

# **IMPACT OF EFFECTIVE LEADERSHIP IN AN ORGANIZATION**

*(A CASE STUDY OF TOWN PLANNING DEVELOPMENT AUTHORITY)*

BY

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

This project work has been examined and approved as meeting the requirements of Department of Business Administration and Management, Institute of Finance and Management studies, Kwara State Polytechnic, Ilorin, Kwara State. In Partial Fulfilment of the Requirement for the Award of Higher National Diploma (HND) in Business Administration and Management.

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***EXTERNAL EXAMINER***

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## **DEDICATION**

This project is dedicated to the most high God who is the owner of the every creation and source of all knowledge it is also dedicated to Afolabi oluwakemi comfort

## ACKNOWLEDGEMENT

Glory be to almighty God the sole administrator of the whole Universe first and foremost i thank the almighty God for sparing my life till this very moment and bestowed on to me the grace, good health, sound mind, indefatigable deal and knowledge with which i started and complete this work. To this effect therefore i say may all glory and honor adoration majesty and thanksgiving be ascribed to the almighty God

My most sincere appreciation goes to Alaloga Dickson you are so wonderful to me for your care and support which has been driving force throughout my academic pursuit

I sincerely appreciate the effort of my supervisor MR AWELEWA ISRAEL for his valuable suggestion that have helped in no small way to improve the quality of his work i pray almighty God help your children wherever they find themselves and for you all your effort and prayer will not go in vain by God's grace

I also appreciate ogini Oluwamayowa for your love and support which you shown me before and after i started this program i pray may almighty Allah bless and keep you and your entire family in the name of God

I will also like to appreciate my mother Afolabi Oluwakemi comfort thank for bringing me in to this life and thanks for your support your prayers your advice I love you mummy

I also want to appreciate my self for being a strong lady is not easy but i give the glory to the almighty God



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## **CHAPTER ONE**

### **1.1 BACKGROUND OF THE STUDY**

Leadership is mainly considered to be one of the key functions of management to achieve the objective goal of the organization. The ability to performed the administrative role however rest a particular administrator which is refer to as a leaders as being considered by Stanley Mathis (2010)it is without any exaggeration that the idea of leadership effectiveness is determined mainly by personal characteristic of leaders is the older theories of leadership effectiveness

According to REDDING W.J (1970) in his book title management effectiveness said, the effective leader gets others to do what he want or may compel them to action by any of the numerous devices like persuasion influences, power threat of force, appeal to legitimate right.

The person who occupied a leadership position must transmit his feeling and expectation to his followers by the process known as communication. The successful leaders sick to satisfy the need of his followers. The roles of leadership cannot be over emphasized in the achievement of the organization objectives. The goal and objectives of an organization cannot be relayed in the absence of leader. An organization without leadership cannot be efficient because the employee will not know what is expected of them. (REDDIN W.J. 1970)

The manager or administrator effectiveness as a leader will depend on his ability to influence the group on it's implementation of a common task. This can be through persuasion, power, threat or even force and appeal to legitimate right



even with good organization. We can never achieve the strongest group co-operation unless someone makes it appealing that person is the leader.

Although leadership is complex phenomenon, as being viewed by “FLIPPO, FE (1967)” he said the important cannot be overemphasized in an organization it’s concern and interested in how performed in developing the state.

The focuses of leadership and organizational objectives in town planning development authority the role of executive secretary and the style adopted for the achievement of the stated objectives.

## **1.2 STATEMENT OF THE PROBLEM**

This study possess a lot of problem which range from the nature of the organization setting to the problems of management apart from the nature of the organization the bureaucratic procedure in many public owned Parastatals in Nigeria for which Kwara state from planning and development authority is not an exception.

Generally the response to the questionnaires were poor especially among the management and key staff of the Parastatals in the course of this study obtaining information from individual was very necessary but human being to avoid giving information given could be used against them some are sensitive to some critical question and so evade such question.

## **1.3 RESEARCH QUESTION**

The following question will be ask in this research work

1. How would you describe the present style of leadership within the organization
2. How frequently is your performance appraisal?
3. How would you describe the impact of leadership and your present performance level?
4. How would you describe your most recent performance level?

#### **1.4 OBJECTIVES OF THE STUDY**

This study is aimed at finding out the role played by the organizational leader in the achievement of the objective of the organization with particular reference to from planning and development authority, Ilorin.

The relevant and roles it plays in relationship to the development of Nigeria and changes of any occurred in the course of the establishment to date.

The research work also has the objectives of finding out whether or not the leadership role in the achievement of a significant. Also the study is secure to ascertain how objectives or subjective the leaders are in the achievement of organization objectives.

#### **1.5 RESEARCH HYPOTHESIS**

**Ho:-** leadership does not bring on positive impact to the organization

**H1:-** leadership bring on positive impact to the organization

**H0:-** leadership does not ensures positive excellent organization performance

**H1:-** leadership ensures negative excellent organization performance

## **1.6 SIGNIFICANCE OF THE ASTUDY**

The significance roles play a vital contribution in al developments in the organization. The human factor is of paramount importance in the pursuit of organizational objectives (MASLOW A.1954).

According the study is important for the effect that researches and scholar would find it helpful in their quest for knowledge.

The research was considered and reported in a manner that stimulated new avenue for further scholastic inquires objectives and principles have enabled the objectives.

The federal government of Nigeria could also benefit from the study because the research work reveals the extent to which town planning and development authority has contributed to the development of the process of town development though the provision of the missing factors necessary for development.

Furthermore, the study is at the view of providing useful and effective suggestion and recommendation based on the finding of the towards providing lactic solutions to problems of the leadership role in the achievement of the organization objectives.

## **1.7 SCOPE OF THE STUDY**

The scope of the study covers only town planning development authority. Thus the focus is on effective leadership and organizational performance.

However, to facilitate a sound grasp of the subject matter within the thought frame work of the objectives of thee study the scope of the study covered such issue as the concept of leadership, the relationship between effective leadership and organizational performances, leadership and motivation.

