



*THE IMPACT OF EFFECTIVE LEADERSHIP STYLES ON
EMPLOYEE PRODUCTIVITY: A CASE STUDY OF NIGERIAN
BOTTLING COMPANY PLC, ONITSHA*

Author(s): CHUKWUEMEKA SHALOM OKECHUKWU
Email: oshalomzy@gmail.com phone: +234803352048
Department of Business Administration and Management
Federal Polytechnic, Oko, Anambra State.

Abstract

The work is on the role of good leadership styles on worker productivity in Nigeria with special reference to Nigeria Bottling Company Plc, Onitsha. It is aimed at evaluating the roles of leadership styles in achieving job effectiveness, and determine the impact of the role of efficient leadership styles in an industry. The review showed that good leadership styles triggers worker's productivity with a change of positive attitude to work. Survey research design was used for the work. Sample size of 171 was determined out of the total population of 300 staff using Taro Yamane's technique. Chi square (X²) techniques was used for data presentation and analysis. The conclusions reached were that every organization should consider some internal and external factors before choosing the kind of leadership style and the effective leadership should be empowered and encouraged by the subordinates. Based on the findings and the conclusion, the following recommendation were made that organization should choose leaders that are goal and people oriented that a true democratic Leadership style is recommended as the best leadership style for every public sector that want to achieve her organization objectives.

Keywords: Leadership style, Productivity, Effectiveness, Attitude, Performance.

INTRODUCTION

The role of leaders in ensuring excellent organizational productivity cannot be over emphasized. Adequate motivation, suitable work environment, compensation, efficient communication between managers and subordinates play an important role in promoting this goal. Planning and organization of work is also very crucial in organizational attainment. Some researchers have argued that the most common problems affecting organizational productivity in Nigeria business and other institutions are poor attitude to work among

workforce, inefficiency as well as ineffectiveness of leaders in most places, though others share a contrary view. This second school of thought believes that Public sectors in Nigeria are managed through leadership styles that are strange to typical Nigerian are managed through leadership styles that are strange to typical Nigerian culture. In the wake-up call to address this issue, management practitioners in Nigeria have embarked on series of studies in an attempt to establish the relationship between effective leadership and organizational productivity.



Some found out that effective leadership styles are positively related to organizational productivity while others have a different view. Again given our cultural background, educational qualifications, environmental factors it is still not too clear how effective a leader can be if he must combine the three types of leadership styles to achieve high productivity in Public sectors Usoro (2017). Given this scenario, this study will be important in that it tries to fill this gap.

The extent (degree) to which all members of an organization use their abilities and influences in the effective utilization of resources depends upon how well the leaders of the organization understand and perform their jobs. Mad dock in lyang (2016) explain that leadership styles and other processes of the organization must be such that can ensure maximum probability within all interactions and relationships with the Public sectors, each member will in the light of his background, values and expectation view the expenses as supportive and one which can build and maintains his sense of personal worth and importance.

Despite the above, we should note that individuals have their needs to satisfy and that is why they offered their labours to become organizational members and the extent to which they are committed to the organization depends on the degree of their conviction that their membership of the organization will enable them realize their predetermined objectives. In this case, the support an organization gets from the individuals will be based on the realization that by doing that, his personal objectives and goals will be met; otherwise his interest in the organization will wane. Based on that, leadership effectiveness should be

given adequate attention it the organization intends to achieve its objectives. That is why it is a common agreement among management scholars that the success or failure of an organization is largely a function of leadership and its styles.

Speaking in the same vein Edem, (2016), observes that failure or success of an organization, which affect the subordinates, the customers and agencies within and outside the organization. Although there is no standard method through which a leader can be effective in achieving high productivity in an organization but that what is required is the modification and the combination of the variables that make a leader effective if the goals and objectives of the organization have to be realized (Edem 2016).

Leadership is an important aspect of managing the ability to lead effectively is one of the keys to being an effective manager; the essence of leadership is fellowship. In other words, it is the willingness of people to follow that makes a person a leader. Moreover, people tend to follow those whom they perceive as providing a means of achieving their own desires, wants and needs.

