

# **E**FFECT OF EFFECTIVE LEADERSHIP ON WORKERS PERFORMANCE IN AN ORGANIZATION (A Case Study of University of Benin)

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## **ABSTRACT**

*This study determines the effect of leadership on workers performance in an organization. In achieving its objectives, the work must be motivated to put in optimum performance. Hence the leadership styles of such organization will determine the workers motivation towards his/her performance. Therefore leadership plays an important role towards the attainment of organization objective. The study shows that the position associated exist between workers satisfaction compared to the leadership style which shows the needs of worker and leaders in dealing with subordinates and performance based on the findings of this study, certain recommendation such as sending managers and supervisor to leadership training course, leaders tailoring behaviour, assist subordinates actualize their needs in the organization, ensuring*

## **Introduction:**

There is a significance difference between the Nigerian workers and any other workers around the world. Therefore underlying principles of leadership are applicable in Nigerian situation. Leadership has fascinated mankind for the thousands of years. A leader is a person who overcomes great odds, battles and insurmountable obstacles, motivates his followers and attains great heights. Leadership is therefore defined as those which consist of interpersonal influence exercise in situation and direct by means of the

*equity and fairness in dealing with subordinate; and understanding subordinates before adopting a particular leadership style. Conclusively the data for this research work are collected with questionnaires and interview methods. Secondary method was equally used to collect data for this study. The simple random sampling is used to select the respondents study.*

***Keywords:*** Effect, Effective, Leadership, Workers, Performance.

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**C**ommunication process toward attainment of a specified goal (Shokan, 1995). In the recent views, it is pertinent to say that most writers in the field of management perceived leadership as a process of influencing people to direct their efforts toward the achievement of some particular goal (Lawal, 1993). As such, leadership is a part of management.

Leadership is getting things done through people. It happens when there is an objective to be achieved or task to be carried out and when more than one person is required to do it. Organizational effectiveness depends on the quantity of the leaders in that they can only do what they have to do with the support of their team who must be inspired to follow them (Lawal, 1993). The degree to which a manager understands what motivates his subordinates and how these motivational factors operate on his leadership style (Lawal, 1993).

### **Statement of the Problems**

Many factors undermined employee's productivity in an organization. Scholars in the various field of study especially those in the field of humanities have laid emphasizes on the leadership style that determine employees job performance and the organizational attainment.

As identified by Lawal (1993) that the organizational style of leadership play a significant role in the goal attainment. The leadership between the management and subordinate cannot be ignored if the expected goal is to

be attaining in the organization. The method adopted by the supervisor or the management in directing the affair of the organization matters a lot. Human element is the significant factor in an establishment. To direct human is a very difficult task. The style to be use in manipulating employees to give what they have in terms of mental and physical in our focal point in this study. Leaders and their style they used in management have brought a lot of controversy in the productivity measurement. Leadership style has recognized as a motivating factor behind productive and workers terms of service.

In an organization where productivity is measured to be effective and efficient, it was observed that management and employees in such organization has a good interpersonal relationship. This condition is certainly not far from the leadership adopted by the management. Some styles of leadership are democratic in nature; some are seen to be autocratic, while some are being laissez-faire leadership style. But the question is what leader style is the best to achieve the organization goal. The obvious thing is that leadership style affect employee's job performance in organization goal attainment.

To examine the circumstance, the following research questions have been generated to give insight on the study.

- i. Does leadership style influence organization productivity?
- ii. To what extent does a leadership style affect productivity?
- iii. Is it good performance of workers that produce satisfaction and high turnover and not leadership style?
- iv. Does leadership style affect morale of workers?
- v. Does leadership style affect employee's commitment to organizational goals?
- vi. What leadership style could be regarded as more efficient and effective in attaining organizational goals?

### **Objective of the Study**

The objective of this study is to determine some extent how leadership style can actually increase workers' performance.

It will also find out if leadership style can give people more scope to vary the method, sequence and peace of the work.

It is also includes the identify how leadership style can encourages the participation of employees in planning work and involving new techniques. In addition it focuses on how modern concepts of leadership style could be referred in the process of creating a working environment that will stimulate employees to perform when placed in a higher level in the organization. Besides, the study has itemized the following objectives:

- i. To analyze the effect of leadership style in organization performance.
- ii. To identify the various types of leadership styles in existence and effects on workers' productivity and job performance towards achieving the goal.
- iii. To make necessary recommendation for achieving productivity through effective leadership.
- iv. To identify the leadership styles adopted by the department head.

### Research Hypotheses

The following hypotheses will tested in this study

#### Hypotheses I (Ho<sub>1</sub>)

Ho<sub>1</sub>: There is no significant relationship between leadership styles and employees job performance.

Hi<sub>1</sub>: There is a significant relationship between leadership styles and employees job performance.

#### Hypotheses II (Ho<sub>2</sub>)

Ho<sub>2</sub>: There is no significant relationship between leadership style of a manager and employees job performance.

Hi<sub>2</sub>: There is significant relationship between leadership style of a manager and employees job performance.

### Hypotheses III (Ho<sub>3</sub>)

Ho<sub>3</sub>: There is no significant relationship between leadership style and employees commitment to organizational goal.