Others include motivation and job perform once and leadership styles. It also includes organizational performance, how to measure organizational performance, leadership and communication, characteristics and qualities of good leadership and managing subordinates in organizations.

A major limitation to research to get the necessary information which could inability of the research to get the necessary have made the richer were not obtained the due to the unwillingness of the officials to give out rick information so the researcher resorted to getting the little he could from the staff of the secretariat. Also due to lack of culture of proper record keeping, only very limited data were gotten by the researcher of this work.

However, in spite all limitations and other constraints which may not be mentioned here, it does not in any way affect the reliability of the research work for the purpose of reference and its usage by the entire stakeholder in town planning development Authority.

## **1.8 DEFINITION OF TERMS**

These are some concept used in this project that needs to be operational zed. This include:-

**LEADERSHIP:** Leadership is a social process for the attainment of a predetermined goal. Leadership is defined as the preeminent of one or few individual over others. Leadership is said to be the ability of one to influence behaviours of others.

**LEADER:** A leader is said to be the person who provides direction, guide activities and ensure that group goals are attained. A leader is the person who though his ability can influence the behavior of others or his followers, towards the attainment of group goals in an organization.

**ORGANIZATION:** It is system having an establish structure and conscious planning in which people work and deal with one another co-ordinate and cooperation manner for the accomplishment of recognized goal.

**WORKER:** this implies the ensuring order by development in an organization.

**ROLE:** A role is the expected pattern of labor associated with members that tare occupying a particular position within the structure of the organization.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

The main focus of literature review is this chapter is to examine the state of knowledge on the subject matter “Impact of effective leadership in an organization that is an attempt to examine previous work and source of material on the topic under the focus.

The adaption of any related theory to a study is to strengthen its position, findings and express their view of scholars on leadership.

According to FLIPPO F.C (1967) the importance of leadership cannot be over emphasized in an organization. It concerns and interested in how to perform in developing state. This focuses on leadership and organizational objectives in town planning development authority the role of executive secretary and the styles adopted for the achievement of the stated objectives.

## **2.2 CONCEPTUAL FRAMEWORK**

Any human that influences an individual or a group of people in an effort to attain goals (BABANGIDA M. 1970). Management theory and practice occurs when a person helps individuals or group to define their goals, task and assist them to attain their objectives (COLEMAN 1958).

Leadership is therefore any performance aimed at influencing the behaviour, belief, feelings and action of members in order to attain the objectives of the organization.

According to (AMUTUAL ETONI 1964) leadership could occur by introducing changes, motivating staff, directing coordinating the activities of members in spite of the great significance of leadership, there is no agreement among the writer about.

It is very difficult to attempt a definition of leadership. In other words to define what makes some people leaders.

It is the ability to influence in order to achieve the desired goals and objectives. It's also the process by using a person exerts his or her influence over others to help achieve group or organizational goals the success of an organization depends largely in the quality of leadership that exists in the organization.

Services has said that “leadership is often thought as being primarily in character as being founded upon individual pre-eminence or accomplishment in particular field of endeavor superior strength; superior cunning, superior intelligent, superior knowledge, superior determination, any of all these may be means to the attainment of leadership.

No one can deny that these personal qualities to pay divided but leadership are not all personal pre-eminence.

The dictionary meaning of “to lead” show that the term is used in two different senses.

- a. “To exact, to be advance; to be prominent”.
- b. “To guide others, to head an organization, to hold command”.

In the sense, leadership is identified with individual pre-eminence and in the later sense it is identified with manager talent or leadership.

According to BABATUNDE USMAN (1984) said leadership is the chief management. It may be defined as “the form that authority assumed when is into process”.

It consists in the act to discover, encourage, develop and persuade those individual in the organization.

Organization who posses this gift of being able to inspire and lead others, those who how to induce others to work with them, to work with them, to cooperate for the attainment of the objectives and purposes of the organization, administrative leadership.

However, is not as political or charismatic of leadership which is identified as person passed of characteristics habit and occupying rather inter lay stats position relative other individuals who are the clearly to him leadership is not a passive status or of the mere possession of some combination of traits. It appears rather to be a working leader acquires status thorough active participation and demonstration of his capacity for carrying corporative tasks through to completion.

## **THEORIES OF LEADERSHIP**

According to JENRING (1970) on the leadership management leaders are born and not made. It was assumed that some people are set aside from others by virtue of their possession of some qualities of greatness. These personalities characteristic include intelligent to the need of others, self confidence, desire to accept responsibilities, dependability, courage, persenterance, honest and knowledge. It is such person who became leaders.

Therefore, which have been put forward are generally classified theory, behavioral theory, behavioural theory and astringency theory.

- 1. TRAIT THEORY:** The trait theories of leadership examine successful leadership from stand of individual and personal made in management “ROBER and BABANGIDA M. 1970.76) identified the traits that leaders



are actually possess with great man theory that leader are born and not made and personality traits of various leaders.

The traits theories described leaders who are in their own right and very strong characters.

According to HENRY (1976) understanding organization in leader intelligence, energy and resourcefulness are perhaps the most representatives.

2. **BEHAVIORAL THEORY OF LEADERSHIP:** it is the belief of this theory that a leaders behaviors and the style in which he relates to other people affect his effectiveness research identified that the behavioral tendency of a leader is based on influence or the use of authority.

Secondly, it concentrates on people or productivity that is whether a leader is people oriented or task oriented. In this case the various leadership styles considered earlier represent a range of behaviors in continuum (MANDE B. 1976).

3. **FIELDER'S CONTINGENCE THEORY:** This theory was developed by FRED FIELDER contingency mode of effectiveness has been the subject of its contribution to leadership behavior in an organization. The theory simply argues that no single style of leaders' behaviors will unwisely result in high level performances.

Instead a different type of situation requires different style of leader's behaviors.

The various situation which determine or can determine which leadership styles to adapt depends on the size of the organization, the large and the more competent of an organization, the more tendency for decision making to be centralized.

