EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE
(A CASE STUDY OF BIORAJ PHARMACEUTICAL COMPANY, ILORIN KWARA STATE)

BY

OYEDE AYOOLUWA ADENIKE
ND/23/BAM/PT/188

BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION, INSTITUTE OF FINANCE AND MANAGEMENT STUDIES (IFMS), KWARA STATE POLYTECHNIC, ILORIN KWARA STATE

IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF NATIONAL DIPLOMA (ND) BUSINESS ADMINISTRATION AND MANAGEMENT

JUNE, 2025.

CERTIFICATION

This is to certify that this project has been read and approved as meeting part of the requirements for the award of National Diploma (ND) in Business Administration and Management in the Department of Business Administration and Management, Institute of Finance and Management Studies (IFMS), Kwara State Polytechnic, Ilorin.

------------------------   ------------------------
MR. ILLYASU ABDULLAHI   **DATE**
(Project Supervisor)

------------------------   ------------------------
MR. KUDABO M. I.   **DATE**
(Project Coordinator)

------------------------   ------------------------
MR. ALAKOSO I. K.   **DATE**
Head of Department (HOD)

------------------------   ------------------------
EXTERNAL EXAMINER   **DATE**

DEDICATION

This research work is dedicated to Almighty God.

ACKNOWLEDGEMENTS

All praise and adoration goes to Almighty God, who has given me the greatest opportunity to undergo my ND program successfully

My sincere appreciation goes to my lovely, caring and sweet parents in person of Mr. and Mrs. OYEDE for their support both in academically, morally, socially, spiritually and financially throughout my course of study may Almighty God enrich them more than expectations

My profound gratitude goes to my supervisor in person of Mr. Abdullahi Illyasu. I appreciate him for his fatherly advice and guidance before and after this project work may Almighty God bless you your entire family.

My gratitude also goes to my best lecturer in person of Mr. Lukman K. I. of Taxation department and my wonderful HOD of my department in person Mr. ALAKOSO. I. may Almighty God always be with you all.

My profound also goes to my family for their supports and contribution from the beginning of my Programme to the end for their generous assistance I'm grateful to you for standing by me during my academic Pursuit. I pray May Almighty God surprise and elevate you all in life endeavors.

My Apology also goes to my friends and relatives whose name does not appear on this write up, you are all acknowledged.

I'm wishing you all the success in the world. Farewell, but not farewell to the memories. Goodbye, but not goodbye to our friendship. You're off to great places in the name of God (AMEEN),

Love You Guys.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Leadership is the ability to influence others. A leader is one who is able to coordinate the activities of others, within a group, towards achieving a common goal or objectives. A leader could emerge when the position of leadership is conferred on the person, or he could just emerge from the group of assume the position of a leader. Leadership could be seen from two perspectives, one it is a status symbol, in which case, the leader stands out from the crowd.

Two, leadership is a function, in which the leader carries out the duty of coordinating task related activities directed towards the realization of the organizational goals. The term leadership is an elusive but fascinating concept that has engaged researchers for some present when people work together to achieve a common goals. To a large extent an achievement of an organizational goal depends on the quality of leadership. The term leadership has been considered as one of the most important elements affecting organizational performance for the managers.

Leaders have significant effects on the behavior attitudes and the performance of the employees. Leadership is an important aspect of management. The essence of leadership is followership that is the willingness of people to follow and make a person a leader. An effective performance of the employee, there must be the act of inspiring employees to perform their duties willingly competently and enthusiastically. According to Kontz et al (2002) inflaming people so that they will strive willingly and enthusiastically toward the achievement of group goals.

Szitagy et al (2000) sees leadership as the relationship between two to more people in which one attempt to influence the others towards the accomplishment of certain goals.

The key to this definition is that leadership is a function of power based on the leader approach or behavior of the leader and the correspondence of those factors with the characteristics, needs and decision roles of the employee.

The free-reins otherwise known as the laissez-fair Kontz said, this type of leader use his/her power very little given employees, a high degree of independent in their operations. Baridam (2007) stated that the ability of the leader to vary leadership behavior to suit different situational demand.

1.2   STATEMENT OF THE PROBLEM

The effect of leadership in the overall success of an organization cannot be over-emphasized. Many organizations have not been able to attain the set goals adopted in those organizations. Robbins and Smart-Kotze, (200).

The path-goal approach suggests that the most important leadership tool mangers have is their ability to dispense rewards (Evans and House 2001) Inappropriate leadership styles have been resulting poor performance in the work place. Some leaders do not define path-goal clearly to their subordinators due to poor communication and lack of managerial skills.

This nonchalant attitude could lead to creation of idle time by the subordinated which results to poor productivity. Alternative solution towards the achievement or organization goals is a problem this study attempt to solve. The problem to be investigated in the course of this studies are:

1. How leadership styles managers affect employees performance.
2. The reaction of employees to leadership style.
3. The leadership styles adopted by employees in the banks.

1.3   OBJECTIVE OF THE STUDY

The main objectives of this study is to:

1. Examine the influence of leadership style on employee performance.

2. Identify the type of leadership style existing in the organization.

3. Identify the leadership style that will enhance employee performance in an organization.

1.4   RESEARCH QUESTIONS

The following are the various research questions that has been raised as an operational question to guide the behavior of the research work.