Hi<sub>3</sub>: There is significant relationship between leadership style and employees commitment to organizational goal.

### Significance of the Study

The research will enable us to see how important it is to use leadership to influence work additionally.

It will be of great important and relevant reference book to managers when dealing with their employee and how to encourage them to work more.

It will be tremendous assistance to managers who are willing to increase their productivity depending on the leadership.

### Scope/Limitation of the Study

The scope of this study will be the effect of effective leadership and worker performance in organization. It is also considered pertinent to indicate that there are some limitation attending to the finding and report of this study. This study will be based on sample drawn from various departments in the effect of effective leadership and performance in the organization. The result of this study will be on the sample of the respondent's behaviour at a specific time; probably at another time using the same instrument, respondent's behaviour might be different.

The limitation is based on the effect of effective leadership and worker performance in organization because of cost and time limits. However, what is expected to be found in the chosen company is probably the reflection of leadership introduction in any organization in the country. The result are also expected to be based on the assumption that the respondent will honestly, accurately and individually answer the survey questions.

### Clarification of Concepts

1. **Authority:** This is the right to give order and power to exact obedience. It is also the right given to a manager to make decision. It is a form of power that does not imply force.

2. **Leadership:** This is the act or process of influencing people so that they will strive willingly towards the achievement of organizational goal or objective.
3. **Leadership Style:** This is a pattern of managerial behaviour designed to integrate personal and organizational interest and efforts in pursuit of some objectives.
4. **Manager:** This refers to an individual in an organization who occupies the position of authority and responsibilities.
5. **Organizational Effectiveness:** This has been defined from different perspectives. This is the ability of an organization to combine all the required resources with the aim of attaining the desired goal.
6. **Population:** This refers to the total number of workers in an organization. It is made up of all considerable elements, subject observation relating to a particular phenomenon of interest of the research.
7. **Position-Power:** The degrees to which a leader with clear and considerable position power is likely to have better followership than without such power.
8. **Productivity:** It is efficiency and rate which goods are produced. It is also the outcome of man, machine, materials and other available resources within an organization to achieve the pre-selected objective of the organization.
9. **Questionnaire:** This can be described as a list of question served to the respondent which are filled or completed to gather information data for the analysis of the result of which are used to answer the research questions for the test of relevant hypothesis.
10. **Responsibility:** This is the obligation to use authority in order to accomplish the assigned task; a subordinate is usually responsible to the superior officer.
11. **Task Structure:** This is the extent to which tasks have been clearly defined task creates more effective control of performance and identification of responsibility.

### Organization of Work

This research work is divided into four chapters. Chapter one is the introductory segments, it contain the background to the study, statement of research question and problem objective of study, research hypothesis significance of study theoretical framework research methodology, scope/limitation of the study, clarification of concepts and organization of work.

### History of University of Benin

University of Benin was founded in 1970 and it became a Federal University in 1975. The University of Benin is also known as Uniben, it started as an institute of technology and was accorded the status of a full-fledged university by National Universities Commission (NUC) on 1<sup>st</sup> July 1971. In his budget speech in April 1972, the then military Governor of mid-western State, Col. S.O. Ogbemudia (then also visitor to the University) formally announced the change of the name of the institute of technology to the University of Benin. Optometry programme was also founded (established) within the faculty of science in 1972 under the leadership of Dr. Paul Ogbue in Department of Physics. By 1976, optometry programme in Uniben which is University of Benin had on its faculty qualified professional with practice licences from Canada, England and United States of America.

The programme had a faculty – student ratio of 2:1, many from college of medicine and medical sciences. Earned it's accredited on 1<sup>st</sup> April 1975 the university at the request of the state government, was taken over by the federal government and became a federal university. The university offers courses at various levels: postgraduate, undergraduate, diploma and certificate. Presently, the total student enrolment stands at over 40,000 made up of both full-time and part-time students shared among the various faculties.

The school has recorded a phenomenal growth in the number of academic publication by staff, resulting in its high ranking among medical schools. In Nigeria in terms of the share number of academic publications annually.

Thus, over the years, the school has recorded a large number of promotions of its staff, resulting in considerable staff satisfaction.

Today, the university has continued to grow from strength to strength with a number of faculties, Departments, institutes and units. Following NUC's directives, the university experimented with the collegiate system in 1991/1992 and 1992/1993.

However, in the light of new developments, the university reverted to the faculty system except for the schools of medicine, dentistry, basic medical sciences, and institute of Child Health which reverted to the collegiate system in August 1999, with a provost as its administrative head. The faculties as presently constituted are those of Agriculture, Arts, Education, Engineering, Law, Life Science, Pharmacy, Physical Science, Social Sciences (which has three schools: Basic Medical Science, Dentistry and Medicine and the Institute of Child Health).

In 1985, Grace Alele-Williams became Nigeria's first female Vice Chancellor when she was appointed to head the University of Benin. She served as its Vice Chancellor until 1991.

The university's main library, the John Harris Library, was named after the Pioneer University Librarian, Prof. John Harris, from New Zealand. The library began with the inception of the university in 1970 at the Ekehuan Road Campus, John Harris library is an ultra-modern building with central air conditioning, the building is designed to seat about 7% readers. It provides photocopying, duplicating, laminating and binding services. The library has been computerized. Installation of other modern information technology facilities is ongoing.

