EVALUATION OF THE INFLUENCE OF LEADERSHIP ON WORKERS PERFORM ANCE IN AN ORGANIZATION:

(A CASE STUDY OF FEDERAL COLLEGE OF EDUCATION, KONTAGORA)

BY

BULUS SHEDRACH ZANARIYI

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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.

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MR. ADAM, M. N   **DATE**
(Project Supervisor)

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

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

---------------------------   -------------------------
External Examiner   **DATE**

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ABSTRACT

The research work study the "Evaluation of the Influence of Leadership on Wo rkers Performance in an Organization with a specific reference to the Federal College of Education, Kontagora". However for effectiveness and efficiency, a leader must serve as a motivator towards enhancing the workers higher produ ctivity. Effective leadership style adopted in an organization always direct wor

kers towards effective and efficient performance towards achieving organizational goals. The research work therefore, aimed to examine the impact of the leadership influence on workers performance in Federal College of Education, Kontagora and tried to search for the most effective leadership style suitable for higher institutions of learning in Nigeria at large and F.C.E. Kontagora in particular. A Standardized instrument, questionnaire technique were to obtain information from key persons mostly non-academic staff of the college in which the returned questionnaires were analyzed using percentage distribution and the hypothesis was tested using chi-square; in which the Null hypothesis. Effective leadership is the greatest motivational factor in enhancing workers performance in an organization is being accepted. It also being emphasized that a leader who knows the problems of his subject and is able to provide the best solution to them is regarded as an effective leader. Finally the research study, among others, recommended that an effective leader should possess all leadership traits as well as adopting efficient leadership styles to be able to influence workers towards efficient performance to be active rather than passive participation of workers in decision making, training and skill acquisition program for leaders and workers provide attractive and conducive working environment as well as creating leaders/workers interactive forum for a better productivity in an organization.

CHAPTER ONE

Introduction

1.1 Background to the Study

Leadership is defined as the relationship between two or more people in which one attempts to influence the other towards the accomplishment of some specific goal or goals. Therefore, a good well equipped organizational structure, no matter how best it is, cannot produce good worker's performance except with the presence of a good leadership influence which will definitely lead to the achievement of organizational goals and objectives. It is being said that, "what a leader does rather than who he is determines how well he leads. This means that a leader' style or pattern of behavior or activities determines his success and the achievement of specific outcomes in the organization".

Notwithstanding, organizations of today, no matter their level of prospering are increasingly concerned about productivity and they strive to achieve it through the commitment of every available means like: improving its method of production and utilizing its human and non-human resources of which the effectiveness of these resource are being enhance through the application of leadership style aimed at wheeling up the economy and most importantly to prevent the organization against retardation. Leadership is a central phenomenon in facilitating workers and organization performance and effectiveness. The business environment is continually changing and a leader too must respond to its changes accordingly. It is therefore necessary for us to understand the nature of leadership effectiveness and what is determines. Leadership in an organization is the process of influencing the activities of an organized ground in its effort towards target achievement. It involves influencing people to exert more effort in some task or to change ground member's behaviuor.

Leadership also involves the dynamic process in a group, whereby one individual over a particular period of time and in a particular organizational content influence the other ground member to commit themselves freely to the achievement of group activities or goals. The fundamental process of leadership is the make conscious what lies unconscious among sub-ordinate. Effective leadership is an essential thing for the survival and success of any organization. Leadership effectiveness is the leadership that produces movement in the long term interest of the group or organization. However, how effective a given leader is requires empirical and objective answers. He most often used measured of leadership effectiveness is the content of which the leadership, group, workers or organizational unit performs its task and achieves objectives.

An effective leadership possessed the ability to carry into subordinates along because people tend to follow whosoever they perceived have means of satisfying their desire and needs. The more a leader recognized what motivates his worker towards efficiency the more he becomes and effective leader. This also the importance of the motivation towards the enhancement of workers performance in an organization.

1.2 Statement of Research Problems

In this study, the researcher is more concerned about the fundamental issues affecting the organization in relation to workers performance depending to a large extent on who leads or directs the organization of FCE, Kontagora most organization are faced with problem of the best or ideal leadership style to adopt in order to attain excellent and efficient workers performance aimed tow

ards boosting up producing and organizational and even economic development.

