined to a few individuals who were formally appointed.

2.1.2. The Functions of a Leader

Most importantly, leaders act as power hubs of a group because they try to keep group members together, instill or breathe life into a group, drive the group towards common goals and

must be sure to maintain the groups tone and impetus (Wang, Chou Yang, 2017). As such, a leader's responsibility is to develop, moderate, manage and change the thoughts, feelings, behaviors, mindsets and performance of group members. Some commentators (Hannah et al., 2020) affirmed the fact that leaders continue functioning in their roles at the collective pleasure of their members without which the group disbands. Thus, the group's effectiveness depends on three fundamental factors, namely; the level of compliance of the followers, the flexibility of the leader to suspend their personal desires, judgement and discretion (Levi, 2021), and the leadership style(s) that an individual portrays during their tenure of office as a leader. The next subsection reviews literature on the theories underpinning the concept of leadership.

2.1.3. Leadership Theories

This section identifies and discusses three familiar leadership theories. These are traits, behavioral and situational or contingency theories.

2.1.3.1. Traits theory

The Traits theory of leadership describes leaders in terms of their personal characteristics as predictors for leadership efficacy (Brown & Treviño; Hannah et al., 2020). According to the Traits theory, an inventory of qualities or characteristics is prepared and then compared to potential leaders in order to predict their chances of success or failure. Prior studies that focused on the trait approach (Antonakis, Avolio & Levi, 2021) associated traits such as physiological, demographic,
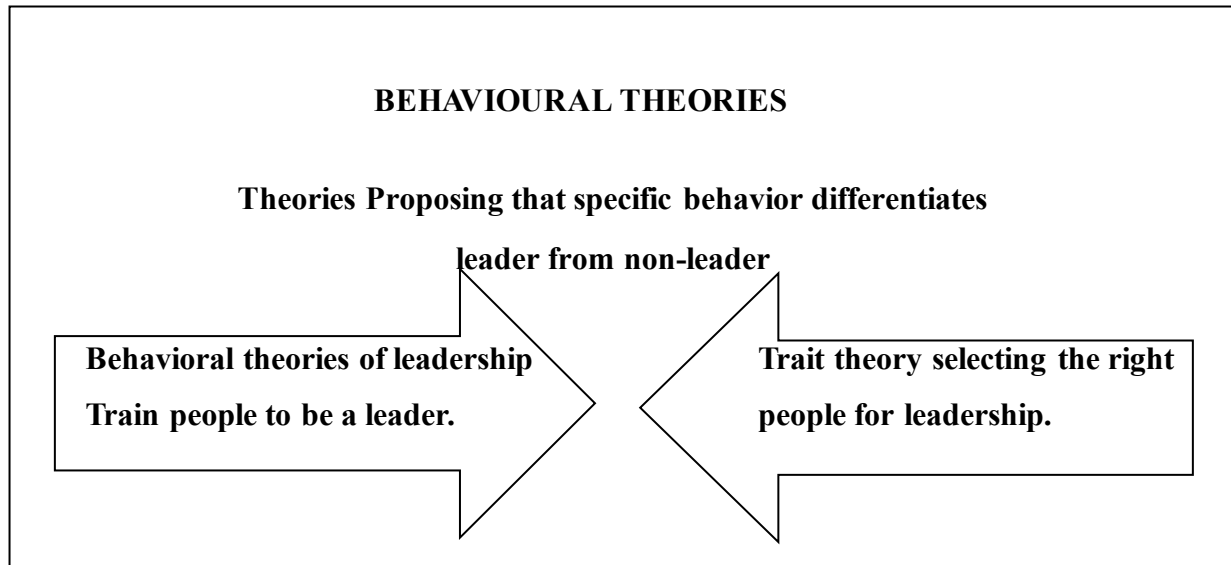
charisma, personality, intellectual, task-related and social characteristics with the likelihood of becoming a leader as well as with leader effectiveness.

2.1.3.2. Behavioural theory

The criticisms of the Traits theory discussed above gave rise to the Behavioral theory. Theorists started to examine the concept of leadership as the sum of certain behaviours (Einarsen, Aasland & Skogstad, 2017; Vesterinen, Isola & Paasivaara, 2020; Lo et al., 2019). They specifically evaluated what successful leaders had done, propounded a nomenclature or catalogue of actions, and found prototypes that suggested different leadership styles. In simple terms, behavioural theorists argued that the behaviour of the leader is the best predictor of their influences and thus is a determinant of leadership success (Hannah et al., 2021; Avolio, Walumbwa & Weber, 2019). There are a few differences between the Behavioural and Traits theories.

In contrast, the Trait theory argued that a leader possesses intrinsic or inborn qualities. For instance, an individual may have been born into a family that displays no or weak willpower and one that is known for allowing people to exploit them. Another person might be coming from a family of successful and influential people who are referred to commonly as born leaders. Theoretically, the person from the former family develops the behaviours of servility, whereas the latter person acquires and nurtures the behaviours of being influential. The behaviourist school argued that had their backgrounds been swapped, each of them would have developed in a different

way. Thus, either would likewise be likely to become an effective leader if they were subjected to similar exposure or with proper training. (Einarsen, Aasland & Skogstad, 2021; Lo et al., 2020).

BEHAVIOURAL THEORIES

Theories Proposing that specific behavior differentiates leader from non-leader

Behavioral theories of leadership Train people to be a leader.

Trait theory selecting the right people for leadership.