## LITERATURE REVIEW

### Introduction

One of the approaches to the study of leadership is to consider at the onset, some of the various ways the term "Leadership" has been defined in the management Literature. Many scholars have defined leadership in different ways.

According to Edwin .B. Flippo-Personnel management (6<sup>th</sup> edition) leadership is a pattern of behaviour designed to integrate organizational and personnel interests in the pursuit of some objectives.

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According to Hersey and Blonchord (1997) leadership exists when an individual attempts to influence the behaviour of someone else, that individuals in the potential leader and the person he/she is attempting to influence is the potential follower, no matter whether that person is your "boss" a colleague (associate), a subordinate, a friend or a relative. It is in view of this, that Hersey and Blonchord (1997) asserted the leadership of little significance except as it affects the performance and satisfaction of the group of followers. Thus, an effective leader is judged from the group's performance.

Leadership process in the organization can be regarded as structure of procedure for accomplishing an organization's goals and objectives or for changing an organizational goal and objectives that leadership is the ability to influence individuals and groups towards the attainment of the organizational goals.

### **Current Literature Review**

Leadership styles entail the behavioural patterns that a leader exhibits in the process of leading his subordinate. The various leadership style identified by Stoghill are:

- i. The intellectual: This type of leadership is an eminent person who has followers based on his appealing ideas.
- ii. The persuasive: This type of leader crowd arouse and seeks to gain a followership by appealing to the sentiments of the followers.
- iii. The Authoritarian: This type of leader seeks to dominate and imposes his will on the followers. The authoritarian leader does not believe in consulting the subordinate before taking decision. The authoritarian leader behaves irrationally.
- iv. The Executive: This type of leader is found primarily in formally structured organizations and is valued for his administrative abilities.
- v. The Democratic: This type of leaders seek to further or better the welfare of the group such a leader believes in the conciliation of

the subordinates before taking decision that affect them. It believes in the inmate potentiality of the subordinates. This leader shares the M.C Gregory's theory of Y assumption of people in work place.

An advantage of Autocratic leadership is the speed with which decision can be made. The leaders do not have to obtain group members approval before deciding on what action to take on any issues.

A potential setting disadvantage may be the effect of autocratic leadership upon group moral member may resent the way in which decision are made and thus support them in only a minimal fashion out of fear of punishment and not to be committed.

However, the laissez-faire style of leadership permits the subordinates complete freedom in determining their activities. The style relies on heavily on delegation of authority and work well when participant have and how to use the tools and technique needed for their task. He also holds participant accountable for their action by reviewing and evaluating performance.

Free-Rein leadership style works particularly with professional in engineering design and research vision creates the enthusing that people have for sorting event and others leisure time activities.

In the laissez-faire style of leadership no policies or procedures are established and there is no attempt to influence anyone else. Infact, the officially designated leader does not exercise much power.

### **Sources of Leadership Power**

There are five basis of leadership identified by French and Ravon (1960). Such bases are:

- (1)**Coercive Power:** This is leader base. It's power on the use of force. Such a leader believes that subordinates can be made to do the work assigned to them even if is against their wish through the use of force. In an organization content leader frequently have coercive power in them, they file and demote subordinate or deduct their pay.

Although, unions have certainly stripped some of the coercive power away over the years, management can directly or indirectly threaten the employee with those punish consequences and make them to art in the way desired by the organization.

- (2) **Expert Power:** According to Godwin Slaka Okpeodua (2003). This power arises from specialized knowledge and skills. A person that has an expert knowledge or skill in the performance of a task will dominate other people who have no adequate knowledge.
- (3) **Legitimate Power:** According to S.G. Eshiotse (2012) egitimate power is born out of the position the leader occupies in the hierarchy of the organization. Thus the chief executive of the organization. Thus, the chief executive of the organization has higher power than the direct head of unit, the department or supervision of such leader have a specified tenure in office. The leader derives his power from the position he occupies in the organization. That is, the leader has legitimate right to influence the followers, have an obligation to accept the influences, as a result of the position he occupies in the organization.
- (4) **Referent Power:** this is based on the attractiveness or appeal of one person to another.
- (5) **Reward Power:** According to S.G. Eshiotse (2012). This power flow from the leader ability to reward a subordinate for a job well executed. The reward may be form of cash reward, promotion e.t.c but such can motivate the staff to work harder.

### **Feature of Good Leadership**

The most important task of a leader personnel signed to him function effectively. Therefore, the feature of a god leader will be seen or accepted when it leads to increase performance as a result of the worker being satisfied and motivated the organization being stable with high productivity. A leader is said to be effective or good when he exhibit the following:

- (i) Flexibility

- (ii) An ambassador
- (iii) A model
- (iv) A mobilized and Actuator
- (i) **A Mobilized and Actuator:** A leader mobilizes his subordinate by motivating them to perform better, by giving reward. Also, the leader mobilizes by instituting punishment to recalcitrant workers.
- (ii) This is the ability of a leader to present his group and to negotiate arrangements that are faire and equitable but that do not unduly his group. In effect the leader represents the workers when dealing with people above him in the organization and with people above him in the organization and with people horizontally connected with his group. A leader who represent his group will result and trust and confidence on the workers all of which invariable increase performance.