**4. THE PATH GOAL THEORY:** This theory was developed in 1970 by MARTIN EVANS and ROBERT HUNT. To these scholars effective leaders clarify the paths (Behavior) that will lead to desired rewards (goals). It suggests that a leader may behave in different situations.

The postulates that a leader's effectiveness depends on the identification of subordinates' valued needs and his ability to affect satisfactory their accomplishment. It allows for possibility of adapting leadership to the situation.

This theory has its roots in the expectancy theory of motivation. Subordinates are motivated by the leader to the extent that leader to the extent that leader behaviors influence their expectancies.

## **THE OBJECTIVE OF LEADERSHIP TO ACHIEVE ORGANIZATIONAL GOAL**

In any organization there must be a goal the leader should be prepared to work towards its achievement. The leader should strive hard to lay a good examples so that his subordinates or co-worker should emulate in accomplishing the set of goals.

### **TO FACILITATE EFFICIENCY**

A leader should have at the back of his mind that efficiency should be his goal in any organization. An efficient leader is always rewarded with praising his subordinates when he carries out a decision effectively which work out positively; a leader a good needs hand so as to promote the service of an organization.

### **TO PRODUCE AN EFFECTIVE MANAGEMENT SYSTEM**

A leader should make sure that the organization is running effectively, that the organization should not be blamed or wrongfully perform its duties.

Work should be delegated to workers who are ready to promote and keep the organization going smoothly, the armies of the organization should be educated to performance of the organization to the general public.

One of the objectives of an effective leadership to coordinate with the organization in such a way that there will be a rule and regulation within the organization.

All workers should be informed of the rules and regulation so as to avoid breakdown of rules and order to influence the decision of the organization.

### **TO PROMOTE THE IMAGE OF AN ORGANIZATION**

A good and right thinking leader should seek to promote the image of an organization but within and outside world. Also the welfare of his workers should always paramount in his mind, so that the well mentioned worker will also an him prompting the image of the organization.

Power is the ability of a person to influence the behavior of others or to have control over others.

Leadership is often seen as the ability to move towards its goals and objectives. According to “ROBERT and MASSA K.” leadership and organization (1976), a leader stimulates action by the group through the executive of power of which they are at the five types which are discussed here.

Legitimate power is one of the sources or types of leadership power. According to “WILLIAM DEUCIK in his book (1977) legitimate power, the power a leader posses in an organization, subordinates are obliged to comply with this directives because the norms, policies and procedures are accepted as legitimately by power.

Reward power refers to leader that is valued by the subordinates (followers). The power of such leader includes pay rise, promotion or role in the organization or animal work appraisal.

According to “COLEMANS” modern personnel management (1958) power to expertise office and even these unilaterally created himself through the use of absolute power.

Whatever he says in law, there is no room for consultation and discussion. Order decisions are cumulated rally taken by the leader and pass down to the subordinate for questioning implementation.

The style be effective in a situation where the knowledge and advertise the subordinate are in experience and not ready to accept responsibility. Such styles are usually adopted by subordinate because they are not given the opportunity learning acquire relevant expertise which is vital for personal advancement.

## **LEADERSHIP STYLE BUREAUCRATIC STYLE**

This is the type of leadership that is rule oriented he is usually very right and study in his application of rules in his organization, any sight deviation from the rule usually attract his wrath and appropriate sanction, this style does not give rooms for subordinate initiative.

## **LAISSEZ FAIRE STYLE**

This is where a complete freedom is given to subordinates to take decisions without collaboration; the group is willing to accept it. Here the leader merely assumes the role of group member the theory is that workers are likely to perform better when left to find their own solution to problems.

However, the leader was in the lack of direction and control, the leader may be said to have no influence in his leadership ability.

Therefore job satisfaction or motivation is best oriented in laissez faire leadership style.

TO AMITAL ELIONI (1964) a leadership style that gives room for consulate and welfare of the worker would always motivate workers to put in their best thereby raising productivity level and reducing unnecessary industrial crises that could have resulted because of conceive approach of leadership.

The autocratic leadership style may find it difficult engendering industrial peace because employees are forced, forced or threatened to do the job.

It is important to assert that any leader that fails to address the welfare and other aspiration of the employees cannot drive to a successful and since the while organization would be frequently dominated by one arises or the others.

## **2.3 THEORETICAL FRAMEWORK**

Ability to lead and willingness to follow are based on leadership styles. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Prasad states that Lewin led a group of researchers to

identify different styles of leadership. This study has been very influential and established three major leadership styles. The three major styles of leadership are:

- Authoritarian or autocratic
- Participative or democratic
- Declarative or free reign.

### ***Authoritarian (autocratic)***

This style is used when leaders tell their employees what they want done and how they want it accomplished, without getting the advice of their followers. Some of the appropriate conditions to use are when you have all the information to solve the problem, you are short of time, and your employees are well motivated.

Some people tend to think of this style as vehicle for yelling, using demeaning language, and leading by threats and abusing their power.

This is not the authoritarian style, rather it is an abusive unprofessional style called bossing people around. It has no place in a leader's repertoire. The authoritarian style should normally only be used on rare occasions.

### ***Participative (Democratic):***

This style involves the leader including employees in the decision-making process (determining) what to do and how to do it. However, the leader maintains the final decision making authority. Using this style is not a sign of weakness; rather it is sign of strength that employees will respect.

This is normally used when the leader has part of the information and the employees on the other side have the other parts. We should note that a leader is not expected to know everything and this is why organizations leadership and management have to employ knowledgeable and skillful employees. Using this style of mutual benefit, it allows them to become part of the team and allows you to make better decision. Based on the above the National Youth Service Corps members should be jointly planned together if the expected results should be realized.