Many production industries in Nigeria have the following problems in the achievement of their job effectiveness. They include inefficient leadership, environmental factors, policy inconsistency, political instability, interference from the government, poor funding, poor management etc.

STATEMENT OF THE PROBLEMS

It is obvious that the rate of failures in most industries are cause by lack of effective leadership which have in several way

affected the work force in many industries in the country, in spite of all the effort being made by government, most higher industries are still experiencing various problems in the achievement of their goals in the industry.

The business environment produces change in the workplace more suddenly and frequently than ever before because of the leadership styles and Mergers, acquisition, new technology, restructuring downsizing and economic meltdown are all factors that contribute to a growing climate of uncertainty organizational ability to adapt to changing work conditions is key for individual and organizational survival. Change will be ever present and learning to manage and lead change effectively (Pettigrew and Whipp, 2010). However for change to produce its desired effects, it must be accepted and embraced by the organizational employees, but this is not often the case. Most changes result in employee resistance of change in the organizational, there by resulting in poor morale and productivity in the industry.

These give rise to the following pertinent questions as regards to the above-mentioned problems and examine leadership styles in the achievement of industrial goals. What other possible ways would be recommended in the realization of these goals and objectives, this and many other problems propelled the researcher to delve this research.

PURPOSE OF THE STUDY

The study will address the following objectives styles,

- I. To evaluate the roles of leadership styles in achieving job effectiveness

- II. To determine the impact of the role of efficient leadership styles in an industry

SIGNIFICANCE OF THE STUDY

This study is very timely; especially now that all hands are on deck to enhance the development and growth of education in our tertiary institutions nationwide. This study will be of immense benefit to business enterprises on how to determine the best leadership style to adopt in achieving her enterprise goals and objectives. This study will also serve as literature review to future researchers who will term to go into similar researches.

RESEARCH QUESTIONS

1. What are the roles of leadership styles in achieving job effectiveness?
2. What is the impact of the role of efficient leadership styles in an industry?

RESEARCH HYPOTHESIS

H_o 1: Leadership styles do not have any role in achieving job effectiveness

H_o 2: Leadership styles have no impact on efficient in an industry?

SCOPE / DELIMITATION OF THE STUDY.

This study covers the Impact of Good Leadership styles on workers' Productivity in Nigeria with special reference to Nigeria Bottling Company Plc, Onitsha.

DEFINITION OF TERMS

Leadership-This is generally defined as - influence, the art or process of influence people so that they will strive willingly toward the achievement of group goal.

Effectiveness- This refers to the extent to which output is in line with organizational objectives.