2.1.3.2. Situational or Contingency theory

The Contingency theory has been in use in literature in different fields extensively. In fact, reference to the Situational theory is traced back to the middle of the Vigoda Gadot, 2017) contented that the efficacy of a leader depends on situational factors such as external relationships, convenience in terms of financial and material resources, managing the demands of the members, structures and culture of the group. The theory emphasizes that subject to a situation, different levels of leadership may be needed. The first step is that leaders must spot and categorize the most significant tasks. This is followed by determining the level of preparedness of followers by

analyzing the group's ability and readiness. Finally, leaders utilize the most suitable leadership style fitting a situation, which are summarized as directing, coaching, supporting and delegating.

2.1.4. Leadership Styles

Several scholars identified different leadership styles that most leaders depict. A leadership style can be defined as ones technique or mode of providing direction, implementing plans and motivating people. This study identified several leadership styles, which leaders purposely or involuntarily portray in a group. These include: autocratic, democratic, laissezfaire, transactional, transformational and charismatic leadership styles. These leadership styles are discussed in the next subsection.

2.1.4.1. Autocratic Leadership Style

In the autocratic leadership style, also called dictatorship, the leaders are the focal point of power and regard their decisions and judgement as supreme The style has its roots in the transactional theory, which accentuates the relationships that exist between leaders and their followers. The disadvantages of the autocratic leadership style appear to outweigh the advantages. For that reason, the autocratic leadership style is not popular among employees (and colleagues) in most organizations. If used in organizations, the leaders may apply it accidentally. The literature identifies the democratic leadership style as the opposite of the autocratic leadership style.

2.1.4.2. Democratic Leadership Style

The democratic leadership style, also known as participative leadership style, derives its roots from the Transformational theory. In this style, leadership focuses on change, visionary

leadership and enhancing individual and organizational outcomes. Members are given the chance to build up their leadership skills, participate in leadership and contribute to decision-making (VigodaGadot, 2017). Employees feel their opinions, suggestions and ideas are taken into consideration. Although members enjoy a certain level of autonomy, it works effectively in situations where members are highly skilled, passionate and more satisfied about their job as is the situation where the laissez-faire leadership style is utilized.

2.1.4.3. Laissez-faire Leadership Style

With regard to the laissez-faire leadership style, the leader does not directly supervise the members, and does not rely on regular communication or feedback. Specifically, it allows the members total autonomy and self-rule to make decisions that relate to the completion of the assignment. However, the leader is available to offer guidance at any point should the members request assistance (According to Hannah et al. (2018), this style has its own downside, which includes the following:

- It is not the best style when members have insufficient knowledge or skills required for completing the task or making decisions;
- If members cannot set deadlines on their own, manage projects and solve problems, then the task may not be completed, may be completed after the deadline, may be completed with lots of mistakes or may go off-course completely;

- There may be lack of cohesiveness within the group because the absence of the leader may be misconstrued as suggesting that leaders are not even concerned;

2.1.4.4. Transactional Leadership Style

Transformational and transactional leadership styles complement each other, but there are a few noteworthy differences The former leadership style is also referred to as managerial leadership. It is a style in which the leader ensures conformity or reverence of the staff, using both rewards and punishments, thus followers are motivated through exchange. These leaders endeavour to get a sense of the followers,, needs and motivate followers towards predetermined goals. Transactional leaders become accustomed to the prevailing culture, whereas transformational leaders acclimatize the culture to settings outside the organization.

2.1.4.6. Charismatic Leadership Style

The charismatic leadership style is rooted in a form of boldness, bravery or extreme of personality, more or less of celestial origin. It assumes that charm and grace result in a huge following, self-belief is a fundamental need of leaders and members follow those leaders whom they have a high regard for instead of any external form of power. The theories, inter alia, include; traits, behavioral and situational or contingency theories. The theories attempt to explain what type of person makes an effective leader, what effective leaders do in terms of behaviors, and how situations influence effective leadership, respectively. The preceding sections have thus far reviewed literature related to functions of leaders, leadership theories and leadership styles. Since

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this study seeks to determine the connection between leadership styles and organizational commitment, the next section considers prior studies that have examined the aspect.

2.1.5. Determinants of Leadership Style

As already pointed out, there are very many studies on leadership. No one study has been declared as possessing the answer to the leadership question. Each study attempts to make contribution by breaking new grounds or refining existing studies. The question of what determines effective leadership in any organization towards productivity is not completely answered, Tanenbaum and Schmidt have attempted this question and come up with the following factors:

i. Size of business organization: as an organization grows larger and get more complex, there is a tendency for decision making to be centralized, leading to very limited participation or no participation at all. The leader (manager) may only present ideas and invites questions. It is different where the organization is small and consultation is very easy. Large organizations have a tendency to follow the line of authority very rigidly, leading to a strict adherence to the principles of unity of command.

ii. Degree of interaction: the degree of interaction in business organization influences the style of management. Where employees must co-operate in order to accomplish a task, there is bound to be an open channel to communication since members must interact; but where there is functional specialization and managers tends to have the expertise, autocratic style is likely to be practiced.

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iii. Personality of employees: some people react to more certain styles of leadership than others. Individuals who like to depend on others do not like to participate since their needs for security and direction are answered by rigid organizational structure. Individuals, who have a clear sense of direction and wish to get ahead, love to participate in decision making. A leader in this situation must adapt to the situation by providing opportunity for participation for those who need it and leading those who cannot benefit from participation.

2.1.6. Impact of Leadership Styles on Employee Job Satisfaction and Performance.

Before we proceed with job satisfaction approach, a clear picture of job satisfaction, its definition and its concept will make it more understandable. Job satisfaction can be examined from various perspectives depending on the examiner; the more reason job satisfaction has to be viewed in depth to get a perfect knowledge on the subject. Moreover, job satisfaction has to be properly viewed so as to realize its impact on the employees. The succeeding paragraphs explained in depth definitions gathered from various scholars.