### ***HOW TO MEASURE ORGANISATIONAL PERFORMANCE***

According to (Scherbaum et al 2006) in Avery 2008 how to measure organizational performance has been a persistent source of debate and critique. They said that previous researches have been heavily criticized for the measures of performance used. Such performance measures according to Hoogh et al (2004) in (Avery 2008) includes: knowledge of prior performance, self- reports of commitment to organizational goals, satisfaction with the leader and perceived leader effectiveness. Other researchers such as Koene et al, (2002); in (Avery 2008) are of the opinion that organizational performance can be done through the use of net profit margin, business unit sales and percentage of goals met regarding business unit percentage of goals met regarding business unit performance. In their view, the above performance method can only be applied to organizations that are profit oriented and that nonprofit making organizations can rely on performance measures using such methods as environmental constraints which may reflect

forces outside the control of the leader. Avery also is of the view that several scholars have neglected to focus attention on issues such as the correlation between financial performance, customer satisfaction and employee satisfaction when considering organizational performance and that if the net financial and cost controllable are combined with the environmental constraints, employees and customer satisfaction will enhance the validity of the research work. Numerous empirical studies such as Baur198; George, 1990; Johnson, 1996; Reynierse and Harncer, 1992; and alot others as presented by Avery suggest that positive changes in employee satisfaction and – customer satisfaction will lead to positive changes in organizational performance. Therefore, they are strongly convinced that employee satisfaction and customer satisfaction remain useful measures of organizational performance. This is very relevant to the study in that several of the employees in Kwara State town Planning Development Authority, Ilorin are not satisfied by the quality of leadership behavior and as such it has affected the performance of the employees. On the other hand, the customers both the organizations where corps members are posted to and the corps members are not too satisfied as a result of posting of corps members without considering their training and the relevance of their discipline to their places of primary assignments which has resulted in several corps members being rejected which cause frustration among the corps members and lack of satisfaction (Avery2009).

### ***LEADERSHIP AND COMMUNICATION***

Effectiveness of leadership is partially determined by the adequacy and clarity of communication. The manager exercises his leadership role through communication with members of the organization. Justin (2006) defined Communication as both transmission and reception of message. Through



communication the manager explains the nature of an assignment to his subordinate while the subordinate reports work progress to the superior. Feelings and attitudes are also expressed in the process of communication. Any type of organized activity demands communication. Chester Barnard 1983 in Parasad viewed communication as the means by which people are linked together in an organization to achieve a common goal (Prasad 2004). The purpose of communication in an organization is to affect change to influence action towards the welfare of the organization. Specifically, communication is needed to establish and disseminate goals of an enterprise, to develop, plans for their achievement, to organize human resources in the most effective and efficient way; to select, develop, to lead, direct, motivate, and create climate in which people want to contribute and finally to control performance Koontz et al 1983 in (Ezeani, 2006).

For any organization to survive or achieve its goals of profits making or provision of essential services, it must maintain an effective network of communication with its various publics. Communication is said to be the blood of an organization because it is the means by which the other management functions are carried out. Communication is the essence of management. We communicate every aspect of our job, assignment or instruction. Communication is a very important tool of transmitting information to others in order to influence a desired action.

Without some form of communication, organized and goal-directed activity would not exist. Communication is defined in its broadest sense as the transmission of meanings to others. It is a process by which information, knowledge, feelings to others and views are passed between individuals for specific objectives.

Communication is the act of transmitting information, ideas, beliefs and attitudes from one person to another or from a group of persons to another. Effective communication is a process involving an interchange of Facts, viewpoints and idea between a person or an organization and another to achieve mutual understanding.

Effective communication is that process which results in understanding and trust instead of tension.

Communication is a process that can be carried out in three broad ways, that is words (spoken) non- verbal and written. This may be a problem in National Youth Service Corps Secretariat as logistics are a major problem as stated in the statement of problem (Yolokwu 2005).

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### ***TYPES OF COMMUNICATION***

Vertical – Between the superior and his subordinate.

Horizontal- Between employees in the organization.

Lateral Communication – Between people of the same rank in the organization.

### ***Pattern of Organizational Communication***

Classified according to the pattern of flow:

Downward flow – flow form top management to middle level managers.

Upward flow – Two way traffic sharing of information

Horizontal Flow – Information between departments and Peers

### ***Principles of Communication***

The sender must determine the purposes of the communication and use symbols having the same meaning for the sender and receiver.

### ***Factors that make Communication Effective are***

Adequate information about the topic (of discussion) Favorable environment and living use of appropriate media etc.

### ***Barriers to Communication***

Anything which prevents the sender and the receiver from having the same interpretation of the same message is a barrier. They are found in the elements of Communication- the sender, the message, the media and the receiver.

#### **Such barriers are:**

Physical barriers e.g. noise

Psychological barriers e.g. fear, worry, etc

Physiological barriers- e.g. hunger, poor health etc.

Command of vocabulary, attitude etc.

#### ***Advantages of Effective Communication in an organization include:***

Higher productivity

Higher profit

Labor stability

Low labor Turn- over

It encourages loyalty and commitment

It leads to understanding, co- operation

It increases efficiency (Yolokwu 2005)

## ***CHARACTERISTICS AND QUALITIES OF GOOD LEADERSHIP***

Those who hold leadership positions in organizations are usually those that have been found to possess certain characteristics and qualities.

The leader might not necessarily be the most senior person in all situation but by virtue of having certain qualities, these is believe that he/she will perform most effectively given the necessary resources and supported with good policies. The qualities found in the person are expected to help carry out some defined functions and goals every administrator wants peace to reign in the work milieu but the only way to achieve peace is to deliver the administrative services efficiently in order to meet the expectations of the workers and the management board.

The qualities as discussed by Adebayo (2004) are as follows:

Tact: A leader must be tactful in dealing with this or her colleagues, he must possess a sense of modesty, sense of judgment, foresight ability to delegate, sympathy and Consideration, feasibility and a wide range of initiative, imagination and perseverance. A good sense of imagination and perseverance are two essential attributes of a leader.

A good administrator should posses the abstract, thinking and perseverance in any situation no matter how difficult. He/she should be able to grasp all the

facts in a complicated situation, to sort them out and to set them out in their proper relationship and to summarize them in the fewest possible words (Adebayo, 2004). Other attributes associate with the sense of imagination and perseverance includes:-

- ❖ The capacity to recognize the essential points in a situation however complicated.
- ❖ The capacity to think less in terms of things as they are today but in terms of what is going to happen.
- ❖ Ability to show fine discrimination about the points to concede and the points on which to stand firm
- ❖ The capacity not only to understand people but also to lead them to be conductors of orchestra.