1. How does leadership style influence employee performance?

2. What are the types of leadership styles existing in the organization?

3. What leadership style will enhance employee performance in an organization?

1.5   RESEARCH HYPOTHESIS

H1: There are no influences of leadership style on employee performance.

 H2: There no existing leadership style in an organization.

H3i: Leadership style does not enhance employee performance in an organization.

1.6   SIGNIFICANCE OF THE STUDY

The study will be of great benefit to managements, employees and to all actors in the organizations as whole. This will enable the manager to know the types of leadership style to adopt in their effort to achieve organizational set goals as well us how the style will influence productivity in their organization. Also this study is important/essential because it will enable the coordinator in organizing, to know the style of leadership preferred by their employee. This research focused on the styles that will use for effective job performance in an organization.

1.7 SCOPE OF THE STUDY

This research study will be delimited to identifying the leadership effect on productive employees in Bioraj Pharmaceutical Company, Ilorin. Questionnaires will be used in collecting data from managers and their subordinates of Bioraj Pharmaceutical Company.

1.8 LIMITATIONS OF THE STUDY

There is bound to be problems in the course of carrying out any research. The ability of the researcher to minimize the problems will go a long way to improve the quality of the work. Also, time and financial constraints posed a lot of limitations to this study. Finally, the work is limited selected firms in Port Harcourt. This being so, care should be taken in generalizing the findings to firms outside the area of study.

1.9 DEFIMTION OF THE TERMS

Effect: The term effect can be seen as a change that somebody caused in somebody or something else. (According to Oxford Advanced Learner's Dictionary 8[Th] edition).

Leadership Style: John F'. Mees (2005) defined leadership style as a right of a manager to assign duties to the employee i.e. the process and method of getting people to do what the leader wants.

Employee: An employee is simply refers to someone employed by an employer in an organization to work under another person known as the manager or the supervisor officer.

Performance: This is the accomplished or to do a certain piece of work to the degree which is intended according to the organizational goals.

CHAPTER TWO

## LITERATURE REVIEW

2.1   INTRODUCTION

On the whole, Gordon (2000) has noted some important qualities of and the obstacles to, effective leadership. He listed the qualities as:

A leader is well advised to deal openly, fairly and equitably with all members, making distinctions among members only on work-related criteria. A leader should maintain a fairly firm hold on the reins of leadership, while at the same time fostering a genuinely constructive two way flow of communication by explaining rationale for proposed courses of action and acting on worthwhile suggestion from members.

A leader can greatly influence the whole course of events in the organization by setting the tone of interactions with the members. Cronyism and favouritism should be absolutely avoided. A leader should move carefully and democratically to secure consensus more than merely. Majority vote-un significant action.

The wise leader will try to prevent empire building, and other divisible tendencies within the ranks. The goal is to prevent disunity as one step toward building cohesion within the group. He adds that, a good leader should equally exhibit reasonable competences in task and human effectiveness.

EFFECTIVE LEADERSHIP

Task effectiveness

Productivity

Leadership

Innovation

Human effectiveness
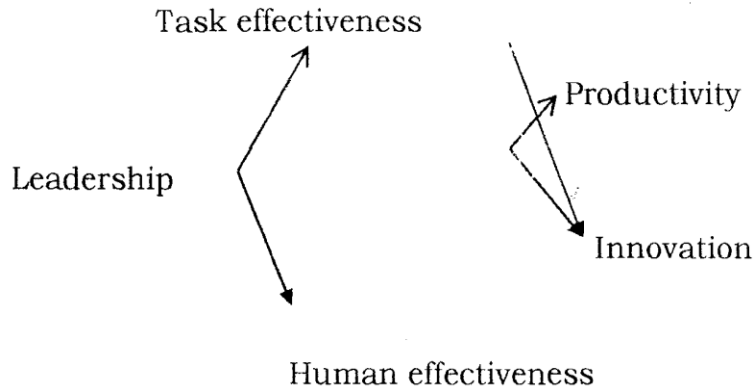
George J. Gordon (3rd edition)

1986:289, New York, America.

George J. Gordon, public administration in America, on the constraints to effective leadership Gordon points the following:

First, the situational potential, for leadership may vary according to the organizational level of particular group leader.

He argues that "the tighter the rein holds on subordinate by superiors, the less change subordinate will have exercise leadership with their own organizational bailiwicks.

In addition, if an organization is highly structure some would say bureaucratized then, the possibilities of leadership in the manner we have described are more limited.

Secondly, individual goals may simply remain beyond the reach of the leader's influence, though cooperation could more easily be induced from less secure members than from those with seniority, tenure and the like.

Third, fighting fund vision (among both members and leaders) may turn out to be a frustrating job.

Moral

Human satisfaction

Absenteeism

Labour turnover
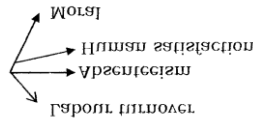
Fourth, innovation in highly structured organizations is different to manage.

Fifth, a gladiator will not always succeed in external environment part of the leader's skill. Therefore, should lie in knowing when to fight and when not to.

