

**LEADERSHIP STYLE IN ATTAINMENT OF ORGANIZATION
OBJECTIVES**

**(A CASE STUDY OF KWARA STATE TOWN PLANNING AND
DEVELOPMENT AUTHORITY ILORIN, KWARA STATE)**

BY

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CERTIFICATION

This is to certify that this research project has been read and approved as meeting part of the requirement for the Award of Higher National Diploma in Public Administration, Department of Public Administration, Institute of Finance and Management Studies, Kwara State Polytechnic, Ilorin.

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DEDICATION

This project is dedicated to Almighty Allah, the omnipotent, the omniscience, the provider, Alpha and Omega, who has been my strength in all have gone throughout my causes of study and also to my Dad Mr Adeleke Kamorudeen for his love and support towards my education may Almighty Allah continue to bless him abundantly and to my mum Mrs. Adeleke Mutiyat May Allah reward and bless her abundantly for her love and support

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My gratitude goes to Almighty Allah, (S.W.T) The uncreated, creature, The Alpha and Omega, The master of the day of judgement, The savior, The guidance, All praises and Adoration Due to your name.

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My special kudos goes to my Amicable, Amiable, Dynamic, Amazing, Wonderful, uncommon parents MR & MRS Adeleke. My lovely Dad Adeleke Kamorudeen may you reap the fruit of your labour (AMIN).

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TABLE OF CONTENT

Title page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Table of Content	v

CHAPTER ONE: INTRODUCTION

1.1. Background of the study	1
1.2. Statement of the problem	1
1.3. Research questions	3
1.4. Objective of the study	4
1.5. Statement of hypothesis	4
1.6. Significance of the study	5
1.7. Scope and limitation of the study	6
1.8. Definition of key terms	6

CHAPTER TWO: Literature review

2.1. Conceptual Review	8
2.2. Theoretical framework	9
2.3. Current trend in thinking	9

CHAPTER THREE: METHODOLOGY

3.1.	Introduction	19
3.2.	Research design	19
3.3.	Population of the study	19
3.4.	Method of data collection	20
3.5.	Method of data analysis	20

CHAPTER FOUR: DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.1.	Data presentation and analysis	22
4.2.	Test of hypothesis	32
4.3.	Discussion of findings	36

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1	Summary	37
5.2.	Conclusion	37
5.3.	Recommendation	38
	References	40

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Leadership is the ability to influence or the process by which a person exert his/her influence over other people by way of inspiring, motivating, and directing there affairs in other to help achieve a group objectives. When leaders are effectives, the influence they exert over others helps a group organization to achieve its performance goals. But when a leader is bad or ineffective there influence does not contribute much to organization objectives. The success of an organization depends largely on a quality of its leadership (Ibrahim. 2019).

According to Daniel (2019) Leadership is also the development of followership in a particular setting. It is the act of influencing employment to work willingly and happily in order to put in their best to achieve organization objectives.

Immediately after the creation of human being into the world, the trait duties of roles of leadership has been transparent even among the animal, one does emerge to identify itself as having certain qualities which other probably do not have which make it lead other either in autocratic or democratic manners.

In other to achieve organization objectives, the role of leadership cannot be over-emphasized. The management should be able to influence other within the organization to work willingly in other to enhance the speed of the companies run toward attaining organizational objectives (Chukwusa, 2018).

Therefore, in the research work, attempt will be made to carryout in depth study of nature and definition of leadership, types of leadership, determinant of a leader as well as the major role of leadership in achieving the organization objectives.

Induction of method reasoning will also be used as certain number of sample say sixty (60) populations shall be asked to answer the prepared question (questionnaire). They all also be interviewed and their respond will be well collated analysis and interpreted. Finding in Main Street Bank Nigeria Plc, which is the case study will also be included in this research also.

Leadership has probably be written formally research and informally discussed more then any other single topic. Kwara State Town Planning and Development Authority Ilorin happened to be one of the four leading bank in Nigeria. It was initially known as international bank of West Africa United (IBWA). Main Street bank of Nigeria Plc received a banking license in 1959 and the subsequent opening of the first bank of IBWA is Kano State on 14th January 1960.

Over the years, Kwara State Town Planning and Development Authority, Ilorin Nigeria Plc has been consistently and vigorously pursuing its aspiration of been the “supermarket” of the financial world. This, has been shown through its effort by establishing various subsidiaries that deal in merchant insurance broke-rages estates trustee and securities and off share banking in Dublin republic of Ireland.