### **A Model**

The leader of a group is a model to be accepted or rejected by his subordinate in process of learning. As a good leader, the subordinate will initiate his attitudes and values which the bad lead the characteristic will be shunned by the subordinate.

### **Flexibility**

A good leader should be able to adapt to any environment he finds himself by being able to change his leadership approach situation or test to be accomplished. A good leader should be able to adopt a situation style. The word style is equivalent to the way in which leader influence on worker motivations. As a result of the importance of leadership in an organization and the different way in which people have looked at the concept of leadership as a phenomenon in the organization, different theories of leadership exist in the literature of leadership such as:

1. **Trait Theory:** According to Godwin Slank Okpeova (2003), the theory is traceable in the ancient Greek and Roman who postulate

the leadership are born not made. It is a great man theory which maintains that a person is born either with or without the necessary trait for leadership. Thus, it is popularly held that great personality in history such as Napoleon, Adolph Hitler, Martin Luther King Jr e.t.c. possessed "natural" leadership ability that made them arise out of the situation and become great leader. In other word, the person with the particular quality or traits which a situation demands will emerge a leader. Keith Davis gave four of the major traits that can influence organizational leadership they are:

- (i) **Intelligence:** Those leaders have high intelligence than their followers.
- (ii) Social Maturity and Breadth that leaders seen to be emotionally stable and mature and have broad interest and activities.
- (iii) Inner motivation and achievement drives. They strive for intrinsic reward and not extrinsic reward.
- (iv) Human relations attitude- good leader recognized the worth and dignity of their followers and are able to show them empathy. The greatest man theory gradually gave way to more realistic approach to leadership. This is because it was discovered through researchers that leadership traits are not entirely in born, but can be acquired through learning and experience.

**Behaviour Theories:** According to D.O. Imafidon (2009). The lack of acceptance of the trait theory as conclusive led researcher to look at the behaviours that specific leaders exhibits. They wondered if there was something unique in the way effective leadership behave. Some leaders who have been successful have often exhibited common leadership style- tough-taking intense, autocratic does this suggest that behavioural theories of leadership in order to answer that question first. However, let's consider the practical implication of the behavioural approach to leadership where successful, it would have implication quite different from those of the trait approach. If trait research had been successful, it would have provided a basis for selecting the right person to assume formal

position in group, and organization requiring leadership in contract, if behavioural determinants of leadership, we will train people to be leader, the trait between trait and behavioural theories in term of application, lies in their underlay assumptions, if trait between trait and behavioural theories in term of application, lies in their underlay assumptions, if traits theories were valid the leadership is basically inborn in you either have it or you don't on the other hand, if there is a specific behavioural that identifier leaders then could teach leadership. We could design programmes that implanted these behavioural patterns in individual who desire to be effective leaders. Among the researcher in behavioural theories resulted from researcher that began at Ohio Universally in the late ended dimension of leader's behaviour. Beginning with over a thousand dimensions they eventually narrow that list into two categories that substantially accounted for most of the leadership if behaviour described by subordinates. They called those two dimension initiating structure, or both however the huge-high style and did not always resulted in positive consequence for example leader behaviour characterized as high initiating structure to greater rate at grievance, absenteeism and turn over and lower level of job satisfaction for workers performing to using task. Other studies found that high consideration was negatively related to performance ratings to the leaders by his or her superior.

In conclusion the Ohio state studies suggested that the high-high style generally resulted in positive outcome, but enough expectation where found to indicate that situation factors needed to be integrate into the theory.

**Michigan Studies:** Leadership studies is undertaken at the university of Michigan survey research centre, at about same time as those being done at Ohio state, has similar research objective, to locate behaviour characteristics of leader that appeared to be related to measured of performance effectiveness. The Michigan group also come up with two dimension of leadership behaviour that they labelled employee oriented and production oriented. Oriented leaders who were employee oriented were described as emphasizing interpersonal relations they talk about

personal interest in the need of their subordinate and accepted individual difference among members.

The production oriented leaders, in contract, tended to emphasize the technical or task aspect of the job. Their main concern was in accomplishing their group tasks, and the group members were a means to that end.

The conclusion arrived by the Michigan research strongly favoured the leaders who were employee oriented. Leaders who were associated with higher group production oriented with higher group production oriented leaders tends to be associated with low group productivity and lower job satisfaction.

**Situation Theories:** According to Goodwin Slakhe Okpeodua (2003) the situational theories of leadership are of the view that the adoptions of a leadership style depend on the situation the leader find himself.

This is why the theory is also known as the contingency theory of leadership. The first detailed contingency model from leadership was developed by Fred Fredler.

His model state that effective group performance depends upon the proper match between the leaders style of interacting with his or her subordinate and the degree to which situation gives control and influence to the leader. "In other word, this theory state that leadership style plus the situation determine group performance.

To drive home his point C.L. Fiedler identified three contingency dimensions which defined the key situational factor that determined leadership effectiveness. They are:

- (i) Leader-member relation: The degrees of confidence trust and respect subordinate have in their leaders.
- (ii) Task structure: The degree to which the assignment are structured or patterned.
- (iii) Position power variable (hiring, firing, discipline promotion and salary increases e.t.c.)