### ***SENSE OF HUMOR***

An Administrator/leader must have a good sense of humor in order to enhance the effect of communication, create a friendly environment and make the interaction interesting and sustainable without losing the focus of the issues being discussed with the staff colleague. He must in all situations relax and sleep well, in order to appear presentable; an administrator should develop a neat and decent way of dressing, a dignified and calculated way of speech and always conduct him/her self in a different manner.

According to Parkinson et al (1998), the manager or administrator should be endowed with delicate and sensitive perception so that he can understand the changing needs of the organization. He should have courage and faith. The leader

of administrator must be able to define clearly the objectives of the Organization and then direct the activities of his men to the attainment of the objectives. Parkinson et al. (1998) equally discussed the characteristics of the administrator as follows:

Broad familiarity with technology being used by the organization, being able to work with people, time management, concentration, practical approach to issues, being able to attempt the impossible, being action oriented, integrity and being able to calculate costs and benefits.

Peretomode and Peretomode (2005) listed the essential qualities of an administrator as follows:

## **GOOD HUMAN RELATIONSHIP**

A leader should possess the ability to communicate effectively using both verbal and non-verbal methods of communication; he/she must be a good listener and a careful observer.

- ❖ Intelligent, persuasive and diplomatic;
- ❖ Accessibility and approachability;
- ❖ Patience, tolerance and endurance. Drive and efficiency;
- ❖ Effective communication skills, including listening ability;
- ❖ Willingness to accept criticism and admit mistakes;
- ❖ Foresights and vision;
- ❖ Cheerfulness, flexibility, and adaptability;
- ❖ Physical, mental and emotional stability;
- ❖ A democratic attitude, be open-minded;



- ❖ Honest, reliable and dependable character. Trustworthiness and good integrity.
- ❖ Assertiveness.

According to (Nwizu 2003) experts in public administration, say that no person can acquire these without having made himself the master of at least one branch of work, leader must manifest some characteristics that will make them unique in the organization so that they can successfully lead while others will follow in order to achieve the purpose of the organization. Leadership can be described as the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of an organization or group of which they are members. A person who therefore has this ability is a leader. Leaders possess a number of common qualities:

- ✓ Self-awareness: Knowledge of your own values, passions, skills, strengths and weaknesses, an ability to admit and learn from mistakes and to seek information to fill knowledge gaps.
- ✓ Integrity: A strong sense of “what is right” and a demonstration of ethical practices that sets the tone for others. A commitment to teaching by example.
- ✓ Courage: The strength to act in accordance with your own values and the greater good despite pressures pushing you in other directions. The ability to put the cause before the desire to be popular.
- ✓ Confidence: A belief in your ability to meet most challenges that come your way
- ✓ Vision: A strong sense of where you are going as a person and where you think society, your community and your organization should be going- and how it might get there.

- ✓ Enthusiasm: A lively interest in the people, issues and events around you, a feeling of excitement about the possibilities, and the energy to guide them towards fruition.
- ✓ Innovation: The ability to “think outside the box;” take risks and develop new effective solutions to old and emerging problems.
- ✓ Wisdom: intelligence coupled with insight and empathy, as opposed to raw intelligence.
- ✓ Adaptability: A willingness to be flexible and to respond quickly and effectively to changing circumstances, along with a commitment to continual learning-formal and informal-and the ability to put that learning into practice.
- ✓ Strong Inter-personal skills: An ability to interact and work harmoniously with others, while being prepared to take on individual responsibilities.
- ✓ Effective communication: A willingness and ability to listen to and understand thoughts, ideas and concerns of others and to clearly communicate your own. A vision is nothing if it can’t be sold to others.
- ✓ Belief in others: to desires to build the capabilities of others, with helpful feedback and motivate them to do their best.
- ✓ Peer respect: an ability to inspire respect, allowing a person to capably lead discussions, maintain discipline and encourage the contribution of others.
- ✓ Insight: the ability to see the big picture, a strong sense the stage attained by followers and intuit problems before they arise or before they become insurmountable.
- ✓ Sense of humor: The ability to laugh at yourself and relieve tension or stressful situations with humor.
- ✓ Competence: Others are unlikely to follow the lead of a person who does not appear to know what he/she is doing.

- ✓ Delegation skills: a willingness to trust others and cede some responsibility

### ***MANAGING SUBORDINATES IN ORGANISATIONS***

Every organization is made up of physical and human resources and the key factor to organizational success is the optimal utilization of this physical and human resource. The individuals in an organization have different needs, attitude and personality, which tend to influence their behaviors. It is important that a manager recognizes this factors/process working within their subordinates and determines types of leadership style and behaviour to employ in order to make work efficiency Effiong, 1998 in (Ohiri 2008). However, managers should look at organization/members as a group working towards the accomplishment of a single goal. The leader in trying to direct the activities of the group must bear in mind that the individual making up the group have different goals which the leader must know and that of the organization. It is the responsibility of the group leader to foster peace and unity rather than hindering the group's progress and success. Leaders should be rational in their approach towards a unified goals rather than being sentimental. Groups are dynamic and so group leader should also be dynamic. Leaders must be able to forecast and predict changes before they occur. He must be able to accept and manage conflicts, communicate effectively, provide subordinates with resources and maintain a peaceful coexistence between the workers and the organization Effiong in (Ohiri 2006). When subordinates trust and respect their leader he is free to vary his behaviour. A resentful or hostile group will require a different style of leadership from the one that work with a well-intended and friendly group. He emphasized further that leadership behaviour that

may be successful with a self reliant group may prove a dismal failure with a dependent apathetic one.