Finally, leadership is conditioned by the particular combination of people, tasks and organizational dynamics that sexist in each case. Therefore, as one leader can embody all the vary guidelines.

There is no binding law in the business world which says what the head of a business concern should be called 'the terminology in business is far from standard". Workers needs leader to reduce, confusion and uncertainty, influence their behaviours and help the workers to achieve the set objectives. Organization seeks for me who will help them bring about the attainment of organizational goals through effective leadership. Dominant people in our various business are addressed in different ways. Sometimes they may be called president, chairman, managing directors, chairman board of directors, general manager and chief executive director etc one thing at is certain about this people is that, they play the role of leader in business ventures they possess the basic leadership skill required and must select those to work under their leadership skill according to Kontz et al (2000).

2.2. FUNCTIONS OF A LEADER

The function of a leader, therefore is to persuade employee to contribute willingly to the organizational goal in accordance with their

Other leadership activities performed by manager in a business organization include, recruiting, performance appraisal, training and development, rewarding them equally, promoting transform and perhaps dismissing the employees.

11

Leaders are expected to carry out day-to-day activities of an organization, evaluation of employees to determine how well they are performing their duties assigned to them.

A leader should also find out if the resource allocated to the employee is enough for him to perform creditably and the work environment should also be look into.

If an employee is performing below expectation, the leader should check if the employee is equal to the task in terms of its qualification.

2.3 THE CONCEPT OF LEADERSHIP

If one is to analyze management from the system perspective. It will be found out that leadership; represent a sub-subset of management functions.

Leadership is part of management but not all of it. According to Baridam (2007) define leadership as a process of using power to obtain inter-personal influence.

The employee in a work group sees power as a differencing means between the organization and himself.

The organization has it which the employee does not resentful employees consciously or consciously may do the organization harm in a small or large ways.

The employees never question the power if it is inherently alight of the organization or doubt that it is indispensable to organization tasks.

Baridam (2001) has this to say "the power of the leader in respect to the group is high that is, his/her council regard the punishment had the organization backing.

2.4 PRINCIPLE OF LEADERSHIP

The principles of leadership as identified by Ezocha (2005) include the following:

Leadership must be legitimate and authoritative this means that no person can lead unless given a mandate by those being led. The social mandate to direct and control be given to him.

Leadership must subject itself to the demand of the public advancement, responsibility, and accountability it is only within the above framework that good relations can be maintained between leaders and the led.

Leadership must operate within limitations of the mandate entrusted to it by people outside of the people's mandates, the leader ceased to lead legitimately.

In terms of recruitment, leadership must be by merit and not by inheritance or usurpation. The above leadership in western countries, in third world countries like African countries, such principle may not apply.

2.5   TYPES OF LEADERSIUP

Scholars have identified different types of leadership such as traditional leaders, religious leaders, political leader, charismatic leader, institutional leader, professional leaders etc.

2.5.1   TRADITIONAL LEADERS

These are leaders with traditional authority. They lead tribes, ethnic groups, traditional institutions, towns, and collages. Example of such leaders are Obi of Onitcha, Obong of Calabar, Oba of Benin etc.

2.5.2   RELIGIOUS LEADER

These leaders lead religious groups and institutions example are Sultan of Sokoto, the Pop, Archbishop, the Imam etc.

2.5.3   POLITICAL LEADER

These are leaders that govern a state e.g. heads of state, governors, local government chairman etc.

2.5.4   CHARISMATIC LEADER

These are leaders that manifest some chairman such leaders perform extraordinary feats, their leadership qualities may not depend on their educational qualification. Example of such leaders is Jesus Christ, Muhammed, Rainhad Bonke etc.

2.5.5   INSTITUTIONAL LEADER

These are commonly found in schools colleges, universities and other bodies performing teaching research and training function e.g. principal of a school, vice chancellors. Etc

2.5.6   PROFESSIONAL LEADER

In the professional organization e.g. the president of Nigerian society of engineers, the president of the Nigerian bar association, president of Nigerian medical association etc.

2.6   APPROACHES TO THE STUDY OF LEJDERSHIP

Concepts of leadership become clear, and more succinct if one books at the approaches to the study of leadership, leadership research has gone through four phases namely

The personal traits and characteristics (sociological aspects)

The situational factors (sociological aspects)

The interactional focus which includes both the psychological and sociological aspects, otherwise known a observed behavior approached or contingency approach.

Holy and Miskel (2002) and peretmode (2007) identify their approaches to the study of leadership in line with the above phases as follows:

The trait approach.

The situational approach

The contingency approach

The behavioral approach

2.6.1   THE TRAIT APPROACH

The trait is also known as the "great man" approach this approach dominated the study of leadership until 1950's in this approach, attempts are made to isolate specific of distinctive traits that make leaders different from their followers, those born to be leaders were believed to possess certain trait that made them effective leaders.

14

2.6.2 THE BEHAVIOURAL APPROACH TO LEADERSHIP STYLE

The behavioural approach focused on leadership effectiveness not be emergence of it individual leader in recent years, research finding indicate that leaders, that are employees oriented may be describe as democratic leaders others stress that leaders that are task oriented can be viewed as autocratic leaders. Still others seen to the both tasked oriented and employee oriented. The behaviourist found that most effective groups haw some form of shared leadership in which one person the manager/leader) performs the task function while the group members perform the social function.