2.1.6.1. Kinds of Job Satisfaction

At this stage, it is imperative to know the different kinds of job satisfaction that exist:

2.1.6.1.1. Over-all Job Satisfaction

This is experienced when employees consider a whole job and everything about it. It is also the combination of both Intrinsic and Extrinsic job satisfaction. (Herzberg, 1993) Intrinsic job satisfaction This is also experienced when employees consider only the work they do and the tasks that makeup the job. This is experienced when employees consider their working conditions such

as salaries comfort, supervision and performance appraisal. As the theory depicts, job satisfaction is dependent on the extent to which the employees need match with the job characteristics. The variety of skill, task identification and task significance help employees to experience the meaningfulness of work. In line with this theory, all the three aforementioned requirements result into motivation, productivity, effectiveness and satisfaction. Another reason why employees lose interest in their jobs can be as a result of monotonousness of work load, work place conflict or inadequate payment of salaries. Moreover, the sole responsibility of ensuring employee happiness rests with the managers and leaders. Work must match employee capability and performance ability in order to be productive. A conducive working condition also plays a vital role in employee job satisfaction; also the comfort an employee enjoys at work enables the employee to contribute the best that can be offered. As it is becoming clearer by the day that increment in pay is not a prerequisite for job satisfaction, rather salaries should be comparative to position and work been carried out. This is where feedback comes into play as leaders and employers can determine if all is well with the employees.

2.1.6.2. Impact on employee

Employees are the most vital assets of any organization. However, getting the very best out of the employees remains an arduous task. As it were, the attainment of increased level of performance and efficiency has been the priority of any organization. Thus satisfied employees display positive attitude towards their job. Hence, the positive attitude will increase the quality of employee performance and vice versa. It can be illustrated that when an employee feels satisfied

about the job, the employee is motivated to input greater effort and in turn help in the attainment of organizational goal. Alternatively, the result of job dissatisfaction can cause an organization an unmatchable loss such as resignation, recruitment cost, disruption of work flow and retraining.

2.1.6.2.1. Improved productivity

A perfect state of mind of an employee always results into better output and increased productivity. Conventionally, a happy employee always results into a satisfied customer. As part of the employee's role to reflect the good image of its organization, by doing this, the employee gets both intrinsic and extrinsic accolade which results into satisfaction.

2.1.6.2.2. Increased Commitment

The level of commitment of employees in an organization will determine the success of the organization in today's competitive world. By performing at the peak of their abilities, employees emulate their employers and contribute to the growth of the company. However, in order to earn the commitment of any employee, job security has to be ensured alongside safe working conditions. Commitment itself is defined as the degree to which an employee identifies with the goals and values of an organization and is willing to exert effort to help it succeed.

Affective Commitment

This refers to employee's positive emotional attachment to an organization. This commitment is often influenced by demographical factors such as: sex, education, age, tenure and so on.

Continuance Commitment

This refers to the perceived potential consequences that may result from leaving an organization. An employee whose sole reason of staying in an organization is continuance commitment, ponder on matters such as wasted time, employment uncertainty, accumulated pension, organizational affiliation and personal relationships.

2.1.7. Employee Productivity

Employee productivity (sometimes referred to as workforce productivity) is as assessment of the efficiency of a worker or group of workers Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses Element of Employee Productivity.

2.1.7.1. Employee Effectiveness and Efficiency

Employee Effectiveness means 'doing the right things or occupying oneself with the right things. The concept 'effectiveness' is linked to the assumption that organizations are goal-oriented. The focus is on the actual attainment of organizational goals and not so much on the means necessary to reach them or the speed at which they are reached. For this reason, not everything that is effective has to be efficient; but everything that is efficient has to be effective. Effectiveness is essential for improving results; and in order to perform effectively, clarity is needed. If your employees do not know what results are expected of them, there is a risk that they will work but

will not perform. They are not doing the right things and so contribute insufficiently to the success of your organization.

Leadership also plays a big part in role clarity and productivity. A supervisor or manager portraying great leadership will motivate employees and provide clarity and feedback wherever necessary; thus enabling his employees to go the extra mile, to work more effectively and efficiently and to produce more with less effort.

2.1.7.2. Employee Motivation

Nowadays, employee motivation is considered as one of the most vital parts in reaching the success and prosperity of business in such a dynamic and fierce market competition. According to C. C. Pinder (2019), employee motivation is a set of energetic forces, including internal factors of each individual as well as external factors, for example, job characteristics, individual differences and organizational practices. In other words, employee motivation should be a complete combination of employee's needs and expectations that created from work, and the workplace factors that enable employee motivation. Satisfying those factors to increase employee motivation is absolutely a huge challenge for every employer.

2.1.7.3. Measures of Productivity

Productivity is commonly defined as a ratio of a volume measure of output to a volume measure of input use. While there is no disagreement on this general notion, a look at the productivity literature and its various applications reveals very quickly that there is neither a unique purpose for, nor a single measure of productivity (Eagly, 2019). The need to improve

productivity measurement is apparent in both manufacturing and service industries. Many organizations have used productivity measurement as a primary tool for communicating future directions, establishing functional and project accountability, defining the roles and responsibilities, allocating the limited resources, monitoring and evaluating the activities, linking among key organizational processes, establishing the targets and benchmarks, and initiating necessary changes to ensure continuous improvement. Productivity measurement is used to refer to performance appraisal, management information systems, production capability assessment, quality control measurement, and the engineering throughput of a system.