Also, an efficient and effective leader is essential not only for employees' effective performance or for organizational development but also for social, political, economic and even academically and managerial concern because it has been discovered that lack of effective leadership to effect control over a group leads to failure or deterioration in the productivity of the group..

Also, lack of the effective communication between the FCE Kontagora leaders and workers prevent the workers effective performance, lack of effective motivational tools, sound coordination, and lack of proper performance expected from workers.

1.3 Research Questions

The research study seeks to answer the following question;

i. To what extent does leadership have impacted worker's performance in FCE Kontagora?

ii. To what extent does a particular leadership style adopted in an organization have impact in evaluating worker performance?

1.4 Objectives of the Study

The objectives of the study are to;

i. Examine the impact of leadership influence on workers performance in FCE Kontagora.

ii. Evaluate the workers performance in relation to the leadership style adopted in the organization.

1.5 Research Hypotheses

The following hypotheses are formed in the null form to guide the study;

H_0 There is no significant relationship between effective leadership and motivational factor in enhancing workers performance in FCE, Kontagora.

H_0 There is no significant relationship between a particular leadership style and evaluating workers performance in FCE, Kontagora.

1.6 Significance of the Study

This research work will provide a framework that will be of great importance to human resource managers, administrators and others who are connected with the retirement, selection and placement of workers in an organization. It will also enlighten organization of the methods and technique required increasing their leaders' effectiveness towards enhancing workers performance and productivity. It will also be of immense benefit to policy makers and administrator both in public and private organizations to know how to scene a good relationship between the management of its organization its workers.

1.7 Scope of the Study

This research will be confined to the educational sector in Nigeria with specific reference to Federal College of Education, Kontagora.

1.8 Limitation of the Study

Due to the factor, economic and financial constraints, the research work is limited only to the non-academic staff of the college. Also, the problem enco untered while trying to obtain the necessary required data for the work, since t he study is in public organization, where the issues of official secrecy do exist and many staff do not want give much relevant information, due to the fear th at the organization`s weak – points might be detected in the course of trying t o give out all relevant information for the project work. Bureaucracy, being a co mmon phenomenon in most of Nigeria organizations, is not also left out in the Federal Collage of Educations and it also serves as an impediment to project work in a greater way.

CHAPTER TWO

Literature Review

2.1   Introduction

Over the year, there had been several distinct volumes of theories and re search output concerning leadership and just as there is increase in volumes of theories and approaches to leadership all due to its importance to all forms of organizations and groups. Attempt will be made in this study to review so me literature on leadership and leadership style based on their relevance and significance to leadership in general and particularly its importance to this stu dy. Scholars have defined leadership from various perspective and such defini tions reflect the complexity and variability of the subject matter. Such complic ity is understood by three facts:

a. That various scholars examines the subject matters from various perspectives.

b. That situations in which leadership are not all similar.

c. That personality various in human being affect leadership under various circumstances.

Thus, Bennis (1959) has observed that, of all the hazy and confounding areas in social psychology, leaders and ironically, probably, leadership theory u ndoubtedly contents for top nominations and ironically, probably more has be en written and less known about leadership than about any other topic in the behavioural science.

However, there appears to be agreement amongst scholars on the purpose of leadership and this is reflected in most definitions of the concept. James et al. (1995) defined leadership as "the process of directing and influen

cing the task-related activities of group members". Williams (2007) defined leadership as "the process of influencing others to achieve group or organizational goals". Weihrich & Koontz (2005) defined leadership as "a process of influencing people so that they will strive willingly and enthusiastically toward the achievement of group goals". Koontz & Weihrich (2010) also defined leadership as "the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals". McShane (2009) defined leadership as "the process of motivating, influencing and directing others in the organization to work productively in pursuit of organization goals".

However, James et' al (1995), identified four (4) leadership skills which when possessed by a leader allows its influence in enhancing workers effective performance in an organization.