### Summary of the Chapter

The summary of the chapter deal with the introduction of the topic literature review and it is also groups into two relevant subdivision which is the conceptual frame work and the theoretical frame work deal with a group of concept that are defined and a systematically organized to provide a focus, a rational and a tools for the interpretation on the topic under study from more understanding.

The theoretical frame work which is been channel toward the relevant theories of the research and structures the section of the research and structures the section of the study that needs to be covered.

### RESEARCH DESIGN

#### Research Design

This study is a descriptive social science research in which the research investigated the effect of effective leadership on workers performance in an organization.

Olanye (2006) refer research design to the plans of carrying out research studies. It is used for a guild for collecting and analyzing data. The type of research design adopted in this work is survey and analytical research design.

#### Population of the Study

The population of the study in this research are the different categories of workers in the University of Benin used as a case study for the research from which representative samples selected make up the target population.

#### Sample/Sampling Technique

The simple random method was used to select the respondent's subject for this study. The simple random sampling method was used in the organization to have equal chance of being included in the study.

#### Design Synthesis

#### Instrument/Materials

The instruments used for the collection of data in this research are the questionnaires and the interview method.

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- (i) In administering the questionnaire to the respondents the researcher made the respondents to understand that any current answer provided is right and that all information provided will be traded with absolute confidence and therefore, they are not expected to give their names or indicate any mark of identification. All these conditions were in an attempt to motivate the respondents to complete the questionnaire. This, such questions dealing with the various aspect of the leadership style, subordinate satisfaction with the boss leadership style included in the questionnaire. Also included in the questionnaire are questions dealing with such social-demographic features of the respondents, like the age, sex, marital status and educational level. The researcher administered 250 questionnaires to the respondents and out of this, 238 were retrieves, that is to say that 80% of the respondents returned the questionnaire distributed to them by the researcher while 205 of the respondents did not return the questionnaire distributed to them by the researcher.

In order to elicit the co-operative of the respondents and prevent doubt over the intention of the researcher, it was categorically stated in the opening letter to the questionnaire that every information provided by the respondents shall be used for academic research purpose and that such information shall be treated strictly as confidential.

### **Data Collection/Analysis**

The data of this research were collected from both primary and secondary sources.

Primary source: The researcher use primary source in the field either by way of administering questionnaire (survey) or by personnel interview with some selected staff of the organization.

Secondary Source: The researcher extensively gathered information through already published materials such as firms, buttering library newspaper, magazine and textbook.

The analysis of data in this study shall take the form of hypothesis testing. In testing the hypothesis of the study, chi-square and sample percentage were used. Chi-square was used because it will enable the researcher to know the relationship between variables tested while simple percentage will enable the researcher to know the relative importance of the various items used for the study.

### DATA PRESENTATION AND ANALYSIS

In this chapter data will be presented and analyzed using questionnaires and simple percentage method to analyzed the respondent an attempt was made to classify responses according to age, sex, and marital status, educational attainment and also the level of their performance with the leadership style adopted.

In this work analysis of the respondent has to do with the different views the respondents have concerning the subject matter. The sample percentage used to show the percentage responses of the respondents questionnaires presented as follow:

#### Number of Responses

Total number of respondent

Table 4.1 Age Distribution f Respondent

Age group	Number of Respondent	Percentage
15-24	40	16%
25-34	50	20%
35-44	40	16%
45-54	70	28%
55-64	50	20%
		100%

Source: computed from survey data, 2015

From the table above 40 respondent representing 16% are the age of 15years- 25years, 50 respondent representing 20% are of the age 25years -34years, 40 respondents representing 16% are of the age 35years -

44years, respondents representing 28% are of the age 45 years-54Tears, 50 respondents representing 20% are of the age 55years-64years

Table 4.2 Sex Distribution of Respondents

Gender	Number of Respondent	Percentage
Male	130	52%
Female	120	45%
Total	250	100%

Source: Computed from survey data, 2015.

From the table above, source survey data 2012 was this from the table above table 130 respondent representing 50% are male while 120 respondent representing 48% are female.

Table 4.3 Marital Status of Respondents

Marital status	Number of Respondent	Percentage
Single	75	30%
Married	65	24%
Divorced	65	26%
Widowed	45	18%
Total	250	100%
		100%

Source: computed from survey data, 2015

From the data above the respondent representing 30% are single, 65 respondents representing 26% are divorced. While 45 respondents representing 18% are widowed.

Table 4.4 Respondents Educational Qualification

Educational Qualification	Number of Respondent	Percentage
Bsc	83	33.2%

<b>ND</b>	100	40%
<b>Profession/Master</b>	67	26%
<b>Total</b>	250	100%

Source: computed from survey data, 2015

From the table above 83 respondent representing 33.2% are Bsc holders, 100 respondents representing 26.8% are professional master holders.