On 15th of April, 1986, a new portfolio was added to the financial department of Kwara State Town Planning and Development Authority, Ilorin. A full fledge insurance brokerage that led to the opening of insurance broker on 1st may 2019 was

taken after much definition by the management of Kwara State Town Planning and Development Authority Ilorin.

1.2 Statement of the Problem

Lack of effective and efficient leaders and leadership style in an organization will in no small measure make an organization incapable of achieving its objectives. Adequate attention is not being given to the roles of leadership in achieving organization objectives.

The question of which leadership style can best help in achieving organization objectives has not been paramount important to channel appropriate effort in view of the significant portion of roles of leadership constitute in achieving organization objectives this is the issue under study.

1.3 Research Question

1. Are the roles of leadership in achieving organizational objectives in Kwara State Town Planning and Development Authority, Ilorin?
2. Do roles of leadership influence customer satisfaction in Kwara State Town Planning and Development Authority, Ilorin?
3. Are there any factors aside roles of leadership in achieving organization goals?

1.4 Objective of the Study

Every organization at its inception has a set of objectives and strive willingly and enthusiastically to achieve the set objectives. However, before these objectives can be achieved an organization engages services of a good and competent leader. The success

of the organization depends on the ability of the leaders in company to perform efficiently and effectively.

The following are the objectives of this research study. To examine the impact of leadership on the achievement of the organizational objectives.

To examine the impact of leadership on the achievement of the organizational objectives.

To identify the various leadership style that exist in the organization.

To examine the effect of good leadership turnover.

To examine the impact of motivation on employee performance.

1.5 Research Hypothesis

Ho: roles of leadership do not have impact in achieving organization objectives.

Hi: Roles of leadership do have impact in achieving organization objectives.

1.6 Significance of the study

The roles of leadership are one of the lives in an organization attempt to achieve its objective. Therefore this research work will be very useful to both the private and public sectors in their day to day operation and also in their choice of leaders to various positions.

In the past, various research works have been carried out in the area of leadership impacts in an organization notwithstanding, some important areas have not been really evaluated or studied.

1.7 Scope and Limitation of the Study

The scope of leadership will be enhancing the achievement of organization objectives and the research work in helping the researcher to digest with great knowledge of what leadership is.

1.8 Definition of Terms

Planning: This is concerned with the process of setting objectives as well as formulating strategies and policies by which those objectives can be achieved. Planning is basic or fundamental to every organization. It is futuristic in nature for instance planning is carried out before the objectives of Kwara State Town Planning and Development Authority, Ilorin are set. Planning also means a decision making which is the process by which a course of action for the purpose of effectiveness.

Organization: This is the process by which the manager establishes a structure of rules and allocates jobs that need to be performed in order to achieve organization objectives.

Directing: It is the act of guiding and supervising the subordinates in relation to the use of resources and the achievement of organizational objectives. It is also referred to as leading or motivating.

Leadership: This is the act of influencing and motivating subordinates to work willingly and enthusiastically to achieve organization objectives.

A Leader: This is someone that is capable of influencing, inspiring, including motivating employees to work harder with happiness in order to attain organization objectives.

Co-Ordinating: This is the process of obliging activities in a consistence and harmonious way in order to ensure efficiency on effectiveness in an organization.

Controlling: This can be referred to as activities involved in evaluating the organization objectives big comparing the planning performances with a view to discover and correct deviation that might occurs.

Traits: These are certain qualities while are deemed to be possessed by an effective leaders.

Styles: This is used to describe the manner in which a leader behaves which can autocracies democratic or lassies faire or free rain.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Review

Kontz O'Donnell Weihirich (2021) defines leadership as influences, that art of process of influencing people so that they will strive willing towards the achievement of group goals.

This concept can be enlarged to imply that not only willingness to work but also willing to work with zeal and confidence. Zeal reflects order, earnestness, and intensity in the execution of work, confidence on the other hand reflects experience and technical ability.

Katz and Kahn (2021), also defines leadership an applied to formally organized enterprises as the influential increment over and above mechanical compliance with the routine directives of the organization. In other word an organization role may encompass definite objectives and plans to achieve them; clear position duties and all the many non personal thing and individual must do to carryout a job. But according to Katz and Kalm, there is much to add to these, if an individual is to perform their roles in light with dynamic nature of organizational environment.

Adedoyin and Abidoye (2021), considered leadership as the process of influencing people to strive willingly and enthusiastically toward the achievement of organizational goals.

To lead is to guide, conduct, and preside. Leader act to help a group achieve objectives with the maximum application of its capabilities. The idea of leadership has influential

increment made especially necessary by the faces that all enterprises are upon system and that people have varying drives, attitude and desires of its and very well with the approach of his research work.