Bales (2001) secondly, the behaviourist focused on the leadership styles the task oriented manager supervised employee closely to ensure that the task is perform to their satisfaction this is the emphasis the leader places on getting the job done, then the development and growth of employee.

The employee oriented managers encourage and allow employee participate in decision affecting them, managers are friendly, trusting and respectful relationship with group members stone (1989)

2.6.3 THE CONTINGENCY MODEL OF LEADERSHIP STYLES

Tamnebau and Schmist (2008) developed a contingency model of leadership behavior. This means from totally to employee freedom from one end to the scale to the other between the autocratic and democratic extremes, there are many possible combinations of leaders and followers influences. There are three variable needs to be analyzed to select the most effective leadership style for a given situation

2.7   LEADERSHIP STYLES

Although leadership has been well researched over the years, there is still lack of a definition that is universally accepted. Just like Stogdill (2004) puts it, "There are almost as many definitions of leadership as there are persons who have attempted to define the

15

concept". The following are a few examples of such definitions Talat et al (2015) asserts that leadership is wide spread process, which calls for authority, responsibility and delegation of power. Leaders help to direct, guide and persuade their followers (employees) towards achieving their personal and organizational goals and objectives.

Leadership style is a managerial content, is the general way a leader, and behaves towards employee in order to attain objectives. The degree to which a manager delicate authority the move of power a manager employs or task orientation all tend to reflect the manager leadership styles. (MesCon 2007).

Considerations of leadership style have longer constituted a dilemma. The managerial dilemma is optimized by several well-known posers such as "can anyone undertake leadership role or only a favoured few". Are the favoured few (effective leaders) born or made? Is effective's leadership an ingle characteristics is there a particular art to if or a particular style something that can be measured? Do you like to be effective or vice versa?

AUTOCRATIC LEADERSHIP STYLE

In autocratic leadership style, the leader alone dictates to the subordinates what should be done. He is a dictator. He does not involve them in decision making. He makes decisions alone and coerces the subordinates to carry them out.

He does not believe in consultation or participative decision making. He suspects the subordinates and thinks that he knows every answer to all problems. He is so mechanistic in his approach and treats subordinates as if they are machines. He does not have the interest of the group in mind but later for his interest alone. His staffs do not know the aim of the organization.

Authoritarian leaders do not allow their staff to make use of their initiation and discretion as they take absolute control of the work. Free flow of communication is impossible in autocratic leadership, the leader maintains downward communication (communication

from super-ordinates to subordinates). He hardly encourages upward communication (communication from the subordinate to the super ordinate's). Autocratic leaders rest on their legitimate powers and hardly make use of expert and referent powers. They reprimand their staff and hardly give praise for workers good performance. They use threat and intimidation as a means of ensuring absolute obedience.

2.8 THEORETICAL LITERATURE REVIEW

Globally, leadership has become the most widely studied aspect of organizational behavior and a number of theories have emerged focusing on the strategies, traits, styles and the situational approach to leadership. As a result of ever-growing interest in the field of leadership, behavioral scientists and sociologists began to analyze the possible consequences of leadership behaviors and the variables that are used to predict the leader's behaviors.

Traits and Behavioral Theory

The trait perspective was one of the earliest theories of leadership in the 1940'swhich assumes that great leaders are born with distinguished personality traits that make them better suited for leadership and make them different from other people or their followers. Stogdill's (2008) survey of the leadership literature came up with the most comprehensive list of traits. Stogdill's observation that leadership situations vary significantly and place different demands on leaders, destroyed trait theory, leading to the emergence of situational and behavioral approaches.

Behavioral theories of leadership state that it is the behavior of leaders that distinguishes them from their followers. It focuses on the actions of leaders rather than on mental qualities or internal states with the belief that great leaders are made, not born. According to this theory, people can learn to become leaders through teaching and observation. Behavior theories examine whether the leader is task oriented, people oriented, or both.

17

Studies conducted at the University of Michigan and Ohio State University in 1945, established two major forms of leader behavior namely: employee-centered and production-centered (Hersey and Blanchard, 2008).

Situational and Contingency Theory

Contingency theory is an approach to leadership in which leadership effectiveness is determined by the interaction between the leader's personal characteristics and aspects of the situation. Contingency theories are based on the assumption that the relationship between leadership style and organizational outcomes is moderated by situational factors related to the environment, and therefore the outcomes cannot be predicted by leadership style, unless the situational variables are known (Cheng and Chan, 2002).

Three models exist in this leadership approach: Fiedler's (2007) co-worker theory, House's (2001) path-goal theory, and Heresy and Blanchard (2009) situational leadership theory. From this approach and the three models no leadership style is best in all situations. Success depends upon a number of variables, including the leader's preferred style, the capabilities and behaviours of the followers, and aspects of the situation. Effective leadership requires adapting one's style of leadership to situational factors, and control is contingent on three factors namely the relationship between the leader and followers, the degree of the task structure and the leaders authority, position or power.