2.2. THEORETICAL FRAMEWORK

This section examines the various theories that were used to inform the study on the impact of leadership style on employee productivity. The study was guided by the following three theories; path goal theory, traits theories and transformational leadership theory.

2.2.1 Path Goal Theory

The path-goal theory was first introduced by Martin Evans (2017) and then further developed by House (1971). It is a theory based on specifying a leader's style or behavior that best fits the employee and work environment in order to achieve a goal . The goal is to increase employees' motivation, empowerment, and satisfaction so they become productive members of the organization. In the field of organizational studies, the path-goal theory considers the impact of a leader's behavior on workers' job satisfaction, motivation and effectiveness. Also referred to as the path goal theory of leader effectiveness

2.2.2. Traits Theories

In the view of Fielder (1967), the earliest theories of leadership were centered on finding personality traits that differentiate leaders from leaders. It was then that people could become leaders by the possession of certain traits. Traits theories aid traits in individuals with the aim of establishing guides for leadership selection. Hundred of traits were isolated while measurement of amount possessed could not be accurately done. It was also found that leader did not posses all the traits and non leaders also possessed traits found in leaders. Another important finding was that the traits did not operate alone but in combination with other traits. These researchers were fruitless as psychologists have proved that people don't have such in born traits except for physical traits and a disposition of good health. A later change in focus that was to identify traits that usually accompany leadership revealed an impressive result that; intelligence, dominance, self-confidence, high energy level and task relevant knowledge are five traits that show consistently positive correlation with leadership. The correlations have been in region of +2.25 to 0.35. These results are based on seventy years of traits research.

2.2.3 Transformational Leadership Theory

According to Bass (2006) the transformational leadership was coined by Burns (2018). Transformational leadership theory has evolved from and contains elements of preceding leadership types, such as trait and behavior theories, charismatic, situational and transactional leadership. The Transformational Leadership theory states that this process is by which a person interacts with others and can create a solid relationship that results in a high percentage of trust,

that will later result in an increase of motivation, both intrinsic and extrinsic, in both leaders and followers. Transformational theory focus upon the connections formed between leaders and followers. Transformational leadership is the leaders ability to motivate followers to rise above their own personal goals for the greater good of the organization. Bass (2018) theorized that the transformational style of leadership comes from deeply held personal values which cannot be negotiated and appeal to the subordinates" sense of moral obligation and values. Bass declared there were four types of transformational leadership behavior, namely idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation.

2.3. EMPIRICAL STUDIES

Ojokuku, Odetayo, and Sajuyigbe, (2012) conducted a research on the Impact of leadership Style on Employee productivity : (A Case Study of Ikorodu local government lagos state) . The sample size used by the researchers is 60. The study contained twenty of random picked banks in lagos state, Nigeria. A structured questionnaire was used to collect data from the heads of accountants, heads of operations, and branch managers on face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyze data. Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organizational performance. This study concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly

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recommended to banks especially in this global competitive environment. Dalluay & Jalagat (2019) conducted a research on title Impacts of Leadership Style effectiveness of Managers and Department Heads to Employees" job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. The sample size used is 150. Survey questionnaires were designed to study the effects of manager leadership styles on employees" performance and satisfaction. 150 respondents were selected from corporations in Cavite, Philippines through random sampling with Slovin formula wit n = N/(1+Ne2). Data were analyzed by using weighted mean, percentages, multiple regression and correlation coefficient. Percentages specifically were used to analyze demographic variables (gender, age, length of service and leadership styles). Weighted mean were used to survey questionnaires on leadership styles, and correlation coefficient and multiple regression were used to study the relationship between variables on leadership style, job performance and job satisfaction. The finding concluded that corporations should constantly making the most of leadership style which enhances employees performance and employee job satisfactory level even though there is still rooms for improvements. Hurduzeu (2018) researched on the impact of leadership on organizational performance. The main objectives of the study were to find out the concepts and types of leadership behaviors and investigate the impact of leadership behavior on organizational performance in the case company D&R Cambric Communication. Both the qualitative and quantitative research method was used in the study. There were 29 respondents out of a total 54 employees in the company. The results driven from the research showed that there was a strong impact of leadership behaviors on organizational performance. The leadership

behaviors were found out to be very important key factors for the growth of the companies in the

service sectors Questionnaires were used as the research instrument. A total of 384 sampling size

were chosen for the survey.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter is to identify and explain the procedures involved in sourcing and analyzing data relevant to this study. Other issues addressed in this chapter include the research instrument. identification of research method, study population, sample size, research sample frame, sampling procedures, and sources of data collection, validity, and reliability tests of research instruments for this research study. With data gathered, comprehensive first-hand information relating to the impact of leadership styles on employee productivity.

3.1 RESEARCH DESIGN

According to Asika (1997), the design of a study is the end result of a series of decisions made by the researcher concerning how the study will be conducted. The design is closely associated with the framework of the study and guides planning for implementing the study. It is a blueprint for conducting the study that maximizes control over factors that could interfere with the validity of the findings. The research design for the study is a survey research studies which will be highly structured, and data will be collected by means of a structured questionnaire.

3.2 POPULATION OF THE STUDY

A population refers to all people or items with the characteristic one wish to understand which may be tangible or intangible. Trochim (2006) puts in a simpler form by defining population as the group in which a researcher wants to pick a sample from in order to make generalizations.

The population of the study is the staff of Ikorodu Local government, Lagos State.. Thus, the population of the study would be 3,150 employees of Ikorodu Local government, Lagos State.

3.3 SAMPLING UNIT AND SIZE DETERMINATION

Purposive sampling will be used to select 450 employees in Ikorodu Local government, Lagos State.