Leadership is therefore generally defines as the process of influencing people to work or strive willingly with the happiness to achieve organization objectives.

The Qualities of an Effective Leader

The major qualities of an effective leader include the following as identified by Adedoyin and Abidoye (2021).

He should be intelligent

He should have vision and foresight.

He should be able to contribute positively on matters that affect the effectiveness of the organization.

He should be prepared of accepting responsibility of other workers.

Planning should be his specialization.

He should have self control and confidence.

He should posse's good human relations.

He should be able to give orders, control and coordinate the works

Types of Leadership

According to Adedoyin and Abidoye (2021) the types of leaders identified in an organization or society include the following:

Formal Leader: He is a kind of leader that is appointed to a position in an organization and use the authority attached to that position to get things done.

Informal Leader: This type is the leader that exercises considerable influence over others by means other than position or delegated authority. The authority or influence of the informal leader is derived from his personality traits.

Autocratic Leader: This type is the one who gives little or no chance to the subordinates to influence decision and uses fear, threats and intimidation to get things done.

Democratic: This type of leader seeks to persuade and consider the feelings of persons and encourage their participation in making.

Basic Leadership Styles

The basic leadership styles that will be considered in this research work are those propounded by Leland Bradford and Ronald Lippitt these include:

Autocratic Leadership Style: In this type of leadership style, the leader is very conscious of his position he has little trust and faith in his subordinate. He feels that pay is a reward for work and is only reward that will motivate the worker. He gives orders and demands obedience. Group members assume responsibility for performance is high when leader is participating, but low when leader is absent.

Democratic Leadership Style: In this type of leadership decision making is shared by the leader and his subordinates are allowed to participate in decision making criticism and praise are objectively given people have sense of belonging. Productivity of worker and quality of products are usually high because of the relaxed atmosphere.

Laissez Faire Or Free Rein Leadership Style: Here the leader has no confidence in his leadership ability. He does not have goals for the subordinates. Decisions are made by whoever is willing to accept it. Everybody is allowed to operate the way they wish and

at their convenience without being really supervised, under this style level of productivity is low.

Characteristics and Determinant of a Leader

Feed, E.F. (2019), Adedoyin I. S. and Abidoye A. G. (2021) identified some characteristics and determinant of a leader.

These include:

1. Intelligence: The leader is expected to be more intelligent than his followers. If the leader is no more intelligent than his followers, he may have troubles in communicating with them.
2. Knowledge of Human Relations: Developing and clearing with people is an important part of leadership role. A leader should be knowledgeable in understanding human being or human behavior so that he can sense the feeling of his followers, on what their reaction would likely be when faced the real situation.
3. Communication Ability: Ability to read, write and communicate is essential to enable the leader to transfer his ideas to his followers.
4. Teaching Ability: A good leader should be a good teacher since the basic role of a leader is to show their followers in a better way to achieve both their own and organization objectives.
5. Energy: Both mental and physical energy are required from a good leader. He must possess stamina to work for long hours and also be able to tackle difficult tasks.

6. Emotional Balance: A leader must hold his emotion well in control, especially in situation of crisis. He should be free from bias, be logical in his actions and be free from any demonstration of emotion.
7. Inner Driver: a leader should be self starter. The desire to be a good leader should communicate to which the individual external important element which profits a leader is internally generated.
8. Ability to Encourage High Productivities: He must be able to plan on production activities and organize to achieve such that it can understand operation problems.

Concepts of Management By Objectives

According to Krotz O'DONNED we enrich management by objective is one of the most interesting development that swept across the management scene. Frank and Lilian gilbert (2018), emphasize that development objective are needed in every area where performance and result directly and vitally affect management by the objective and control by self control.

The various approaches to management by objective include the appraisal approach, the motivation approach, the system approach and the long time view in management by objectives. The nifty-gritty of management and manager make arrangement on how to get things done through the relation performance goals and result in organization.

Merits and Demerits of Management By Objectives

The major merits of management by objective (MBO) include the following:

Management by Objective (MBO) result in improved or better managing in organizations.

It also helps in classifying organization. That is it tend to force clarification of organizations and structures.

Management by Objective (MBO) help in developing effective control within the organization.

Weakness or Demerits of Management by Objective

Failure to teach the philosophy

Failure to give setters guidelines.

Goals are difficult to set.

Goals also tend to be short-run.

Failure to insist on variability

Implementation of Management by Objectives

In an attempt to implement by objective in an organization, certain necessary managing by objective process should be well followed. As in planning, one of the critical needs is the development and dissemination of consistent planning premises following should be follow.