This leadership skill includes:

1. **Visionary Skill:** People are willing to follow leaders with visionary skill Subordinates become committed to leader's vision which involves goals which is confidence given.

2. **Communication Skill:**-Successful leaders clearly have the skills to   communicate the vision that evokes enthusiasm and commitment

3. **Sensitivity Skill**:-Leaders are both powerful and sensitive to the needs of their

subordinates and so allow them share in the goals and the satisfaction derived from reaching those goals.

4. **Self-Awareness Skill:** Leaders welcome feedback on their performance and

continuality takes an inventory of themselves. The concept "leadership influen

ce" not only implying a leader's ability to work (lead) with zeal and confidence in which the "zeal" reflects intention and intensity" in the execution of work and the "Confidence" reflects the experience and technical ability to lead, but also implies that it is a guide and conduct observed in leading towards efficiency.

However, Fiedler (1967) in his contingency approach, to leadership, sees the effectiveness of a leaders in his ability to influence as dependent upon group/workers task situation and the degree to which the leadership style, personality and approach fits the group. Linkert (1961), also considered an effective leader to be one that is strongly oriented towards worker/subordinates relying on communication to keep the parties working as a unit.

The principal functions of an effective leader are to serve as a model of the fellowship.

Research work has identified effective leadership as:

1. **Initiating Action:-**An effective leaders is involved in coordinating the efforts of workers, planning of expenditure of other resources, determining, goals and means of attaining the goals. He also took into consideration the possibilities and consequences of certain decisions and reduced conflicts between workers to the minimum.

2. **Consideration:-** This represents the extent to which the leader shows behavior that is indicative of friendship mutual trust, respect and warmth towards the workers.

3. **Recognition:-**This is a situation where leader recognizes workers performance, approval of workers action, praise for task well done and the confirmation of workers performance are all essential for increase in workers efficiency increases when a leader reports or gives the workers feedba

ck on how well they are performing in relative to the set goals or targets.

Workers efficiency and increased performance is also being influenced by leaderships concern on their welfare. When workers are being shown concern about their welfare, they tend to put in all their best towards the achievement of the organizational goal.

Talking about leadership style, it is referred to as a process which motivates a leader's behaviour in various leadership situations. Likert (1961), characterized leadership styles into three broad heading namely: Autocratic, Democratic and Lassez-faire style.

A. Autocratic Style:

In this style, the focus of power is with the manager and all interactions with the group mole towards the manager. The manager alone exercises decision making and authority for determining policy, procedures for achieving goals, work tasks and relationship controls or rewards or punishment. The autocratic leaders does not share responsibilities and it is the major source of inf1uence for the group and its activities. In autocratic leadership style, the leaders effective techniques in

maintaining his position is by withholding knowledge of goals, not sharing information required for the task and likewise not providing feedback to members on their progress, since he is the only group member with complete knowledge of all functions and accomplishment, therefore, the group figuratively revolves around him.

However, some problems of autocratic leadership style include:

1. If the leader is quarrel some and aggressive, his subordinates may read negatively to his dominant leadership and may react negatively too by restrict

ing output.

2. In the absence of a leader in autocratic leadership style, the group may fail f unction. Therefore, considering emergency situation and in regimented typ e of group like the military where consultation with subordinates may be ve ry dangerous to the group.

B. Democratic Style

Democratic leadership style is in sharp contrast to the autocratic leader. Democratic leadership style is often referred to as participative or people orie nted style. Here focus on power is more with the group than with the leader a nd there is greater interaction within the group. Leadership function is shared between the group and the manager, thereby giving the group ability to have a greater say in decision making determination of policy, implementation of syst em and procedures.

This leadership style is more advantageous in that, it harmonizes both t he organizational objectives and individual objectives of workers and their real izations thereby leading to easy achievement of both organizational and perso nal objectives. However, democratic leadership style is most suitable when de aling with a small group of knowledgeable subordinates, but more difficult to u se when involving many followers and where decisions are to be taken quickl y.

C. Laissez-Faire Style

The laisses-faire or free-rein leadership style gives subordinates high de gree of independence in their operations. Such leader uses little out of his lead ership

power but largely depend on subordinates to set their own goals and find mea

ns

of achieving them.