3.4 SAMPLE FRAME

A sample frame is a list of number of representations of the study population having the same properties of every element in a sample for generalizations to be made. For this research study therefore, the sample frame to be used is the entire employees of Ikorodu Local government, Lagos State.

3.5 SAMPLING TECHNIQUE

Sampling techniques makes possible the conduct of otherwise impossible studies by selecting representative units from the population, so results can be used to draw inferences about the total population (Osuala, 1982). For this study, the simple random sampling technique will be adopted. The simple random sampling technique is considered fit for this purpose as it is devoid of unbiasedness and also ensures that each employee has an equal chance to be selected.

3.6 METHOD OF DATA COLLECTION

Primary and Secondary data were obtained from Ikorodu Local government, Lagos State. and used for this study. The primary data was gathered using a structured questionnaire on the

basis of the research hypothesis, which was presented to respondents to express their views, opinions, and observations.

Secondary data on the other hand refers to already published information. The secondary data were sourced from textbooks, journals, articles, earlier publications, encyclopedia, and dictionaries. Essentially, the secondary data would be used to develop a proper conceptual and theoretical framework for this study, while testing research hypothesis and providing answers to the research questions will be made possible by the primary data.

3.7 RESEARCH INSTRUMENTS

Questionnaire will be used for collecting responses from the subject selected for the study. The questionnaire is a self-generated one and it will consist of two component parts. The first part consists of questions that make it possible for the bio-data to be collected. This part of the questionnaire will be intended to elicit information about the sex, age, marital status, educational qualification, and working category and employment duration of the respondents. The other part of the questionnaire would contain the dependent variables which will be designed to elicit responses from respondents on familiarity dimension and to find out the extent to which organizational performance can be influence by employee motivation. The Likert-scale will be used to measure opinions, where for positive questions (Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1), and for negative questions (Strongly Agree = 1, Agree = 2, Undecided = 3, Disagree = 4, Strongly Disagree = 5). 3.8 Pilot Study

3.7.1. Validity of Research Instrument

Asika (2020) stated that validity can be defined as the extent to which a measuring instrument measures what it is designed to measure. It can also be defined as the extent to which the differences in scores taken with the measuring instrument reflect the true difference among population (Osuala, 1982). For this study, the simple random sampling technique will be adopted. The simple random sampling technique is considered fit for this purpose as it is devoid of unbiasedness and also ensures that each employee has an equal chance to be selected. 3.6 Method of Data Collection Primary and Secondary data were obtained from Ikorodu Local government, Lagos State. and used for this study. The primary data was gathered using a structured questionnaire on the basis of the research hypothesis, which was presented to respondents to express their views, opinions, and observations. Secondary data on the other hand refers to already published information. The secondary data were sourced from textbooks, journals, articles, earlier publications, encyclopedia, and dictionaries. Essentially, the secondary data would be used to develop a proper conceptual and theoretical framework for this study, while testing research hypothesis and providing answers to the research questions will be made possible by the primary data. 3.7 Research Instruments Questionnaire will be used for collecting responses from the subject selected for the study. The questionnaire is a self-generated one and it will consist of two component parts. The first part consists of questions that make it possible for the bio-data to be collected. This part of the questionnaire will be intended to elicit information about the sex, age, marital status, educational qualification, and working category and employment duration of the

respondents. The other part of the questionnaire would contain the dependent variables which will be designed to elicit responses from respondents on familiarity dimension and to find out the extent to which organizational performance can be influence by employee motivation. The Likert-scale will be used to measure opinions, where for positive questions (Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1), and for negative questions (Strongly Agree = 1, Agree = 2, Undecided = 3, Disagree = 4, Strongly Disagree = 5).

3.7.2. Reliability of Research Instrument

Osaeze and Izedonmi (2021) define reliability as the consistency between independent measurement of the same phenomenon, which implies stability, dependability and predictability of a measuring instrument. They outline three principal methods of testing reliability measurement instruments namely; Test re-test alternate form, split-half method, and test of internal consistency Test re-test involves the use of same measuring instrument at different time on the population. The split-half method makes use of two different instruments on the respondents at the same time. The two instruments should be identified and should measure the variables. The measuring items can be randomly split in half and each half is treated as an alternative form of same measurement. The other method does not require splitting or repeating them. It is called the internal consistency. A scale is considered to have a high internal consistency when its items are highly interrelated. Towards this end, the test re-test reliability approach will be adopted for the convenience of the researcher.

3.8. METHOD OF DATA ANALYSIS

The data obtained from the administration of the questionnaires were analyzed using the descriptive statistics techniques such as tables, percentage, frequency and mean. Furthermore, the Pearson Correlation Analysis was employed to empirically ascertain the degree of relationship between leadership style and employee productivity.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter delves into the presentation, analysis and interpretation of results based on the data generated from the respondents. Furthermore, the Pearson correlation analysis was employed to test the two hypotheses formulated. Also, the findings were explicitly discussed.

4.2 PRESENTATION OF RESULTS

The data obtained from the respondents through the administration of the questionnaire is presented as follows:

Table 4.1 Gender Distribution of Respondents

Gender	Frequency	Percentage
Male	298	66.2%
Female	152	33.7%
Total	**450**	**100%**

Source: Author's Computation from Field Survey 2025.

Table 4.1 showed the gender distribution of the respondents. Majority of the respondents, which forms 66.2% of the total respondents were male. The remaining 33.7% of the respondents were females.