Preliminary setting of objective at the top is very significant as this will help manager to determine when he or she perceive to be more important goal for the enterprises to achieve in a given period ahead.

Clarification of organization role is equally necessary and important.

Goals and resources should be well analyzed to ensure achievement of objective.

Setting the subordinates objective by the supervisor is by asking what goal or objective the subordinate can achieve.

The Concept of Management By-Exception (MBE)

This is a system of interaction and communication that signals the management only when the attention is needed but remains silent when attention is required. Under this control system, the subordinate alerts their supervisor only an exceptional or critical event that is likely to influence management decision making but remains silent with other details that can be handled by the subordinates. The primary purpose of this system is to simplify the management process and avoid dealing or wasting time with less important matters.

Benefits of Management by Exception (MBE)

One of the benefits of management by exception (MBE) is that it saves time by using that the management applies its time only to fewer problems and thus minimizing time-consuming work.

It also ensures the use of management effort and talent selectively on important issues, talent and efforts of the management.

MBE forces the manager to reveal past history and studies related methods so that critical problems could be solved.

MBE forces the management to achieve broader managerial coverage and allows the management to tackle important projects that might otherwise be left alone.

MBE helps to alert the manager about opportunities available as well as difficulties.

Environment and System Problem in Leadership

Pleased as one must be with apparent progress that has been made in understanding leadership. It is nonetheless important to realize that there is still much that is known

about these activities. Not only hold ground still cultivated but also there are many areas that have not yet been adequately researched, some of this will be seen, and all of them dramatized the importance of contingency, situational and open system approach to leadership.

Social Change through Time: One of the weaknesses of leadership research is that most of it neglects longitudinal studies. This entirely understandable, but the fact remains that solution to immediate problems may become quite useless tomorrow it is not accurate to assume that the nature of people remain the same through time.

Employment Unions and Leadership: The growth of track, industrial, professional, and civil unions has been rapid in countries that encourage unionism. Whatever may be the course of effective unionism, the organization often created difficult leadership problems for affected enterprises manager.

The Informal Organization: Given rise to much less spectacular issues but nonetheless very serious problems of leadership is the ubiquitous informal organization.

Crisis and The Emergency of Leadership: The relationship of leader to the management of crisis is intriguing as a case of the situational approach to leadership.

Role of Leadership

Leadership is about getting result for your followers. If you get result people will support you, often without caring too much about how you got them, without results, all the style or charisma in the world won't retain the support of your followers for long. To be an effective leader of either a private or public sector organization requires you to do five things:

Understand and interpret the environment in which you operate;

Develop winning strategies.

Execute them brilliantly.

Measure the impact of your strategies systematically, adjusting strategies as indicated;
and develop organizational, departmental, team and personal capabilities.

There are also five roles a leader must play namely:

1. Communicator: the most effective leaders use all levels of communication to reach out to staff, customers/clients and other stakeholders. They proactively encourage the exchange of information within the organization.

2. Thinking: Strategic thinking requires that an effective leader do the following:

Understand how the different functions of the organization work together and how it can best respond to external and internal changes;

Learn the strength and weakness of the organization; and opportunity and threats facing it;

Understand how the strategic objectives are influenced by current and future business and economic forecast.

Recognize that the operational objectives and targets must be in line with and support the strategic objectives of the organization; and

Beware of and respond to the behavior of current and potential competitors.

3. Decision maker: Developing a consistent approach to the analysis of information is imperative to effective decision-making. In making important decisions

and prior to implementation, the leader must consider the impact of such choices on all stakeholders.

4. Image-builder: A consistent demonstration of fairness, integrity and professionalism builds the kind of image that supports professional achievement and employee support. These characteristics must also work in tandem with being open-minded and responsive to, and support of, the needs of individuals as well as the team.

5. Team-Builder: Effective team-building rests upon ensuring that individuals and teams are kept informed of plans, developments and issues that will affect them and the way they do their job. Team-building helps its members to understand and meaningfully contribute to the organization's strategies goals.

2.2 Theoretical Review

Kontz O'donnell Wetarich (2021), Fiddle F. E. (2019) and Stogdill R.M. (2018) identified certain theories of leadership there are:

2.2.1 Traits Theory or Approach to Leadership

This approach believes those leaders are born not made. The proponent of this theory believes that there are individuals who have a predisposition to leadership. That such people are naturally, built up, aggressive more decisive and more articulate than other peoples. Researchers attempted to find out the asset of traits that could be trained to develop.