## **SUMMARY OF THE REVIEW OF RELATED LITERATURE**

This chapter has been able to review studies related to the topic “effective leadership and organizational performance”. To facilitate astound understanding of the subject matter within the thought framework of the objectives of the study and the hypotheses, the scope of their view covered issues such as, the relationship between effective leadership and organizational performance, concepts of effective leadership, leadership and motivation and motivation and job performance. Others cover areas such as leadership effectiveness, leadership styles, organizational performance and measurement of organizational performance.

However, the level of productivity of the Nigerian workers has for long attracted the attention of management experts who desire to improve performance. Unfortunately, despites several empirical studies on how to improve organizational performance the most common problems affecting organizational performance in Nigeria institutions, social, economic and particularly governmental establishments are poor attitude to work among the workforce, inefficiency and ineffectiveness of leaders in most places. Having examined these issues critically, some experts came up with these findings that most organizations in Nigeria are managed through leadership styles that are strange to the country’s culture.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 INTRODUCTION**

The term methodology described all the activities in the collection of all necessary information required for the research project on the methods that were use for collecting the data in carrying out this research work. It explains the procedure that were followed and instrument used in collecting data.

The research work was designed to reveal the information that is relevant to the evolution of man power planning and development, in Nigeria public sector. The researcher conducted study on Kwara state town planning authority development, in the effort to ensure reliable information that would help in better appreciation of problems at hand, both the in better appreciation of problems at hand both the primary and secondary data were used to collect information.

#### **3.2 RESEARCH DESIGN**

The research design that should be employed for this study is survey research design. This method was to allow the employees to fully express their opinion on the study. The method would also allow data collection from large sample to be drawn from a given population.

#### **3.3 POPULATION OF THESTUDY**

The population of this study constitutes all the users of ratio analysis, however in selecting the sample to survey was given to measuring the representatives for the sample.

In this regard this size was limited to the respondents which primarily constituted members/staff Kwara state Town Planning Authority representing a sub set of the population.

The sample chosen for the research work stems from couple of reasons which include: Homogeneity of the population, types of sampling designed and the degree of accuracy of the precision desired.

### **3.4 SAMPLE AND POPULATION OF THE STUDY**

The term “population” is the aggregate of all elements from which the sample is drawn. This study was conducted in Kwara state.

The respondents used in this study were members of staff of this Parastatal who study were randomly selected from different department. Total populations of 74 employees (both male and female) were used. The populations was selected based on the fact that the outcome of the study conducted there could be generalized to cover the organization Kwara state town planning authority development Ilorin Kwara State is made up of several department, with many employees be included in the sample size. Sample size is the actual number of elements selected out of the total population for the purpose of representing the whole population in a particular survey.

As the researcher considered to be within his ability to cope with the cost of conducting the research on the study.

Population 74 members of the staff were selected and used as the study sample.

This means 74 questionnaire were distributed by hand to the staff that constitute the study sample through personal contact out of the questionnaire given out, 63 were returned while 11 were not returned. This means that our analysis of data will be based on 63 respondents.

### **3.5 METHOD OF DATA COLLECTION**

The following data collection methods were used in this research

- a. Interview
- b. Questionnaire
- c. Primary data
- d. Secondary data

AN INTERVIEW: Are appraisal techniques involving at least two people who are involved in one oral discussion. The two parties involved are the interviewee and the interviewer.

QUESTIONNAIRE: this is a technique of collecting data by circulating questions that respondents answer and from which conclusions can be drawn

Primary data: these are the one got from personal interview and structured questions

Secondary data: are collected from textbooks, journals and magazines and other published materials. Meanwhile, the data method collection which is employed in the research are both primary data and secondary data collection method different questions were posed in different manner to secure the information no standard formats of questions were designed.

### **3.6 INSTRUMENT OF DATA COLLECTION**

The research made use of the following instrument in obtaining the needed information

- ❖ Questionnaire
- ❖ Personal interview
- ❖ Surveys
- ❖ Library research

Through the help of these instruments, it was possible for research to get the necessary information from the respondents.

### **PRIMARY SOURCES**

Primary data are original or first nature. The advantage of this types of data is that the exact information wanted and obtained the primary sources of data were obtained from oral interview with top management staff questionnaires were also drafted and administered to enable the research obtain wide range of information which were not possible using oral interview due to lack of time and opportunity.

### **SECONDARY SOURCES**

The secondary sources of data involve information gotten from already conducted research work that related to the study. This include textbooks, journals magazines, internet language to avoid ambiguity in understanding of the questions, the reliability of the instrument is based on the accounting theorist.



### 3.7 METHOD OF DATA ANALYSIS

For the purpose of evolution and analysis of the data collected, the answer of the respondents were presented in tabular form a chi-square is used to test the hypothesis earlier listed in chapter one based on the outcome of the analysis carried out with the used of the statistical tool intentional a conclusion is drawn on the study.

Formular for chi-square ( $\chi^2$ )

$$\chi^2 = \frac{\sum \left( \frac{O_i}{E_i} \right)}{E_i}$$

Where  $\chi^2$  = chi-square

$\sum$  = summarization notation

$O_i$  = observed frequency

$E_i$  = expected frequency

$(O_i - E_i)^2$  = difference between observed and expected frequency

### 3.8 BRIEF HISTORY OF CASE STUDY

Kwara state was created in 1967 out of the form northern region. Among the ministries created to facilitate civil government was the Kwara State Town Planning Development Authority (TPDA).

Kwara state town planning development authority is charge with the responsibility of regulating the usage and construction of land. It involved in both

control of new development they are interested in shaping the way our cities town and villages in Kwara State are developed and built.

In July 1994, the Kwara State town planning EDIC no 7 which is still in use was enacted. The regulation on town and country planning law has now been replaced by section 90 (1) of the 1992 urban and regional planning law, this make all the old laws including the existing Kwara state town planning and development authority edict of 1984 to be absolute but the need as well as challenges being birth to his bill the bill was a product of the committee set up by the defunct ministry of land and housing Kwara state town planning development authority helps design our town and cities to includes attractive buildings and to create affordable housing in Kwara state helping regenerating social deprived area providing sustainable, solution to our transported and creating new jobs, creating policies for managing traffic their living space is developed and protect to improve their quality of life.