Table 4.2 Age Distribution of Respondents

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Age	Frequency	Percentage
Below 30years	156	34.7%
30-50years	221	49.1%
Above 50years	73	16.2%
Total	**450**	**100%**

Source: Author's Computation from Field Survey 2025

Table 4.2 showed the age distribution of respondents. 156(34.7%) of the respondents are below 30 years of age. 221(49.1%) of the respondents are between 30-50 years of age and 73(16.2%) of the respondents are above 50 years of age.

Table 4.3 Academic Qualification of Respondents

Academic qualification	Frequency	Percentage
OND/NCE	55	12.2%
HND/BSC	271	60.2%
PGD/MSC	97	21.6%
PHD	27	6.0
Total	**450**	**100%**

Source: Author''s Computation from Field Survey 2025.

Table 4.3 showed the distribution of the academic qualification of respondents. 55(12.2%) of the respondents are OND/NCE holders, 271(60.2%) of them, which constitutes the majority, are

HND/B.Sc. holders, 97(21.6%) of them are PGD/M.Sc. holders and 27(6.0%) of them are PhD holders.

Table 4.4 Professional Qualification of Respondents

Professional qualification	Frequency	Percentage
None	83	18.4%
ACA	89	19.8%
ACAA	71	15.8%
ACIB	56	12.4
MBA	70	15.6%
OTHERS	81	18.0%
TOTAL	**450**	**100%**

Source: Author's Computation from Field Survey 2025.

Table 4.4 showed the distribution of the professional qualification of respondents. 83(18.4%) of the respondents do not possess any professional qualification, 89(19.8%) of them are chartered accountant, 71(15.8%) of them are certified chartered accountant, 56(12.4%) are chartered bankers, 70(15.6%) of are MBA (Masters of Business Administration) holders and 81(18.0%) of them have other professional certificates.

Table 4.5 Level/Position of Respondents

Level	Frequency	Percentage

Junior staff	187	41.6%
Senior staff	179	39.8%
Management staff	84	18.6%
Total	**450**	**100%**

Source: Author's Computation from Field Survey 2025.

Table 4.5 showed the position distribution of respondents. 187(41.6%) of the respondents are junior staff, 179(39.8%) of them are senior staff and 84(18.6%) of them are management staff.

Table 4.6 Work Experience of Respondents

No of Years	**Frequency**	**Percentage**
Below 10years	225	50%
11-20years	121	26.9%
Above 20years	104	23.1%
Total	**450**	**100%**

Source: Author's Computation from Field Survey 2025.

Table 4.6 showed the work experience distribution of respondents. 225(50.0%) of the respondents had a work experience less than 10 years, 121(26.9%) of them had a work experience between 11-20 years and 104(23.1%) of them had a work experience above 20 years.

Table 4.7: Respondents' Opinion on Autocratic Leadership Style and Employee Work Quality

S/N	Item on Autocratic Leadership Style And Employee Work Quality	Amount	Mean	Std, Dev	Remark
1	Autocratic leadership style has a positive impact on employee work quality	450	3.28	0.42	Effective
2	The use of autocratic leadership style has enable employees to give in their best to the organizational productivity	450	3.16	0.41	Effective
3	Autocratic leadership style bring the best out of employees performance	450	3.29	0.54	Effective
4	Autocratic leadership allows employee to contribute their opinion in the organization.	450	3.07	0.83	Effective
5	The management involves employee in the decision making process	450	3.14	0.75	Effective
	Cluster	**450**	**3.19**	**0.58**	**Effective**

Source: Author‟s Computation from Field Survey 2025.

Table 4.7 shows the opinions of respondents on the autocratic leadership style and employee work quality in five areas. It should be noted that the benchmark mean-point is 2.50. Items whose mean exceeded the benchmark of 2.50 were considered effective and those whose mean is below 2.50 was considered ineffective. A look at table 4.7 showed that all the five items were effective. This

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implies that the respondents agreed that autocratic leadership style has been effective in the areas employee work quality. The cluster mean of 3.19 indicates that all the respondents collectively agreed that their autocratic leadership style has been effective in achieving desired employee work quality.

Table 4.8: Respondents' Opinion about Democratic Leadership Style and Employee Efficiency

S/N	Items on Democratic Leadership Style and Employee Efficiency	Amount	Mean	Std, Dev	Remark
1	Democratic leadership style encourages feedback from management to employees for job well done.	450	3.22	0.63	Accepted
2	Democratic leadership allows employee participation in decision making process	450	3.20	0.20	Accepted
3	Democratic leadership encourages an open door policy that facilitates smooth and effective communication between management and employees	450	3.19	0.17	Accepted

S/N	Items	Amount	Mean	Std, Dev	Remark
4	Democratic leadership style gives reward (e.g promote, honour, bonus) to employees that excel at work	450	3.31	0.34	Accepted
5	Democratic leadership style enhances employees" performance towards organizational productivity	450	3.44	0.37	Accepted
	Cluster	**450**	**3.20**	**0.66**	Accepted

Source: Author"s Computation from Field Survey 2025.

Table 4.8 supplied information on the opinions of respondents about the efficacy of democratic leadership style and employee efficiency in their organization. The mean scores of the items are above the cut-off mark of 2.50 that was regarded as acceptable limit as indicated by the researcher. Therefore, all the items under democratic leadership style and employee efficiency were considered acceptable. The cluster mean of 3.20 indicates that the respondents unanimously agreed that democratic leadership style and employee efficiency in their organization are potent.