2.2.2 Behavioural Theory to Leadership

Failure to get solution to leader qualities questioned move researcher to carry out research on what should be the behavior of a leader, that is an attempt to determine

what effective of leaders in E.G. how they delegate task, communicate and motivate their subordinate and how they carry out their responsibility. The studies concentrate on two aspect of a leader behavior or style.

- A. People-oriented leadership behavior or style.
- B. Task oriented leadership or style.

2.2.3 Situational Theory to Leadership

According to this theory leadership is strongly affected by the situation from which a leader emerged, the nature of his job and where he works. The situation approach is the behavior of leaders and their follower on a type of situations. This they also states that leaders are not born but are made by the situation in which they found themselves, it contents that there is no one best style of leadership for universally application for all situation.

2.2.4. Path Goal Theory

This was propounded by Robert house, Charles green and others. They found out that effective leadership makes use of rewards incentive to its followers in task achievements. They also make the path to such rewards easier to go through by removing obstacles and making personal satisfaction of workers known that reward is linked to individual performance.

2.2.5. Fielder's Contingency Approach to Leadership

Fielders contingency theory implies that leadership is any process in which the ability of a leader to exercise influence depends upon the group tasks situation and the degree to which the leaders' style, personality and approach fit group. In other words,

according to fielders people became leaders not only because of the attributes of their personality but also because of various situation factors and the interaction between leaders and the situation.

The critical dimension of a leadership situation according to fielders includes the position of power, the tasks structure and the leader member relations.

2.3 Empirical Review

In the context of leadership style and its influence on organizational objectives, various researchers have conducted studies across different sectors and organizational settings. The following review presents key empirical findings relevant to your study:

Ogunyomi, P. O. & Bruning, N. S. (2021): *Human Resource Management and Organizational Performance of Small and Medium Enterprises in Nigeria*. The study highlighted that transformational leadership significantly improves employee motivation and aligns individual goals with organizational objectives. It found that participatory leadership led to better staff commitment, particularly in public institutions. Indicates that in public agencies like the Kwara State Town Planning Authority, leadership style can directly affect staff productivity and organizational output.

Ejere, E. S. I. & Abasilim, U. D. (2019): *Impact of Transactional and Transformational Leadership Styles on Organizational Performance: Empirical Evidence from Nigeria*. Using data from government institutions, the study found that transformational

leadership, characterized by vision and inspiration, has a more positive impact on performance than transactional styles focused solely on rewards and punishment. Suggests that the leadership style adopted in Kwara State Town Planning and Development Authority can either hinder or promote the achievement of organizational objectives depending on its nature.

Ibrahim U. & Daniel, C. O. (2019): *Leadership Style and Employee Commitment: Empirical Evidence from Federal Universities in Nigeria*. The study concluded that democratic and transformational leadership styles foster employee commitment, which is critical for the realization of long-term institutional goals. Autocratic styles, by contrast, were linked to reduced staff morale and higher turnover. Reinforces the need for inclusive and inspiring leadership in public sector organizations for the effective attainment of objectives.

Chukwusa, J. (2018): *Autocratic Leadership Style: Obstacle to Success in Academic Libraries*. Based on a survey of library personnel, the study showed that autocratic leadership hinders creativity, initiative, and goal attainment. While it can yield short-term results, it fails in sustaining long-term organizational success. Applicable to urban planning authorities, where innovation and initiative among staff are vital for effective service delivery and development planning.

Amah, E. & Ahiauzu, A. (2019): *Employee Involvement and Organizational Effectiveness*. The study, conducted across various public sector organizations in Nigeria, found a strong relationship between participative leadership, employee involvement, and organizational effectiveness. Indicates that involving employees in decision-making processes in the Kwara State Town Planning Authority could enhance organizational cohesion and objective realization.

Ojokuku, O. R., Odetayo, T. A., & Sajuyigbe, A. S. (2019): In their study titled “*Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks*”, the researchers discovered a strong correlation between transformational leadership style and improved organizational performance. Their findings suggest that leaders who inspire, communicate a clear vision, and support innovation tend to achieve higher levels of staff commitment and goal attainment. This suggests that organizations like Kwara State Town Planning and Development Authority can achieve greater efficiency if leadership adopts a participative and visionary approach.

Ibrahim, H., & Daniel, C. O. (2019): Their research on “*Leadership Style and Organizational Performance in the Nigerian Public Sector*” examined leadership styles in local government councils and concluded that autocratic leadership tends to limit innovation and employee involvement, leading to underperformance. Conversely, democratic leadership was found to encourage collaboration and better decision-making outcomes. For the Town Planning Authority, incorporating democratic elements in leadership may enhance employee morale and departmental output.