The laisses- faire leaders sees his role as just aiding the operational of f
ollowers by finishing them with information and acting primarily as a contact w
ith the group's external environment. He is seen as just a head rather than a fu
nctional leader since he is not ready to shoulder blames for the failure of the gr
oup, but prefers to share praises for the group's achievement. The short comin
g of a laisses-faire leadership style is that, it makes an in-effective leader and
also reduces the interest in work, morale and productivity of workers.

Having considered the fore-mentioned leadership style, leaders in organi
zations especially in organizations like the Federal College of Education is advi
sed to consider the organizational setup, its workers as well as the benefits an
d the disadvantages of leadership style before adopting any of the styles perfo
rmance and effectiveness of the organization. A research finding carried out b
y researchers to test the productivity of cooks in restaurant when being given f
eedback on how well they are performing relative to targets revealed that prod
uctivity.

2.2   Theoretical and Conceptual Framework

There are basically three theocratic approaches in leadership and they a
re aimed at explaining elements of leadership. Likewise, questions such as tho
se enumerated below what traits do leaders have in common, what traits does
leader A have which leader B does not have? What kinds of leadership behavio
r are more effective than the other? How important is it for a leader to analyze
situations and then play it by ear i.e. explain it to the workers. These three que
stions are fundamental to leadership theories and they are related to the three

basis theories that are to be taken into consideration in this study which are:

i.   Trait theory

ii.   Behavioral theory

iii. Contingency theory.

2.3 The Trait Theory

The trait theory of leadership identifies the specific personality traits that distinguish leader from non-leaders. They are based on the premise that leaders are born, not made (i.e that leadership is largely innate, rather than being develop through learning). Early research (Mann, 1959; stogdill, 1948) focused on the relationship between personality and leadership, but reported little supporting evidence. Nevertheless, research interest in this area continues, with Judge and Bono (2004) reporting that 12% of all leadership research published between 1990 and 2004 include the keywords "personality" and "leadership". In order to review the evidence of a substantive relationship between personality and leadership, a meta-analysis was conducted by Lord, De Vader and Alliger (1986). This included the studies originally reviewed by Mann (1959) and subsequently published studies. Lord et al. (1986) demonstrated that there were significant meta-analytic correlations between leadership perceptions and intelligence, masculinity and dominance. It is important to note that these characteristics were associated with leadership perceptions, rather than leader behaviors' or performance, and so do not reflect personal characteristics that may be related to leader effectiveness. A later meta-analysis, conducted by Judge, Bono, Iles and Gerhardt (2002) found that the big five personality dimensions (i.e conscientiousness, extraversion, neuroticism and openness) were significant predictors of both leadership emergence (explaining 28% of the variance) and lead

er effectiveness (explaining 15% of the variance). One of the major criticisms o f trait theory is its simplistic approach; that it fails to take account of other fact ors that influence the development of a successful leader (e.g situational and environmental factors). Recent research, based on identity and fraternal twins, was able to estimate the heritability of leadership emergence at 30% (Avery, z hang, Avolio, Krueger, 2007). This means that the remaining 70% is accounted for by situational factors (e.g exposure to leader role models) during one's care er. Nevertheless, many organizations use personality assessment as part of th eir selection procedures for managerial or leadership roles.

1.1.1 The Behavioral Theory

The behavioral theory of leadership emphasizes the behavior of the lead er. This distinguishes it from the trait approach which emphasizes the person alities characteristics of the leaders, and the skills approach which emphasize s the leader's capabilities. The behavioral theory focuses exclusively on what l eaders do and how they act. In shifting the study of leadership to leader beha viors, the behavioral approach expanded the research of leadership to include the actions of leaders towards followers in various contexts.

Researchers studying the behavioral approach determined that leaders hip is composed of two general kinds of behaviors:

- `Task behavior
- Relationship behaviors

Tasks behaviors facilitate goal accomplishment; theyhelp group members to a chieve their objectives.

Relationship behavior help follower feel comfortable with themselves, wi th each other, and with the situation in which they find themselves. The central