<b>Department</b>	<b>Number of Respondent</b>	<b>Percentage</b>
<b>Business Admin</b>	50	20%
<b>Accountancy</b>	50	20%
<b>Public Admin</b>	50	20%
<b>Banking &amp; Finance</b>	50	20%
<b>Total</b>	250	100%

Source: computed from survey data, 2015

From the table above, 50 respondent representing 20% are Business Administration, 50 respondents representing 20% are marketing, 50 respondents representing 20% are accounting, and 50 respondents representing 20% are Banking and Finance.

### Hypothesis I

HI: There is a relationship between workers satisfaction and leadership styles.

<b>Optio n</b>	<b>Bus. Admi n</b>	<b>Marketin g</b>	<b>Accountin g</b>	<b>Publi c</b>	<b>Bankin g &amp; finance</b>	<b>Margin al Total</b>	<b>%</b>
<b>Yes</b>	50	50	18	40	40	183	72%
<b>No</b>	30	20	20	10	10	64	26.8%
<b>Total</b>	80	70	38	50	50	250	

Source: From the table survey, 2015

The table above 183 respondent representing 72% feel motivated by the leadership style adopted in their organization while 67 respondent representing 26.8% do not feel motivated by leadership style adopted by their organization.

Table 4.9 with the pattern of the relationship between management and workers in

Option	Bus. Admin	Marketing	Accounting	Public	Banking & finance	Marginal Total	%
Very democratic	50	30	15	5	20	120	72
Un-democratic	20	15	8	10	15	68	26.8
democratic	10	25	7	5	15	62	24.8
Total	80	70	30	50	50	250	100

The organization, how would you assess your boss leadership style?

Source: from the table survey, 2015

The above 120 respondent representing 48% state that the leadership style is very democratic, 68 respondent representing 27.2% state that the leadership style is undemocratic, 62 respondent representing 24.8% state that the leadership style is democratic.

### Hypothesis II

Hi: There is relationship between workers motivation and the leadership style.

Ho: There is no relationship between workers motivation and the leadership style.

Table 4.10: Do you feel motivated by the leadership of your boss.

Option	Bus. Admin	Marketing	Accounting	Public	Banking & finance	Marginal Total	%
Yes	30	50	10	15	30	135	54%
No	50	20	20	65	20	110	46%
Total	80	70	38	65	50	250	100%

Source: From the table survey, 2015

Table above 136 respondent representing 54% feel motivated about the leadership style, 155 respondents requiring 46% feel motivated about the leadership style.

Table 4.11 Do you feel motivated about your boss fairness in the dealing with the subordinate?

Option	Bus. Admin	Marketing	Accounting	Public	Banking & finance	Marginal Total	%
Yes	55	45	15	15	25	155	62%
No	25	25	15	5	25	95	38%
Total	80	70	30	20	50	250	100

Source: From the table survey, 2015

Table above 155 respondent representing 62% are motivated by the fairness dealing of their boss, 95 respondents representing 38% fill that there is no fairness dealing of their boss, 95 respondents representing 38% fill that there is no fairness dealing with their boss.

Ho: There is no relationship between their workers satisfaction and the leadership.

In other to analyses the hypothesis one questionnaire 4.6 and 4.7 were used.

Table 4.6: To what extent are you satisfied with the leadership style of your boss?

Option	Bus. Admin	Marketing	Accounting	Public	Banking & finance	Marginal Total	%
Satisfied	50	30	10	15	10	85	36%
Unsatisfied	20	50	20	35	15	175	34%
Very Unsatisfied	80	50	25				70%
Total	80	70	38	50	50	250	

Source: From the table survey, 2015

From the above, table 90 respondent representing 36% are satisfied with the leadership style, 35 respondent representing 34% are not satisfied with their leadership style adopted, while 175 un-respondents 30% are very satisfied, with their leadership style adopted.

Table 4.7 To what extent your boss does or leadership style meet your need in the organization?

Option	Bus. Admin	Marketing	Accounting	Public	Banking & finance	Marginal Total	%
Very high	20	30	25	10	12	107	42%
High	30	20	5	5	5	55	22%
Fairly	30	20	-	35	3	88	35%
Total	80	70	30	50	20	250	100

Source: From the table survey, 2015

Table above 107 respondent representing 42.8% state that the leadership style meet their need very highly, 35 respondent representing 22% state that leadership style meet their need highly, 88 respondent representing 35.2% states that the leadership styles meet their needs fairly.

### Hypothesis III

Hi: there is a relationship between workers performance and leadership style.

Ho: There is relationship between workers performance and analyses hypothesis two questionnaires

4.8: Do you feel motivated by the way your boss or leadership style meet your need in an organization.

### Data Interpretation

#### Null Hypothesis

Ho: There is no relationship between workers satisfaction and relationship?