Adeyemi, S. L., & Ademilua, A. (2019): Their work on *“Leadership and Organizational Effectiveness: A Study of Selected Tertiary Institutions in Nigeria”* revealed that leadership style affects not just productivity but also organizational culture. Institutions with leaders practicing servant or transformational leadership had more proactive staff and were more effective in achieving institutional goals. The Town Planning Authority may see improvements in organizational cohesion and service effectiveness through transformational leadership.

Yukl, G. (2019): In his seminal book *“Leadership in Organizations”*, Yukl presents empirical data showing that leaders who balance task-oriented and people-oriented styles are more effective in achieving both short-term and long-term organizational goals. He emphasizes the adaptability of leadership to different organizational contexts. Leaders at the Kwara State Town Planning and Development Authority should apply situational leadership depending on departmental challenges and staff capabilities.

Ogunyemi, A. O. (2020): In a study conducted on government parastatals in Kwara State titled *“Leadership Styles and Employee Performance in Public Organizations”*, the researcher found that leadership that focused on empowerment, continuous communication, and capacity-building was strongly linked to better employee performance and goal attainment. A developmental leadership approach within the Town Planning Authority can significantly improve project execution and policy implementation.

CHAPTER THREE

RESEARCH METHODOLOGY

This is the process used to collect information and data for the purpose of making business decision and the methodology may include publication research, interviews, surveys and could include both present and historical information.

3.2 Study Population and Sample Size

General in a research work can only be valid when the coverage is large. Hence, the population is making up of management and staff of the four (4) selected organizations that has an average of 26 employees each.

The number of people chosen for this project work in Kwara State Town Planning and Development Authority, Ilorin Plc is twenty (20). This was due to the basic requirement for the least SSCE/GCE/NECO qualification or respondents.

Addition nine (9) respondents were chosen from each four (4) selected companies. The company includes Lardex Nigeria Limited, Adisco International Company, Union Bank Plc, and Oluwagbemisola Nigeria Limited all located in Ilorin. This makes the population size to be 56.

3.3 Sampling Method

The purpose sampling method under non-probability sampling was used to draw the sample. This is due to the fact it ensure the gathering of data from respondents who are difficult to locate but crucial to this research works. This sample was drawn based on the researchers' personal judgment. The researcher considered theory of judgment and leadership in all operation of organization, in achieving their major objective. The

reason is to enhance a good representative of the population in view of the scope of the study.

3.4 Method of Data Collection

A close or structure form of questionnaire were prepared and distributed to the management and staff of Main Street Plc and the four (4) other company selected in Ilorin. The questionnaire contained a set of eleven (11).

Question includes bio data questions, which are group into two (2) selections (i.e. section A and Section B). Section A was meant for personal data of respondent, while section B was for research statement for this project work..

INTERVIEW: A selected set of staff has interviewed and questions contained in section A of the questionnaire were asked plus other vital question, which its answers will help in great dimension to writing the chapter four of the project work. The number of staff of Kwara State Town Planning and Development Authority, Ilorin Plc that was interviewed. This make total number of people interviewed to be twenty five (25).

OBSERVATION: The operation of the case study and other four (4) selected companies were carefully observed. The roles of leadership in all the operations were equally considered while preparing the research work.

3.5 Source Of Data Collection

The major source of data collection used were primary sources of data collection sued was primary source and secondary source. The primary source consist questionnaire, interview and observation while the secondary source make use of management and

personnel textbooks, journal and magazines (especially the past report of the company Kwara State Town Planning and Development Authority, Ilorin Plc of Nigeria).

3.6 Method of Data Analysis

The method of use was presented with the use of tables and sample percentages. The hypothesis was tested with the use of chi-square (X^2) was distribution method of statistical analysis according to Osuago (1999), the chi square models is given as:

$$X^2 = \frac{(O - E)^2}{E}$$

Where:

O = observed frequency of any value

E = Expected frequency of any value.

And is calculated as $\frac{Tr \times Tc}{TG}$

Where Tr = total row, Tc = Total column

TG = Total Ground

Decision rule under X^2 Test

According to Murray (2020), wherever the X^2 calculated value is less than X^2 table, the null hypothesis will be accepted.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 INTRODUCTION

QUESTION 1: In Selecting a Leader is there any Plan?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	12	60
NO	8	40
TOTAL	20	100%

Source: Field Survey, (2025)

The above table show that majority of the people use to plan before selecting 8 (40%) disagree.