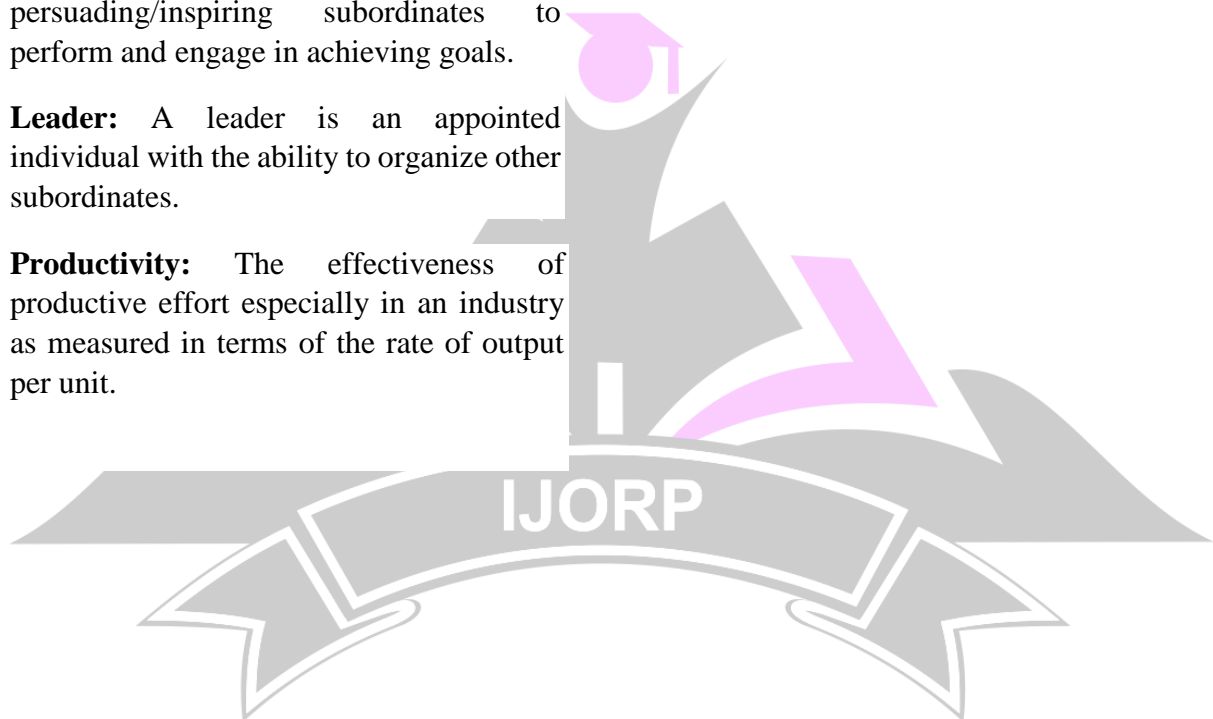
Efficiency- This is defined as fitness or power to accomplish or in accomplishing the purposes intended it described the relationship between resources consumed in process of generating effective output and the output so produced.

Organizational performance: This comprises the actual output or results of an organization measured against its intended outputs (or goals and objectives).

Leadership: This is the act of persuading/inspiring subordinates to perform and engage in achieving goals.

Leader: A leader is an appointed individual with the ability to organize other subordinates.

Productivity: The effectiveness of productive effort especially in an industry as measured in terms of the rate of output per unit.





LITERATURE REVIEW

CONCEPTUAL FRAMEWORK

The extent to which the researcher builds his or her study on what has already been done is an indication of his or her command of the current state of the field, and an indication of the extent to which the proposed work moves the field ahead in some significant manner. This study is not an exception. It seeks an elaborate but critical assessment of effective leadership and its impact on organizational productivity.

The Relationship between Effective Leadership & Organizational Productivity:

According to Avery (2010) considering the views to several scholar's states that during the past four decades, the impact of leadership styles on organizational productivity has been a topic of interest among academics and practitioners working in the area of leadership. This according to him is due largely to the widespread belief that leadership can affect the productivity of Public sectors and that the style of leadership adopted is considered by some researchers to be particularly important in achieving organizational goals, and in working productivity among subordinates.

Several reasons he adds indicate that there should be a relationship between leadership and productivity. The first reason he said relates to practice and that due to today's intensive, dynamic markets feature innovation based competition, price productivity, rivalry, decreasing returns, and the creative destruction of existing competence, scholars and practitioners in his view are of the opinion that effective leadership behaviors can facilitate the

improvement of productivity when Public sectors face these new challenges (Avery2008).

Understanding the effects of leadership on productivity (Zhu, 2005 in Avery 2008 is also important because leaders in their view is viewed by researchers as one of the key driving forces for improving a firm's productivity ; effective leadership to them is seen as a potent source of management development and sustained competitive advantage for organizational productivity improvement. In view of this relationships Avery (2015) presents the views of (Avolio 2012 and Rowe 2012 who state that transactional leadership helps organizations achieve their current objectives more efficiently by linking job productivity to valued rewards and by ensuring that employees have the resources needed to get the job done. Visionary leaders Avery states creates a strategic vision of some factors, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision.