Option	Bus. Admin	Marketing	Accounting	Public	Banking & finance	Marginal Total
Satisfied	20(28.2)	20(25.2)	15(10.8)	20(18)	5(7.2)	90
Unsatisfied	20(27.2)		10(10.2)	15(17)	10(6.2)	85
Very Satisfied		20			10(6.8) 5(6)	85 75
Total	80	70	50	20	20	250

Source: From the table survey, 2015

In other to compete expected frequencies we used the formula

$$E = \frac{\text{Marginal total} \times \text{Column Total}}{\text{Grand total}}$$

Grand total

Using the chi-square formula as,  $X^2 = \frac{EO-E}{E}$

E

$$\frac{(30-28.8)^2}{28.8} + \frac{(20-27.2)^2}{27.2} + \frac{(30-24)^2}{24}$$

$$1.91 + 1 + 1.5 = 4.41$$

$$\frac{(20-25.2)^2}{25.2} + \frac{(30-23.8)^2}{23.8} + \frac{(20-21)^2}{21} + \frac{(15-10.8)^2}{10.8} + \frac{(16-10.8)^2}{10.2} + \frac{(5-9)^2}{9} + \frac{(30-24)^2}{18}$$

$$+ \frac{(15-17)^2}{17} + \frac{(15-15)^2}{15} + \frac{(5-7.2)^2}{7.2} + \frac{(10-6.8)^2}{6.8} + \frac{(15-6)^2}{6}$$

$$28.8 + 1.91 + 1 + 1.5 + 1.1 + 6.2 + 0.5 + 1.6 + 3.93 + 1.8 + 0$$

$$2 + 0.3 + 0 + 0.8 + 6.8 + 0.7$$

$$X^2 = 51.11$$

Level of significance

$$\text{Degree of freedom} = (C-1)(R-1)$$

$$(5-1)(3-1)$$

$$4 \times 2$$

$$= 8$$

$X^2$  table of value

$X^2$  Calculated values 51.11

$X^2$  Coefficient of contingency formular

$$C = \sqrt{\frac{X^2}{N}} = \sqrt{\frac{51.11}{250}}$$

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$$N + X^2 \quad 250 + 51.11$$

$$\frac{\sqrt{51.11}}{301.11}$$

$$\frac{\sqrt{0.1697}}{0.41}$$

### Decision

Reject the null hypothesis which states that there is no relationship between workers satisfaction and leadership and accept the one that says there is no relationship between workers satisfaction and leadership style.  
 Ho: There is no relationship between workers performance and leadership style

Option	Bus. Admin	Marketing	Accounting	Public	Banking & finance	Marginal Total
Yes	50(58.24)	50(51.24)	25(21.90)	18(14.64)	40(36.6)	183
No	30(21.44)	20(18.76)	5(8.04)	2(5.36)	10(13.4)	67
Total	80	70	30	20	50	250

Source: From the table survey, 2015

In order to complete the expected frequency the formula below is used.

$$\frac{MT \times C \times CT}{Grand Total}$$

Grand Total

$$\frac{(50-58.56)^2 + (30-21.44)^2 + (50-51.24)^2 + (20-18.76)^2 + (25-21.96)^2 + (5-8.04)^2}{58.56 \quad 21.44 \quad 51.24 \quad 18.76 \quad 21.96 \quad 8.04}$$

$$+ \frac{(18-14.64)^2 + (2-5.36)^2 + (40-36.6)^2 + (10-18.13.4)^2}{14.64 \quad 5.36 \quad 36.6 \quad 13.4}$$

$$0.2 + 3.5 + 0.2 + 0.09 + 21.96 + 1.2 = 0.8 + 2.11 + 0.4 + 0.87$$

$$X^2 = 31.5$$

$$Level of significance$$

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

$$= (5-1)(2-1)$$

$$= 4 \times 1$$

$$= 4 \times 1$$

$$X^2 \text{ calculate values } 31.15$$

Coefficient of contingency formula

$$C = \sqrt{\frac{X^2}{N}}$$

$$N \times X^2 = \frac{\sqrt{9.49}}{31.15 + 9.49}$$

$$C = \frac{\sqrt{9.49}}{40.64} = \frac{\sqrt{0.2335}}{40.64} = 0.4832$$

### Decision

Rejection of the null hypothesis which states that there is no relationship between the workers performance and leadership style.

Hi: This accept that there is relationship between workers performance and leadership style.

Ho: There is no relationship between workers motion and leadership style.

Option	Bus. Admin	Marketing	Accounting	Public	Banking & finance	Marginal Total
Yes	50(43.2)	50(37.8)	10(16.2)	15(10.8)	30(27)	135
No	30(23)	20(32.2)	20(13.8)	50(9.2)	20(23)	155
Total	80	70	30	20	50	250

In order to compute the expected frequency the formula bellow is used.

$$\frac{MT \times C \times CT}{Grand\ Total}$$

Grand Total

$$\frac{(30-43.2)^2}{43.2} + \frac{(50-23)^2}{23} + \frac{(50-37.8)^2}{37.8} + \frac{(20-32.2)^2}{32.2} + \frac{(10-16.2)^2}{16.2} + \frac{(15-10.8)^2}{10.8}$$

$$+ \frac{(50-9.2)^2}{9.2} + \frac{(30-27)^2}{27} + \frac{(20-23)^2}{33}$$

$$4.03 + 31.7 + 3.94 + 4.6 + 2.4 + 2.8 + 10.8 + 180.94 + 27 + 0.4$$

$$X^2 = 268.61$$

$$X^2 = \text{Table value} = 9.49$$

$$X^2 = \text{calculated value} = 268.61$$

Coefficient of contingency formula

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$$C = \sqrt{x^2}$$

$$N \times X^2 = \frac{\sqrt{9.49}}{268.61 + 9.49}$$

$$\frac{\sqrt{9.49}}{278.1}$$

$$\frac{\sqrt{9.49}}{278.1}$$

$$\frac{\sqrt{0.032}}{0.18}$$

### Decision

Rejection of null hypothesis which state that there is no relationship between workers performance and leadership style, while this say that there is leadership style.