Transformational and Transactional Theory

Over the past twenty five years, a large body of research has emerged around transformational transactional leadership theory. Transactional theories focus on the role of supervision, organization and group performance and they base leadership on a system of rewards and punishments for meeting particular objectives. The type of transaction, whether a reward or discipline, depends on the performance of the employee. Bass (2005) as cited by Chan (2005) theorized the transactional leaders appeal to the subordinates'

self-interests. Transactional leaders attempt to meet the current needs of their subordinates through bargaining and exchanging. Both leaders and followers focus on achieving the negotiated performance level. Transformational theories focus upon the connections formed between leaders and followers. Transformational leadership is the leader's ability to motivate followers to rise above their own personal goals for the greater good of the organization (Bass, 2005, as cited by Murphy & Drodge, 2004). Bass (2005) theorized the transformational style of leadership comes from deeply held personal values which cannot be negotiated and appeals to the subordinates' sense of moral obligation and values. Bass declared there were four types of transformational leadership behavior, namely idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation.

Transactional Leadership and Employee Performance

Transactional leadership: is a leadership style that emphasizes to transactions between leaders and subordinates. Bass and Avolio (2003) suggest that characteristics of transactional leadership consist of two aspects, namely contingent reward and exception management. Contingent reward is where leaders make agreement about what must subordinate do and promising reward obtained when goal is achieved. While exception management is leader monitor deviations from established standards and take corrective action to achieve organizational goals. Yulk (2007) asserts that transactional leadership style is one leadership style that

2.9   EMPLOYEE PERFORMANCE

The main goal of any organization is to enhance the job performance of its employees so that it could survive in this highly competitive environment. Performance is a multidimensional construct and an extremely vital criterion that determines organizational successes or failures. Prasetya and Kato (2011) define performance as the

attained outcomes of actions with skills of employees who perform in some situation. According to Pattanayak (2005), the performance of an employee is his/her resultant behavior on a task which can be observed and evaluated. To Pattanayak, employee performance is the contribution made by an individual in the accomplishment of organizational goals.

Here employee performance is simply the result of patterns of action carried out to satisfy an objective according to some standards. This means employee performance is a behavior which consists of directly observable actions of an employee, and also mental actions or products such as answers or decisions, which result in organizational outcomes in the form of attainment of goals. Ibrahim (2004) defined job performance as an important activity that provides both the goals and methods to achieve the organizational goals and also provide the achievement level in term of out-put. El-Saghier (2002) considered it as an effort of an employee to achieve some specific goal, the researcher will adopt this definition.

Transactional Leadership and Employee Performance

Transactional leadership: is a leadership style that emphasizes to transactions between leaders and subordinates. Bass and Avolio (2003) suggest that characteristics of transactional leadership consist of two aspects, namely contingent reward and exception management. Contingent reward is where leaders make agreement about what must subordinate do and promising reward obtained when goal is achieved. While exception management is leader monitor deviations from established standards and take corrective action to achieve organizational goals. Yulk (2007) asserts that transactional leadership style is one leadership style that emphasizes on transaction between leaders and subordinates.

20

2.10 EMPIRICAL ANALYSIS

A large body of empirical evidences has demonstrated that leadership behaviors influence employee performance that strong leaders outperform weak leaders, and that transformational leadership generates higher performance than transactional leadership (Burns 2008; Bass 2000; Hater and Bass 2005; Howell and Avolio 2003). Research (Bass & Avolio, 2004; Kotter, 2008 and Meyer & Botha, 2000) in organizational behavior has identified transformational leadership as the most suitable for modern-day organisations. The current business environment requires this innovative kind of leadership style; a style that empowers employees and raises employee performance in an effort to improve organisational performance and continued existence (Kotter, 2008). Evidence has been gathered in service, retail and manufacturing sectors, as well in the armed forces of the United States, Canada and Germany that points towards the marginal impact transactional leaders have on the effectiveness of their subordinates in contrast to the strong, positive effects of transformational leaders (Brand, Heyl & Maritz, 2000). Furthermore, in the Canadian financial industry it was found that transformational leadership is more strongly correlated with higher employee satisfaction and individual/organisational performance than transactional leadership (Meyer & Botha, 2000). On the basis then of the literature, it could be proposed that transformational leadership as opposed to transactional leadership would be more effective in achieving higher levels of employee performance.

Under transformational leaders, employees may receive individualized attention from the leader. As a result, they tend to reciprocate by supporting the leader's agenda and performing beyond expectations. Hence, transformational leaders can develop high quality leader member exchange relationships with followers, through which they influence followers' performance (e.g., Wang et al., 2005). Although the initial stage of LMX may be transactional, it can be transformational if the last stage is reached (Bass,

2009). In both Bass's (2005) and Podsakoff et al.'s (2000) conceptualization, transactional leadership clarifies expectations toward followers' performance and provides rewards to followers contingently on the level of their performance.

Followers will be motivated to meet performance expectations and fulfill their end of the contract in order to be rewarded accordingly (Bass, 1985). A strong empirical support for the relationship between leaders' contingent reward and employee performance has been found (cf. Podsakoff, Bommer, Podsakoff, & MacKenzie, 2006). However, transformational leadership inspires followers with attractive vision, expresses optimism and high expectations for excellence and performance on the part of followers. It should be able to move followers beyond their normal level of performance (Bass, 1985).