The bill also shares urban encourages grass roots participation. The law will also give legal backing to several types of plans that may be formulated or implemented by professional town planners.

Kwara state town planning authority makes provision of listing of building of special architectural or historical interest. This makes physical planning more effective and result oriented as it will go a long way in solving some of the planning problems being witnessed in the towns and cities, such as poor environmental sanitization, traffic congestion, and poor accessibility collapse of building slums as well as revolutionizing planning activities in the states.

The researchers work in urban and regional planning, provision of technical assistance to local planning authorities and preparation of urban renewal schemes and establishment of local planning authorities in each local government area of the states.

## **CHAPTER FOUR**

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

#### **4.1 INTRODUCTION**

This chapter on research methodology took a look at the research background, research design, population, sampling technique, sampling size, data collection procedure and data analysis.

#### **PRESENTATION OF DATA**

The methodology described the design used in this study. Also in that section we presented the procedure, population size and sample, source of data and rate at which questionnaires were returned. This chapter focused on collected data, analyses of the data, presentation and validation of hypothesis stated in chapter one.

The questionnaire was centered on the impact of effective in an organization using Kwara Town Planning Authority as a case study.

#### **4.2 DATA INTERPRETATION**

***TABLE 1: SEX OF RESPONDENTS***

<b>ALTERNATIVE</b>	<b>QUESTION ISSUED</b>	<b>QUESTION RETURNED</b>	<b>QUESTION UNRETURNED</b>
Male	50	47	10

Female	50	40	3
<b>TOTAL</b>	<b>100</b>	<b>87</b>	<b>13</b>

*Research: Research Survey 2025*

**TABLE 2: GRADE LEVEL DISTRIBUTION**

ALTERNATIVE	QUESTION ISSUED	QUESTION RETURNED	QUESTION UNRETURNED
NUMBER OF JUNIOR WORKERS	30	47	35
BELOW G1 OF NOS OF SENIOR WORKERS	70	40	5
ABOVE G1 07			
<b>TOTAL</b>	<b>100</b>	<b>87</b>	<b>13</b>

*Research: Research Survey 20120*

**TABLE 3: EDUCATION QUALIFICATION OF RESPONDENTS**

ALTERNATIVE	QUESTION ISSUED	QUESTION RETURNED	QUESTION UNRETURNED
O' LEVEL	-	-	-
OND/NCE	30	10	3
B.SC/HND	60	65	8
OTHER	10	12	2
<b>TOTAL</b>	<b>100</b>	<b>87</b>	<b>13</b>

*Research: Research Survey 2025*

The above table shows that the research has a tremendous number of responded positively fact that eight-seven (87) responded positively toward the collection of the questionnaire.

The reason for the classification of staff in the above table in accordance with respect to their various position is to know the different view and opinions of the council staff holding various positive in the organization.

### **NATURE OF LEADERSHIP AND EMPLOYEE PERFORMANCE WITH IN TOWN PLANNING DEVELOPMENT.**

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

#### **QUESTION 4: SOUGHT TO KNOW HOW RESPONDENTS DESCRIBED THE PRESENT STYLE OF LEADERSHIP WITHIN THE ORGANIZATION.**

<b>LEADERSHIP STYLE</b>	<b>NO OF RESPONDENTS</b>	<b>PERCENTGE (%)</b>
Exploitative and Autocratic	5	10
Benevolent but autocratic	20	20
Consultative but restricted	50	40
Highly Participation	15	30
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

The table above shows that the perception of leadership style in Town planning Development Council is consultable but restricted.

**QUESTION 5: DO YOU AGREE THAT THE PRESENT LEADERSHIP STYLE INFLUENCED BY CERTAIN FACTOR?**

ALTERNATIVE	NO OF RESPONDENTS	PERCENTGE (%)
YES	67	90
NO	20	10
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

This shows that the present leadership style in Town Planning Development Council is greatly influenced by certain factor.

**QUESTION 6: WHAT FACTOR ARE RESPONDENT FOR PRESENT LEADERSHIP STYLE?**

ALTERNATIVE	NO OF RESPONDENTS	PERCENTGE (%)
Pressure of manager by tasks	15	17
Attitude of managers	18	23
Attitudes of employee	54	60
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

The above response convince the researched that attitude of employee in Town planning Development council responsible for the present leadership style having 61%.

**QUESTION 7: HOW FREQUENTLY IS YOUR PERFORMANCE APPRAISAL?**

ALTERNATIVE	NO OF RESPONDENTS	PERCENTGE (%)
Monthly	17	10
Quarterly		
Annually	70	90
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

According to the table above which indicate Eighty-six (86%) out of hundred 100% of the respondent responded positively that the internal or

**QUESTION 8: HOW WOULD YOU DESCRIBE THE RECENT PERFORMANCE LEVEL?**

<b>PERFORMANCE LEVEL</b>	<b>NO OF RESPONDENTS</b>	<b>PERCENTGE (%)</b>
Below Average		
Average	20	13
High	55	70
Very high	12	17
Exceptional		
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

The table shows that the recent performance level of employed in Town Planning Development is high?

**QUESTION 9: HOW WOULD YOU DESCRIBE THE IMPACT OF LEADERSHIP AND YOUR PRESENT PERFORMANCE LEVEL?**

<b>ALTERNATIVE</b>	<b>NO OF RESPONDENTS</b>	<b>PERCENTGE (%)</b>
Moderate	30	44
High	57	56
Very high	12	17
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

This table convinces the research that the present leadership style in Town planning Development Council has a greater impact on the performance level of the council having the highest percentage off fifty-six (56%).

**QUESTION 10: WHAT IS THE LEVEL OF SATISFACTION WITH LEADERSHIP?**

<b>ALTERNATIVE</b>	<b>NO OF RESPONDENTS</b>	<b>PERCENTGE (%)</b>

No satisfied		
Fairly satisfied	27	30
High satisfied	60	70
Very high		
Satisfied		
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

Have not seen that seventy-one percent (71%) respondent responded positively that they are highly satisfied with the present leadership style in Town planning development council.