Table 4.9: Respondents' Opinion about Laissez-Faire Leadership Style And Employee Effectiveness

S/N	Items	Amount	Mean	Std, Dev	Remark

1	Laissez-faire leadership style has a positive impact on employee effectiveness in the organization.	450	3.19	0.79	Accepted
2	Laissez-faire leadership style encourages employee freedom in the organization	450	3.31	0.57	Accepted
3	Laissez-faire leadership style has negative impact on employee effectiveness in the organization	450	3.39	0.49	Accepted
4	Laissez-faire leadership style facilitate a good communicate channel to employee	450	3.28	0.62	Accepted
5	Laissez-faire leadership style allows employee views to be heard.	450	3.41	0.43	Accepted
	Cluster	**450**	**3.28**	**0.64**	Accepted

Source: Author''s Computation from Field Survey 2025.

Table 4.9 provided information on the opinions of respondents about the laissez-faire leadership style and employee effectiveness in their organization. All the items have mean-scores above the benchmark of 2.50. Therefore, all the items under laissez-faire leadership style and employee effectiveness were considered acceptable. The cluster mean of 3.28 connotes that the respondents

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jointly agreed that laissez-faire leadership style is functional to employee effectiveness in their organization.

S/N	Items	Amount	Mean	Std, Dev	Remark
1	Bureaucratic leadership style allows superior to stay out of the way of the employee as they do their work.	450	3.17	0.60	Accepted
2	Bureaucratic leadership style allows employee to solve complex work problems by themselves	450	3.11	0.82	Accepted
3	Bureaucratic leadership style encourages employee motivation	450	3.31	0.47	Accepted
	Cluster	**450**	**3.19**	**0.58**	Accepted

Source: Author"s Computation from Field Survey 2025.

Table 4.10 provided information on the opinions of respondents about the leadership style and employee motivation in their organization. All the items have mean-scores above the benchmark of 2.50. Therefore, all the items under leadership style and employee motivation were considered acceptable. The cluster mean of 3.28 connotes that the respondents jointly agreed that leadership style is functional to employee motivation in their organization.

4.3 TESTING OF HYPOTHESES

The Pearson correlation coefficient is employed to test the two stated hypotheses. Pearson correlation coefficient is used to ascertain the degree of linear interrelationship between two or more variables.

Hypothesis One

H_0: There is no significant effect of autocratic leadership style on employee work quality in Nigeria IKORODU LOCAL GOVERNMENT.

H_1: There is significant effect of autocratic leadership style on employee work quality in Nigeria IKORODU LOCAL GOVERNMENT.

Table 4.11: Correlation between Autocratic Leadership Style and Employee Work Quality

	Employee Work Quality	Autocratic Leadership
Employee Work Quality Pearson Correlation sign. 2 tailed	1.00 450	77% 0.015 450
Autocratic Leadership Pearson Correlation sign. (2-Tailed)	77% 0.015 450	1.00 450
N	450	450

Source: SPSS Result Output 2025

The table above showed the correlation between employee work quality and autocratic leadership style. The results showed that there is 77.2% positive correlation between employee work quality and autocratic leadership style. This implies that employee work quality and

autocratic leadership style are strongly correlated. Since the probability value of the correlation coefficient, which is 0.015, is less than the critical 0.05 at 5% significance level, the alternative hypothesis (H1) is accepted that There is significant effect of autocratic leadership style on employee work quality in Nigeria LNG Limited.

Hypothesis Two

H_0: There is no significant impact of democratic leadership style on employee efficiency in Nigeria IKORODU LOCAL GOVERNMENT.

H_1: There is significant impact of democratic leadership style on employee efficiency in Nigeria IKORODU LOCAL GOVERNMENT.

Table 4.12: Correlation between Democratic Leadership Style and Employee Efficiency

	Employee Efficiency	Democratic Leadership Style
Employee Work Quality Pearson Correlation sign. 2 tailed	1.00 450	89.6% 0.002 450
Autocratic Leadership Pearson Correlation sign. (2-Tailed)	89.6% 0.002 450	1.00 450
N	450	450

Source: SPSS Result Output 2025

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The table above showed the correlation between employee efficiency and democratic leadership style. The results showed that there is 89.6% positive correlation between employee efficiency and democratic leadership style. This implies that employee efficiency and democratic 71 leadership style are strongly correlated. Since the probability value of the correlation coefficient, which is 0.002, is less than the standard 0.05 at 5% significance level, the alternative hypothesis (H_1) is accepted that There is significant impact of democratic leadership style on employee efficiency in Nigeria IKORODU LOCAL GOVERNMENT.

Hypothesis Three

H_0: Laissez-faire leadership style has no significant impact on employee effectiveness in Nigeria IKORODU LOCAL GOVERNMENT.

H_1: Laissez-faire leadership style has significant impact on employee effectiveness in Nigeria Ltd.

Table 4.13: Correlation between Laissez-faire Leadership Style and Employee effectiveness

	Employee Work Quality	Autocratic Leadership
Employee Work Quality Pearson Correlation sign. 2 tailed	1.00 450	77% 0.015 450
Autocratic Leadership Pearson Correlation sign. (2-Tailed)	77% 0.015 450	1.00 450

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N	450	450

Source: SPSS Result Output 2025

The table above showed the correlation between employee effectiveness and laissez-faire leadership style. The results showed that there is 77.2% positive correlation between employee effectiveness and laissez-faire leadership style. This implies that employee effectiveness and laissez-faire leadership style are strongly correlated. Since the probability value of the correlation coefficient, which is 0.015, is less than the critical 0.05 at 5% significance level, the alternative hypothesis (H_1) is accepted that Laissez-faire leadership style has significant impact on employee effectiveness in Nigeria IKORODU LOCAL GOVERNMENT.

Hypothesis Four

H_0: Bureaucratic leadership style has no significant impact on employee motivation in Nigeria IKORODU LOCAL GOVERNMENT.