CHAPTER THREE
RESEARCH METHODOLOGY

3.0   INTRODUCTION

This research was conducted to study the implication of leadership style on productivity. In the previous chapter, relevant literature was reviewed in order to establish the theoretical foundation of the work. This chapter is designed to discuss research methodology. Getting the data is as important as solving the problem and that is why this chapter is normally given the required attention it deserves.

The major issues discussed here is under the following subheadings.

1.   Research Design

2.   Sampling Procedures

3.   Types and sources of data collection methods.

4.   Data analysis techniques.

3.1   RESEARCH DESIGN

This study is designed as a Survey study, aiming to understand the effect of Leadership Style on employee performance. To achieve the objectives of this study, data were collected from Staff of Bioraj Pharmaceutical Company and used during the research period.

3.2   POPULATION OF STUDY

The population of the study comprises of the 30 members of Staff in Bioraj Pharmaceutical company, Ilorin. Selected members of Staff were purposively selected based on availability of those with complete information and experience.

3.3   SAMPLING PROCEDURE

The sample size of this study comprises of the selected members of Staff in Bioraj Pharmaceutical company who have been working with the Organization over a period of

ten (10) years from 2015-2025. The reason for adopting the sampling technique used in this study is due to data availability.

3.4 METHODS OF DATA COLLECTION

The method of data collection for this research work is the secondary data which is the Questionnaires distributed to members of Staff of Bioraj Pharmaceutical company under study for the period 2015 to 2025

3.5 SOURCES OF DATA COLLECTION

It is necessary to explain some of the sources of data available for the purpose of this work. The sources of data are basically the primary and secondary sources.

(i) Primary Source: Data from this sources is sometimes referred to as first hand data gotten from sample in the entire population, this can come in form of responses from personal interview, personal observation and responses to questionnaires, enquires and direct contracts which the researchers has with the organization whose activities have, bearing with the research problem being investigated by a research.

(ii) Secondary source: These data's are information obtained from secondary source such as publications of government agencies, magazines, articles, journals and textbook. many companies were studied and extensive numbers of respondent were used for the study. Questionnaires were designed and administered to the three (3) selected firms in Port - Harcourt and the data obtained from there formed the basis for analysis.

3.5 DATA ANALYSIS TECHNIQUES

The data obtained from secondary sources were analyzed using E-Views Computer Software. Multi regression analysis was used to determine if there was any significant effect on one variable or the other while correlational analysis was used to measure the strength of association between variables.

24

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0   INRODUCTION

This chapter is aimed at analyzing and interpreting the collected data so that the research objectives will ascertain the implication of leadership style on productivity.

The data obtained from the investigations are thus analyzed. The reason behind this is to enable the researcher determine whether the productivity. To achieve this, hypothesis formulated was used as a guide and relevant question of this hypothesis were analyzed using the available responses from the administered question collected and shown in the analysis tables.

4.1   DATA COLLECTION

A total of Fifty (50) questionnaires are administered to respondents. But only thirty (30) were retrieved. The retrieved questionnaires represent 60% collection.

4.2   DATA PRESENTATION

The percentage method is used to analyze some of the data obtained from the questionnaire and the chi-square (statistical tool) was used to test the hypothesis.

4.3   DATA ANALYSIS

Question 13

To what extent do you agree that organizational goal can be accomplish through team work?

Department	High	Average	Low	Total
Administration	5	3	2	10
Production	4	2	1	7
Marketing	4	5	4	13

Total	**13**	**10**	**7**	**30**

Source: Survey Data 2025

Analysis: From the above table, most of the employees observed that organizational goal can be accomplished through team work to a high extent.

Question 14

To what extent is leadership style on productivity effective in your organization?

Firms	High	Average	Low	Total
Administration	4	3	2	9
Production	3	4	3	10
Marketing	3	5	3	11
Total	10	12	*8*	30

Source: Survey Data 2025

Analysis: From the above table 12 out of 30 respondents which are 40% said to an average that leadership style on productivity is effective in the organization

Question 15

To what extend can you place the promotion of your employees?

Firms	High	Average	Low	Total
Administration	3	4	2	9
Production	5	3	2	10
Marketing	5	3	3	11
Total	**13**	**10**	**7**	**30**

Source: Survey Data 2025

Analysis: From the above table, it shows that 13 out of 30 respondents which are 43% said they would place the promotion of employees at a high rate.

Question 20

To what extent do you motivate your employees?

Firms	High	Average	Low	Total
Administration	5	3	2	10
Production	4	2	1	7
Marketing	4	5	4	13
Total	13	10	7	30

Source: Survey Data 2018

Analysis: From the table above, it shows that employees are motivated to a high extent.

Question 23:

To what extent does your participation affect productivity?