QUESTION 2: Is it easy to achieve Organization Aim and Objectives?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	4	20
NO	16	80
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that is not easy to achieve organization aim and objectives, because 4 respondent which represent (20%) agree while 16(80%) disagree.

QUESTION 3: Is there any Scope in Carryout the Organization Objectives Goal by Leader in Company?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	15	75
NO	5	25
TOTAL	20	100%

Source: Field Survey, (2025)

The table above show that the scope in carryout the organization objectives gods by leader in company, because is respondent which represent 75% agree while 5(25%) disagree.

QUESTION 4: Is it a must that a leader be agile and effectives?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	16	80
NO	4	20
TOTAL	20	100%

Source: Field Survey, (2025)

The table shows that a leader must be agile and effectives because 16 respondents while represent 80 agree while 4 (20) disagree.

QUESTION 5: Will people Influence or Motivation before achieving Organization Goals?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	16	80
NO	4	20
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that people must be influence or motivated before achieving organization goals because 16 respondents which represent 80% agree while 4(20%) disagree.

QUESTION 6: By improving workers morale by motivation them to work can organizational achieve its aim and objectives?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	15	75
NO	5	25
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that organization can achieve their aim and objectives by improving workers moral and motivating them because 15 respondents which represent 75% agree while 5(15%) disagree.

QUESTION 7: Did Workers to be interviewed?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	16	80
NO	4	20
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that the workers should be interview because the respondent which represent 16(80%) agree while 4(20%) disagree.

QUESTION 8:

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	12	60
NO	8	40
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that there must be a kind of leader because 12 respondent which represent (60%) agree while 8(40%) disagree.

QUESTION 9: Should workers be promoted when they are due for it?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	15	75
NO	5	25
TOTAL	20	100%

Source: Field Survey, (2025)

The above shows that workers can promoted when they are due for it because 15 respondent which represent 75% agree while 5(25%) disagree.

QUESTION 10: Is there any cost or risk in selecting a leader?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	16	80
NO	4	20
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that there is a cost of risk in selection a leader because 16 respondents which represent 80% agree while 4(20%) disagree.

QUESTION 11: In Selecting a Leader is there any Plan?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	16	60
NO	4	40
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that leader can have characteristics to all departments because it respondent which represent 60% agree while 4(40%) disagree.

QUESTION 12: Should a Leader need to be free and fair to workers?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	12	60
NO	8	40
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that a leader must be free and fair to workers because 12 respondents which represent 60% agree while 40% disagree.

QUESTION 13: Should a Leader be lazy?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	4	40
NO	16	60
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that a leader must not be lazy because 4 respondents which represent 40% agree while 16(60%) disagree.

QUESTION 14: Achieve Organization Objectives is do or die?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	12	60
NO	8	40
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that to achieve organization objectives. It is do or die because 12 respondents which represent 60% agree while 8(40%) disagree.

QUESTION 15: As a Leader, should you advise worker on how to achieve?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	15	75
NO	5	25
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that leader can advise workers on how to behave because is respondent which represent 75% agree while 5(25%) disagree.

QUESTION 16: Can a Leader Interpret to Marital workers, any shows?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	4	20
NO	16	80
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that the leader cannot interpret to marital workers any show because 4 respondent which represent 20% agree while 16(80%) disagree.

QUESTION 17: Is it compulsory or necessary that leaders must be intelligent, honest and patience?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	15	75
NO	5	25
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that all leaders must be intelligent, honest and patience because 15 respondent which represent 75% while 5(25%) disagree.

QUESTION 18: Can leader control in an organization?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	16	80
NO	4	20
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that leader can control workers in organization because 16 respondents which represent 80% agree while 4(20%) disagree.

QUESTION 19: Can a leader employed worker and also pay salary to workers?

VARIABLE	RESPONSE	PERCENTAGE (%)
YES	16	80
NO	4	20
TOTAL	20	100%

Source: Field Survey, (2025)

The above table shows that leader cans employed and also 8 salaries to them because 16 respondents which represent 80% agree while 4(20%) disagree.

Test of Hypothesis

Using chi-square method includes theory level of significance.

$$(6 - 1) (2 - 1)$$

$$5 \times 1, 5\% = 0.05 = 3.841$$

TABLE 20: Testing of Hypothesis

Ho - Null Hypothesis: Roles of Leadership do not have impact on achieving Organization Objectives

STRATA	RESPONDENTS	PERCENTAGE (%)
YES	2	10
NO	18	90
TOTAL	20	100%

Source: Research Survey, (2025)

Testing of Hypothesis

QUESTION 15: As a Leader, should you advise worker on how to achieve?