H_1: Bureaucratic leadership style has significant impact on employee motivation in Nigeria IKORODU LOCAL GOVERNMENT.

Table 4.14: Correlation between Bureaucratic Leadership Style and Employee Motivation

	Employee Efficiency	Democratic Leadership Style
Employee Work Quality Pearson Correlation sign. 2 tailed	1.00 450	89.6% 0.002 450

Autocratic Leadership Pearson Correlation sign. (2-Tailed)	89.6% 0.002 450	1.00 450
N	450	450

Source: SPSS Result Output 2025

The table above showed the correlation between employee motivation and bureaucratic leadership style. The results showed that there is 89.6% positive correlation between employee motivation and bureaucratic leadership style. This implies that employee motivation and bureaucratic leadership style are strongly correlated. Since the probability value of the correlation coefficient, which is 0.002, is less than the standard 0.05 at 5% significance level, the alternative hypothesis (H1) is accepted that Bureaucratic leadership style has significant impact on employee motivation in Nigeria IKORODU LOCAL GOVERNMENT.

4.4. DISCUSSION OF FINDINGS

The results of the correlation analysis showed that there is positive and significant relationship between autocratic leadership style and employee work quality (r=0.772; p<0.05)., Also, a positive and significant relationship exists between democratic leadership style and employee efficiency (r=.896; p<0.05)., Furthermore, a positive and significant relationship exists between Laissez-faire leadership style and employee effectiveness (r=.896; p<0.05). Lastly, a positive and significant relationship exists between Bureaucratic leadership style and employee motivation (r=0.772; p<0.05). This implies that leadership style are crucial factors and strong predictors of employees" productivity.

The result is consistent with the findings of Samuel and Mary (2022) that adequate leadership style reduces the incidence of fear and ensures employee becomes effective in its duty and operations. The result is also consistent with the findings of Badara (2021) that effective leadership style raise the effectiveness of government agencies in Russia. The result conforms to the findings of Odunayo (2020) that effective leadership style increases the chances of organizational success and performance in the areas of productivity in Nigerian firms.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 PREMABLE

The preceding chapter presented the findings of the study. The purpose of this chapter is to reiterate the research problem, research question and objectives, present the major findings, draw conclusions and make recommendations based on the results. The next sub-sections reiterate the research problem, research objectives, research question and research sub-questions before the major findings, conclusions are drawn and recommendations are made. All elements are presented in the next sub-sections.

5.2 SUMMARY OF FINDINGS

The study examined the impact of leadership style on employees" productivity among the employees. The study employed the survey design and the purposive sampling technique to select 450 staff across management, senior and junior level. A well-constructed questionnaire, which was adjudged valid and reliable, was used for collection of data from the respondents. The data obtained through the administration of the questionnaires was analyzed using the Pearson correlation analysis. The results of the correlation analysis showed that there is positive and significant relationship between autocratic leadership style and employee work quality ($r=0.772$; $p<0.05$)., Also, a positive and significant relationship exists between democratic leadership style and employee efficiency ($r=.896$; $p<0.05$)., Furthermore, a positive and significant relationship exists between Laissez-faire leadership style and employee effectiveness ($r=.896$; $p<0.05$). Lastly,

a positive and significant relationship exists between Bureaucratic leadership style and employee motivation (r=0.772; p<0.05). This implies that leadership style are crucial factors and strong predictors of employees'' productivity. The results were found to be consistent with empirical findings of past studies in literature. Thus, leadership style are strong predictors of employees'' productivity in Ikorodu local government Lagos State.

5.3 RECOMMENDATIONS

Based on the findings of the study, the following policy recommendations are suggested for enhanced employees'' productivity through leadership style.

1. Understandable leadership style should be employed by the top management of every Ikorodu local government Lagos State, to ensure the employees can communicate the type of leadership that's used in the organization.

2. Employees'' productivity should be the priority of Ikorodu local government Lagos State, and the top management should establish a suitable leadership style that will increase employee productivity,

5.4 CONCLUSION

Considering the findings described above, the following conclusions have been drawn:

- There is a correlation between leadership style and employee productivity

- The management at Ikorodu local government Lagos State apply two leadership styles effectively, namely the democratic and transformational leadership styles.

- It is therefore concluded that leadership style has a significant effect on employees" productivity in Ikorodu local government.

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Appendix I: Sample Questionnaire

Section A: Demographic Data

1. Gender:

    ☐ Male   ☐ Female

2. Age:

    ☐ Below 30 years   ☐ 30–50 years   ☐ Above 50 years

3. Educational Qualification:

    ☐ OND/NCE   ☐ HND/B.Sc   ☐ PGD/M.Sc   ☐ PhD

4. Level/Position:

    ☐ Junior Staff   ☐ Senior Staff   ☐ Management Staff

5. Years of Experience:

    ☐ Below 10 years   ☐ 11–20 years   ☐ Above 20 years

Section B: Leadership Style and Employee Productivity

Please indicate your level of agreement with the following statements using the scale below:

Scale:

Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), Strongly Disagree (1)

Autocratic Leadership Style

- Leadership decisions are imposed without staff consultation.

- Employees have limited input in decision-making.

- This style improves work quality in the organization.

Democratic Leadership Style

- Employees participate in decision-making.

- Feedback and communication are encouraged.

- Employees are rewarded based on performance.

Laissez-Faire Leadership Style

- Employees work with minimal supervision.

- Leadership is supportive but not directive.

- Encourages independence in completing tasks.

Bureaucratic Leadership Style

- Tasks are performed according to established rules.

- Leaders emphasize following procedures.

- Employees are motivated by stability and structure.