Zhu et al suggest that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence productivity in the organizational environments. According to (Mehra in Avery 2010) when some Public sectors seek efficient ways to enable them to outperform others, a long' standing approach is to focus on the effects of leadership. This is because team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments and coordinating collective action.

Leadership



Leadership is a process by which one person influences the thoughts, attitudes and behaviors of others. Leaders set a direction for the rest of us; they help us see what lies ahead; they help us visualize what we might achieve, they encourage us and inspire us. Without leadership a group of human beings quickly degenerates into argument and conflict, because we see things in different ways and lean toward different solutions. Leadership helps to point us in the same direction and harness our efforts jointly Mcshane defines effective leadership as the process of influencing people and providing an environment for them to achieve team or organizational objectives. He states further that effective leadership help groups of people define their goals and find ways to achieve them. In his view they use power and persuasion to ensure that followers have the motivation and role clarity to achieve specified goals. Effective resources and achieve cooperate objectives more easily (Mcshane 2012).

Koontz et al in Morehead and Griffin define leadership as "influence, the art or process of influencing people so that they will strive willingly towards the achievement of group goals" (Moore Head and Griffin 2011). Similarly Beleina (2012) in Ezeani states that effective leadership is the "art of influencing individual or group activities towards achievement of enterprise objectives. (Ezeani 2016) He went further to state that effective leadership is sometimes more than power or authority. That it entails some degree of voluntary compliance by followers. Effective leadership he says involves not only willingness to work on the part of followers but also willingness to work with zeal and confidence (Ezeani). Sugarman

(2017) states that effective leaders are designers, Steward and teachers. They are responsible for building Public sectors where people continually expand their capabilities to understand complexity, clarify, vision and improve shared mental models-that is, they are responsible for learning (Karsy).

Leadership and Motivation

According to Borrnan, (2017) in Oluseyi and Ayo (2012) the most important dependent variable in industrial and organizational psychology is job productivity. And that one of the major concerns of companies has focused on improving workers productivity which is one of the job productivity measures. They also quoted Greguras who describes job productivity as the extent to which an organizational member contributes to achieving the objectives of the organization. According to Kellor 2012 in Oluscy and Ayo 2010, when you expect the best from your employees they will give you their best. On the other hand, when you expect little from employees they will give you low productivity in return, which in their view was named by Manzoni and Barsoux (2014) as set-to fail syndrome. Employee motivation is one of the most strategies of managers to enhance effective job productivity among workers in organization. Motivation is a basic psychological process. Motivating is the management process of influencing behaviour based on the knowledge of what make people tick. Luthans in Oluseyin and Ayo (2011) states that motivation is the process that arouses, energizes directs and sustains behavior and productivity. That is, it is the process of stimulating people to action and to achieve a desired task and that one way in which employee can be



stimulated is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. Money is not the only motivator but that there are other incentives which also serve as motivators. Though, in order to observe effective work productivity in an organization, work motivation may not be only key factor but that leadership effectiveness is very important to work productivity. As earlier stated leadership is a central feature of organizational productivity, this is an essential part of management activities of people and directing their efforts towards the goals and objectives of the organization. There must be an appropriate form of behavior to enhance productivity which is part of the objective stated earlier in this work. Leadership might be viewed in terms of the role of the leaders and their ability to achieve effective productivity from others. Leadership is vitally important at all levels within the organization. Leadership is the moral and intellectual ability to utilize and work for what is best for the company and its employees. Good management and effective leadership help to develop teamwork and the integration of individual and group goals. Leaders have to sustain productivity, sustaining current productivity and growing for the future with the workers in the organization. While keeping eyes on productivity indicators, leaders encourage creativity and innovation, risk taking and skills for future development. Productivity of all employees has to be maintained and morale rebuilt. The vital role of the leader in shaping productivity and wading becomes fundamental to the success of an organization.

It becomes obvious that one can state clearly that since motivation of staff is lacking, the leadership behaviour does not encourage high productivity and because they lack proper planning and organization of work it certainly will affect the productivity of workers in the office.