### Decision

Based on the analysis and interpretation of data, the following findings are draw.

1. The situation determines the leadership style adopt.
2. Leadership style determines the performance of workers.
3. Skilled workers are likely to perform well or highly under laissez fair leadership.
4. Unskilled workers are likely to perform highly under automatic leadership style
5. When responsibilities are assigned to workers they perform well, the finding respondent agreement on participating leadership style as being more resulted as reflected in table eight (8) shows under the style and this is more result oriented.

Also, in table a some respondent agreed that autocratic leadership styles is more result oriented show that some workers can perform highly as categories of workers.

## SUMMARY

This study examines the effect of effective leaders on workers performance in an organization. It is the contention of this study that leadership style plays prominent role in the performance of workers. It was the discovery of this study that there was a positive relationship between the satisfaction of the workers with the leadership style geared towards meeting the needs of the worker and motivation to performance. It was also the discovery of this study that the workers/management relationship can affect the subordinate's perception of their boss.

In summary, the findings/conclusion of leadership style are listed below.

- (a) There was a positive relationship between workers satisfaction with the leadership style of his boss and motivation to performance.
- (b) There was a positive relationship between the nature of relationship between workers and management and perception of their base leadership style by the workers.
- (c) There was positive relationship between the leadership style geared towards meeting the needs of the workers and motivation to performance.

## CONCLUSION

This study looked at the effect of effective leadership on workers performance in an organization. (A case study of University of Benin, Benin City, Edo State.)

The style of leadership adopted by the leaders. Especially if such leadership style helps the subordinates in achieving their, objectives in the organization. Thus, the subordinate's perception of satisfaction, with the leadership has an effect on his performance in the organization.

## RECOMMENDATIONS

Base on the analysis of data and findings of this study, the following recommendations are made.

- a) The leadership style adopted by the leader in leading his/her subordinates should be geared towards meeting the subordinate's needs.

- b) The management of an organization should maintain cordial relationship with their workers. This is because the pattern of worker and management relationship can affect the workers perception of the leadership style of their boss.

Finding supervisor and management of an organization should be set on human relations training so as to improve the way they deal with their subordinates.

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### APPENDIX I

Dept. of Public Administration,  
National Open University, Uromi Community Centre, Uromi  
Edo State.

20<sup>th</sup> September ,2020.

Dear Sir/ Madam

### QUESTIONNAIRE

I am a final year student of the above named department carrying out a research on "The effect of effective leadership on workers performance in an organization; using this establishment, University of Benin as a case study. This questionnaire is designed to enable us collect information for the research.

Sir, we would be very glad if you assist us with the relevant information by filling the questionnaire

Every information is provided in the questionnaire shall be used purely for academic purpose and such information shown will be treated as strictly confidential.

Thanks for the anticipated co-operation.

Yours faithfully,  
Ununu Flora

## APPENDIX II

## QUESTIONNAIRE

**Instruction:** Please mark (x) in the box provided as appropriate

(1) Age: 15 – 24 years [ ] 25 – 34 years [ ]  
35 – 44 years [ ] 45 – 54 years [ ] 55 – 64 years [ ] 65  
years above [ ]

2. Sex: Male [ ] Female [ ]

3. Marital status: Single [ ] Married [ ]

Divorced [ ] Widowed [ ]

4. Academic qualification: B.Sc [ ] H.N.D [ ]

ND [ ] SSCE [ ]

Others \_\_\_\_\_

5. Position hold on first appointment \_\_\_\_\_

6. Various positions held since years of appointment in this company \_\_\_\_\_

7. Which of the following group of staff do you belong?

Academic staff [ ] Non-academic staff [ ]

8. How long have you been in the polytechnic service?

Less than 1 year [ ] 2 – 5 years [ ]

6 – 10 years [ ] 10 years above [ ]

9. To what extent are you satisfied with leadership style of your boss?

Satisfied [ ] Unsatisfied [ ] Very unsatisfied [ ]

10. Do you feel motivated by the leadership style of your boss?

Yes [ ] No [ ]

11. To what extent does your boss leadership style meet your needs in the organization?

Very highly [ ] Highly [ ] Fairly highly [ ]

12. Do you feel motivated by the way boss leadership style meet your needs in the organization?

Yes [ ] No [ ]

13. How would you assess the relationship between management and workers in the organization?

Very cordial [ ] Cordial [ ] Fairly Cordial [ ]

15. With reference to the relationship between management and workers in the organization, how would you assess your boss leadership style?

Very undemocratic [ ] Undemocratic [ ] Democratic [ ]

]

16. How would you as your boss fairness in dealing with his subordinate?

Good [ ] Bad [ ]

Very Good [ ] Very bad [ ] Fairly good [ ]

17. Do you feel motivated by your boss fairness in his dealing with the subordinates?

Yes [ ] No [ ]