Firms	High	Average	Low	Total
Administration	5	6	4	15
Production	2	3	1	6
Marketing	2	3	4	9
Total	9	12	9	30

Source: Survey Data 2025

4.4   CALCULATION OF EXPECTED FREQUENCY

The expected frequency for each category that will be compared with The actual are calculated thus: Giving by:

Formula: $\dfrac{RT \times CT}{GT} EX$

RT = Row total

CT – Column total

GT = Grand total

$A_1 \quad \dfrac{530 \times 590}{1500} \times 208$

$A_2 \quad \dfrac{530 \times 555}{1500} \times 196$

$A_3 \quad \dfrac{530 \times 355}{1500} \times 125$

$B_1 \quad \dfrac{405 \times 509}{1500}$

$B_2 \quad \dfrac{405 \times 555}{1500} = 150$

$B_3 \quad \dfrac{405 \times 3555}{1500} \times 96$

$C_1 \quad \dfrac{565 \times 590}{1500} \times 222$

$C_2 \quad \dfrac{565 \times 555}{1500} \times 209$

$C_3 \quad \dfrac{565 \times 335}{1500} \times 134$

28

The X^2 calculation can now be made.

Observed Frequencies	Expected Frequencies (E-O)	(O-E)	(O-E)2	(0— E)
220	208	12	*144*	0.69
190	196	-6	36	0.18
120	125	-5	25	0.2
185	159	26	676	4.25
145	150	-5	25	0.17
75	96	-21	441	4.59
185	222	-37	1369	6.17 —
220	209	11	121	0.58
160	134	26	676	5.05
			x2	21.87

4.5   TESTING THE HYPOTHESIS

As earlier stated, in testing the hypothesis chi-square will be used to determine the effect of leadership style on employee performance. Chi-square is given as:

$$X^2 = \frac{(0-E)^2}{E}$$

Where 0 = Observed frequency E - Expected frequency

This test is carried out at 0.05 level of significance, below will be tested.

Degree of freedom = (R-1) (C-i)

Where R = Number of row

C = Number of columns

In this case, the degree of freedom = (3-1_ (3-1) 4

H0: There is no implication of leadership style on employee performance.

Hi: There is an implication of leadership style on employee performance.

4.6   DECISION RULE

If the value of the calculated X^2 is greater than the critical value, we accept the alternative hypothesis but if the calculated X^2 is less than the critical value, we accept the null hypothesis.

Degree of freedom is given by:

(Row-I) (Column-1)

(3-1)(3-1)=4

At 0.05 level of significance

X^2 calculated - 21.87

Critical value = 9.49.

4.7   DISCUSSION OF FINDINGS

From the above computation, the critical value is 9.49, calculated chi-square is 21.87. We hereby reject the H0 hypothesis as 21.87 is greater than the critical value of 49. We therefore conclude that there is an implication of leadership style on employee performance.

30

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   SUMMARY

The research project examined the implication of leadership style on productivity. The research has the following as the purpose of study, to identify the type of leadership style existing in the organization, to determine which leadership style managers employ in the course of their duties that will enhance productivity in the organization.

In order to achieve the objective stated above, the following research questions were formulated to guide the study, what type of leadership style exist in Nigerian organization? What type of leadership style do managers adopt in the managerial functions? And to what extend does the leadership style influence employee productivity.

To make the study more reliable, a review on related literature was employed in analyzing the data collected. Base on the analysis, a conclusion was drawn and recommendations made.

5.2   CONCLUSION

From the findings of the research work, it was revealed that various types of leadership that exist in organizations, the predominant style in existence are the democratic (participative) style which is human oriented others are autocratic styles. The results confirmed that "boss" attitude towards subordinates staff influence their performance at work.

The study also indicated that leader, follower's relationship enhances workers performance and all other important aspect that contributed to organizational success is team work.

Furthermore, it was also revealed that involvement of employee in decision making is very important for accomplishment of desired goal. The result of the study showed that

31

apart from leadership style, there are other factors that influence productivity such as concern for employee and his family, job security and work enhancing amenities.

Finding also confirmed that inappropriate style could cause low productivity on the part of the subordinates, that is, when the leader cannot identify or recognize the environmental variables at the work place, such as technology, task structure and poor leader-member relation. The result of the study agreed that no aspect of the three factors should be neglected. The necessary factors for effective leadership are leaders, followers and situation combined, which is likely to achieve and accomplish organizational success. Finally, for managerial competence, the integrated style that combines high relationship orientation was identified as the leadership that is likely to enhance and facilitate productivity of employees for organizational goal attainment.

5.3   RECOMMENDATIONS

Arising from the findings and conclusions, the following. recommendation was made:

1. The leader should endeavour at all times to create a good working relationship between him and the organizational members since it is believed that his attitude influences employee's productivity.

2. The leadership style in organization should avoid any behaviour that would have adverse effect on the employees that could cause low productivity, absenteeism production, below standard as a result of inappropriate leadership.

3. A conducive work environment should be created by management and ensure that adequate technology and facilities are available for the employees to execute their job, without which production will never rise.

4. For continuous improvement on their job, training policy should be adopted, tested and followed up.

5. The employees should see the organization as their source of livelihood that is, means of their survival. The management should also see the employees as partners in progress and they should not be used as tools but as factor of production whose contributions should not be neglected.

6. Finally, there should be vertical co-operation at all levels in the organization that is, from top management to the least employee in the organizational and vis-visa because one person cannot enhance organizational growth, it must be a team work of all concerned in the organization to achieve a desired success.