VARIABLES	O	E	O – E	$(O - E)^2$	$(O - E)^2/e$
YES	2	10	-8	64	6.4
NO	18	10	8	64	6.4
TOTAL	20	20		128	12.8

Source: Research Survey, (2025)

$$X^2_{cal} = 12 - 8 \quad X^2_{tabl} = 0.00$$

0393.

Table 21: Hi-Alternative Hypothesis: Roles of Leadership do have impact in achieving organization objectives.

STRATA	RESPONDENTS	PERCENTAGE (%)
YES	20	100
NO	-	-
TOTAL	20	100%

Source: Research Survey, (2025)

QUESTION 15: As a Leader, should you advise worker on how to achieve?

VARIABLES	O	E	O – E	$(O - E)^2$	$(O - E)^2/e$
YES	20	10	10	100	10
NO	-	10	-10	100	10
TOTAL	20	20		200	20

Source: Research Survey, (2025)

$$X^2_{cal} = 20 \quad X^2_{tab} = 0.000393$$

Since X^2_{cal} is greater than X^2_{tab} of the level of significance of 0.5, reject H_0 and H_1 and concluded that role of leadership have impact in achieving the organization objectives.

4.2 Discussion of Findings

From the analysis, it is observed that the majority of people use to plan in selecting a leader and it is also shows that are not easy to achieve organizational aims and objectives, if there is a view of workers. The only objectives are by improving workers morale and by motivating them.

It is also observed that a leader must not be lazy and a leader need to advice worker on how to behave and a leader must be intelligent, honest, patience, loyal and a leader must be free and fair to workers.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Summary

This study focuses on the roles of leadership in achieving organizations objectives. This was in view of the problems associating with getting objectives achieved in an organization absences of ability to influence and develop followership, improve guiding and supervision of activities, failure to achieve organizational objectives and a host of others. The significance of roles of leadership in achieving organization objectives was evaluated and the hypothesis were tested and proved. It therefore disclosed that leadership roles such as guiding, controlling, influencing, coordinating, supervising, encouraging and motivating are very much expedient to organization objectives.

Positive sampling method was used. This method is based on researcher personnel judgment considering the organization that have and always perform qualitative roles of leadership in every activity of company, it involved the use of primary and secondary service data together with recent information that was used for this research work.

It was discovered during the research work that roles of leadership have become indispensable for an organization to achieve its stated objectives. Also discovered was the fact that roles of leadership will to a large extent improve efficiency, effectiveness, profitability and good image of an organization.

5.2 Conclusion

The success of any organization depends on leaders at various levels. A leader must understand the technical problem of his industry and the economic condition as well as business psychology. A good leader must possess good qualities. A training given to these leaders to contribute tremendously to the qualities of these leaders, these person in the role of leader who fulfils expectation and achieve group goals producer rewards for other which are reciprocate in the forms of status, esteem and heightened influenced because the leadership recipient of influence' ascertain may respond by assessing influence in return. The very substance on both sides.

It is the responsibility of a leader to control and coordinate all the functions in an organization to ensure that the objectives are achieved. The style such leaders used in the conduct of their duties have effect on the organization. Therefore, the success growth and development of any organization depend on the type of qualities of leadership in their employment.

Leadership is an important aspect of managing the ability of an organization to attain its goals. In fact the essence of leadership is to develop followership. That is, it is the willingness of people to work with good and to follow a leader.

5.3 Recommendations

Having reviewed how effective leader in an organization can function effective, it is therefore necessary to make the following recommendation. Obligation is important so the following points should be considered or noted;

The rank and held workers should given an opportunity at times to use their initiative rather than always being wholly supervised by instructions. Managers should ensure that the subordinates accept and understand what is involved or asked to be done. The element of office training scheme should be put in place. Training programme should be organized within and outside the organization to enhance impersonal relationship of mangers and non-mangers.

Managerial function of planning, organizing, staffing, directing and controlling should be supplemented by giving people guidance, good communication and by an ability to lead. Leadership should be based on understanding of what motivate people and ability to create an atmosphere in which people will derive satisfaction from controlling to group goals. This enables the organization to perform to expectation. Control system available in the organization should be improved. It control techniques in the organization are good, management will be willing to delegate authority to the subordinates.

A lot incentives should be create to serve as motivation to staff. This will in turn have an effect in their performance and overall increase in productivity and profitability. A leader should be aware of why he behaves as he does and also what he does to bring out

certain response or lack of response from others. This will enable him to correct what bring out negative response.

This technical problem of any industry and human relations including psychology should be understand by a leader in order to ensure easy achievement of the organization objectives.

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