**QUESTION 11: WHAT IS THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE IN TOWN PLANNING DEVELOPMENT COUNCIL?**

<b>ALTERNATIVE</b>	<b>NO OF RESPONDENTS</b>	<b>PERCENTGE (%)</b>
Consultative but restricted	63	75
Benevolent by autocratic	12	13
Exploitative and autocratic	12	12
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

From the above table, the relationship in Town Planning Development Council is Consultative but restricted. This is analytical observed from the table through the largest percentage of respondents responded positively that the relationship style and employee performance is “consultative but restricted” the responses required from respondents that were given questionnaire we impressive and encouraging making it compilation of this research work easier for the researcher. And the analysis given in the table given precise and concise details on



the topic title “leadership and employee and performance in service” a case study of Town Planning Development council.

**QUESTION 12: HOW EFFECTIVE IS LEADERSHIP IN THE TOWN PLANNING ORGANIZATION?**

ALTERNATIVE	NO OF RESPONDENTS	PERCENTGE (%)
Very good	12	12
Good	40	40
Fair	10	25
Low	25	23
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

This shows that the perception of leadership in Town Planning organization.

**QUESTION 13: IS THERE ANY WELFARE FACILITIES EMPLOYED BY KWARA STATE TOWN PLANNING DEVELOPMENT AUTHORITY?**

ALTERNATIVE	NO OF RESPONDENTS	PERCENTGE (%)
YES	71	81
NO	17	19
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

**QUESTION 14: WHAT TYPE OF LEADERSHIP IN KWARA STATE TOWN PLANNING AND DEVELOPMENT AUTHORITY?**

ALTERNATIVE	NO OF RESPONDENTS	PERCENTGE (%)
Democracy	60	64
Fair Democracy	27	36
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

This shows that leadership in Kwara state Town planning as the largest percentage of respondents.

**QUESTION 15: DO YOU THINK LEADERSHIP MUST POSSESS INFLUENCE PROCESS THROUGH WHICH AN ORGANIZATION CAN ACHIEVE ITS STATE GOALS THROUGH BOTH EFFECTIVELY AND EFFICIENTLY?**

<b>ALTERNATIVE</b>	<b>NO OF RESPONDENTS</b>	<b>PERCENTGE (%)</b>
YES	67	80
NO	20	20
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

This shows that the leadership must possess influence process through which an organization can achieve its stated goals.

**QUESTION 16: KWARA STATE TOWN PLANNING AND DEVELOPMENT AUTHORITY NEEDS TO BE GIVEN COMPLETE AUTHORITY IN THEIR OPERATION ESPECIALLY BOARD OF DIRECTOR AND MINISTRY OF LAND AND HOUSING**

<b>ALTERNATIVE</b>	<b>NO OF RESPONDENTS</b>	<b>PERCENTGE (%)</b>
YES	77	85
NO	10	15
<b>TOTAL</b>	<b>87</b>	<b>100</b>

*Source: Research Survey 2025*

This shows that Kwara state town planning needs to be given complete authority in their operation.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 SUMMARY**

At this study is progressing to its logical conclusion recapping what has earlier been said about leadership role in an organization would amount to being superfluous. But be that as it may be emphasizing the role and the need to have an effective leadership in an organization such as Kwara state town planning and development authority would not amount to tails it has been discovered that styles and leaderships a great impact on the administration of any public organization.

From the findings, it was revealed that in any organization the leadership styles in very important from the observed that the leadership of the organization has measured up to expectation of the employees and the members of public (clients).

The leadership of the organization lead gave the employees the opportunity on cause and on the job training.

#### **5.3 CONCLUSIONS**

This study has objectively looked onto the nature of relationship between the leadership and workers of town planning and development authority and identified possible causes of discontent among workers.

The findings revealed that there is an inadequate working material for staff to use in order to facilitate good performance, the priority of management of the

authority is to generate fund to pay staff salary while other things have to be step down no matter how desirable, so this does not enhance good performance.

Lack of cooperation among the rank and file of staff is also a problem. Apart from the monthly salaries which these not are as regular as it should be due to the fact that government subjection to the authority as Parastatal organization is not sufficient to pay staff wage there are no other incentives like health dinice, staff quarries, housing and training allowances.

Also, the policy of government by way of retrenchment and compulsory retirement has reduced the staff strength of the authority and it has also leading in the situation where experienced personnel are lacking in the authority, it has clamped the morals of the remaining ones.

## **5.2 RECOMMENDATIONS**

From the foregoing analysis for any organization to succeed and maintain its existence as well leadership role must be shown in order to maintain improve healthy working environment.

It would therefore be battler for the leader to adopt more flexible system of recommendation of administration devoid of fear and tension. As clearly dais in the summary same large were discovered in the organization which can affect the smooth running of the organization. In order to recommend the following:

Firstly, Kwara state town planning and development authority need to be given complete authority in their operation especially as it board of director and ministry of land and housing often initiate and refines some management decision. This will enable it to determine the pace of exceeding its performance as contain in the edit that chart it.

Secondly, from the findings made through some of their staff in every final year, there is provision for capital grant to enable the authority implement some of its capital project such as development opening of access road and so the government should.

Thirdly, for the organization to exceed adequate facilities are necessary for working and working materials for staffs to facilitate good performance. Some facilities like car coming housing allowance accommodation.

Fourthly, the management should intensify effort to ensure that worker salaries paid as at when due in line with the existing pointier of present administration on workers' salaries.

Fifthly, more training performance and management training should be introduced for the benefit of the worker and that of the organization.

The leadership should have more democratic approach to leadership issues to workers the level of the leadership style of organization.

Furthermore, there should be room for fle3xibiility in situation that call for it otherwise the subordinate will feel they are being led by an autocratic leader does not give room for their own views.

From the above, leadership is an influential process through objectives both effectively and efficiently.

This work is not an all exhaustive work hence, other areas remain for researcher to investigate other areas still not covered by this study.

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