REFERENCES

BAADOM, S. B. (2003), *Management: A Strategic Approach*, Bori Ogoni, Fresher Printers and Publishers.

Barrow (2009) Leadership styles: their impact on job outcomes in Ethiopian banking industry. *ZENITH International Journal of Business Economics & Management Research*, 5(2), 41-52.

Bass, B. M. &Avolio, B. J. (2004). The implications of transactional and transformational leadership for individual, team, and organizational development. *Research in Organizational Change and Development*, 4:231-272.

Bass, B. M., Avolio, B. J, Jung, D, &Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88:207-218.

BEACH P.S. (2002), *Personnel: the Management of People at Work*. (Third edition) Macmillan Publishing Company New-York.

BLAKE, ROBERT.AND MOUTON, JANE (2002), the Managerial Gride: Taxas, Gulf Publishing Company.

Brand, C., Heyl, G. and Maritz, D. (2000). Leadership In Meyer, M. And Botha, E. (Eds). Organisational Development and Transformation In South Africa. Durban: Butterworths.

Cartwright et al (2005). Adding to leader-follower transactions: The augmenting effect of charismatic leadership. *ONR Technical Report No.3. Binghamton, NY: Center for Leadership Studies*, State University of New York

Cheng and Chan, (2002). Transformational leadership, self-efficacy, group cohesiveness, commitment, and Performance. *Journal of Organizational Change Management,* 17:144-159.

COLE, G. A. (2000), *Management: Tasks, Responsibilities, Practice* (Fifth edition) London Ehst Imprint.

DAVIS, K. (2002). *Human Behaviour at Work*, 4th Edition. New York: McGraw-Hill Book Company.

Ezocha, L. (2005). *Effect of Transformational Leadership and Transactional Leadership on Employee Performance of Konawe Education Department at Southeast Sulawesi Province.*

FILLEY, A. C., HOUSE, R. J., & KERT, S. (2000). Managerial Process and Organizational Behaviour, 2nd Edition. Glenview, Illinois: Scott, Foresmand and Company.

Gibreath, A. (2004). *Effect of leadership styles on performance oflocal governments in Uganda. A case of Mbale District.*

.

Talat et al (2015). The Relationship between Leadership Style and Employee Performance. *Singaporean Journal of Business Economics and Management Studies*, **2**, 21-29.

TANEINAUM, ROBERT AND WARREN, S. H. (2009),"How to Choose a Leadership Pattern: *Harvard Business Review*. March-April.

UKEJE, B.O. AND OKORIE, N.C. (2000) *Leadership in Education Institution*: Port Harcourt, Palm Unique Publishing Company Limited.

Wammy & Swammy (2014). Leadership styles and its impact on employee's performance in health sector of Pakistan. *University Research Journal, 5(*1) Article 08

APPENDIX

Questionnaire

Instruction: Please tick where appropriate in the box(es)

1. Sex: Male [ ] Female [ ]

2. Marital Status: Single [ ] Married [ ]

3. Place of

Work:………………………………………………………….…..

4.

Department:……………………………...…………………………..……………

….

5.

Rank……………………………………………….………………………

………

6.

Qualification:………………………………………………………………………

……

7. How long have you serve in the organization?..............................

8. What type of leadership exists in your organization?.....................

    a. Democratic (people oriented) [ ]

    b. Autocratic (task oriented) [ ]

    c. Situational (contingency) style [ ]

    d. Appointed (Bureaucratic) [ ]

9. As a manager, do you

    a. Make decisions alone? [ ]

    b. Involve subordinates in decision making? [ ]

c. Have a care free attitude towards decision making?   [   ]

d. Others (specify)   [   ]

10. Employees participation in decision making exposes the organization to unpleasant result and should not be encourage.

Yes [   ] No [   ]

11. Do you consider your leadership style to be effective?

Yes [   ] No [   ]

12. If your answer on 11 is yes, do you agree that the quality of leadership is capable of leading to, increase productivity?

Yes [   ] No [   ]

13. To what extent do you agree that organizational goal can be accomplished through team work?

High [   ] Average [   ] Low [   ]

14. To what extent is leadership style on productivity effective in your organization?

High [   ] Average [   ] Low [   ]

15. To what extent can you place the promotion of your employee?

High [   ] Average [   ] Low [   ]

16. How often do you present the workers problem toe the management?

Weekly [   ] Monthly [   ] Half yearly   [   ] Annually

Others (specify) [   ]

17. Do you delegate responsibility to your staff when you are not there?

Yes [   ] No [   ]

18. How do you assess your relationship with your employees?

Close Gap [   ] Wide Gap [   ] No Gap [   ]

19. To what extent do you motivate your employees?

High [   ]   Average [   ]   Low [   ]

20.   Does your participation influence their productivity?

        Yes [   ]   No [   ]

21.   Apart from the leadership style that influences productivity, which of the following would you attribute to low productivity?

        Poor salary [   ] Poor structure [   ] Irregular payment of salary [ ]

        Inadequate facilities [   ] Low rate of promotion [   ] None of the above [   ]

22.   To what extent do your participation affect productivity?

        High [   ]   Average [   ]   Low [   ]