Motivation and Job Productivity

Oluseyi and Ayo presenting the views of (Burney et al 2011) are of the view that the level of productivity of employees relies not only on their actual skills but also on the level of motivation each person exhibits. Motivation they said is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards. Over-achieving, talented employees are the driving force of all firms so it is essential that Public sectors strive to motivate and hold on to the best employees. Harrington, in Oluseyi and Ayo state that for any organization to determine the best and quality employees to deliver high productivity there is need for Human Resource Planning which as we stated in the problem statement is lacking in many industries in the country and in recognition of this Oluseyin and Ayo are of the view that the quality of human resource management is a critical influence on the productivity of the firm. And that concern for strategic integration, commitment, flexibility and quality, has called, for attention for employees motivation and relation. Financial motivation has become the most concern in today's organization and tying to Maslow's basic needs, non-financial aspect only comes in when financial motivation has failed. That is why other motivating factors such as the environment of work and the work issues and other non-financial expectations of the workers are also crucial when considering



workers' productivity. Grenberg and Baron in Oluseyi and Anyo (2010) define motivation in three ways. The first they say looks at arousal that deals with the drive or energy behind individual(s) action. People they say turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behaviour takes. That is why the behaviour of the leader is very important when it comes to how the leadership of industries treats the employees especially in the work environment. The last part they said deals with maintaining behaviour clearly defining how long people has to persist at attempting to meet their goals.

Hitt, et al (2010) state further that motivation can be intrinsic and extrinsic. Extrinsic motivation concerns behaviour influenced by obtaining external rewards, praise or positive feedback, money and the absence of punishment in their view are examples of extrinsic or external rewards. Intrinsic motivation is the motivation to do something simply for pleasure of performing that particular activity and examples of this are interesting work, recognition, growth and achievement.

Again one cannot grow on the job if the job is not properly planned and productivity will be low as stated earlier. Several scholars have carried out researches and have discovered that there exist positive relationship between intrinsic motivation and job productivity as well as intrinsic motivation and job satisfaction. This relationship in Oluaeyin and Ayo say is significant to organization in today's highly competitive business environment in that intrinsically motivated employees will

perform better and, therefore be more productive and also because satisfied employees will remain loyal to their organization and fill no pressure or need to move to a different firm.

Leadership Effectiveness and Job Productivity

According to Oluseyi and Ayo Leadership, or more specifically effective leadership, is every bit as crucial (if not more so) in African Public sectors as it is throughout the world. It has been argued that effective leadership has a positive influence on the productivity of Public sectors and it is the productivity of many individuals that culminates in the productivity of the Public sectors or in the achievement of organizational goals. Effective leadership is instrumental in ensuring organizational productivity. As a result, many leadership theories have been proposed in the last fifty years which are claimed to have influenced the overall effectiveness of the Public sectors where they have been employed. In competitive world business environment it is vital that Public sectors employ leadership styles that enable Public sectors to survive in a dynamic environment. Productivity they said has been defined by Hellriegel (2013) as the level of an individual's work achievement after having exerted effort. Also Cummings et al in Oluseyi and Ayo believed that productivity is ultimately an individual phenomenon with environmental variables influencing productivity primarily through their effect on the individual determinants of productivity ability and motivation. They also quoted Behling and Mitilem who confirmed the link between high productivity and leadership in the United States by developing a model of charismatic/transformational leadership where the leaders' behaviour is said to give

rise to inspiration, awe and empowerment in his subordinates, resulting in exceptionally high effort, exceptionally high commitment and willingness to take risks. That is why it has been widely accepted that effective Public sectors require effective leadership, and organizational productivity will suffer indirect proportion to the neglect of this (Olusyei and Ayo 2012)

Leadership Styles

Ability to lead and willingness to follow are based on leadership styles. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Prasad states that Lewin led a group of researchers to identify different styles of leadership. This study has been very influential and established three major leadership styles. The three major styles of leadership are: Authoritarian or autocratic, Participative or democratic, Delegate or free reign.

Authoritarian (autocratic)

This style is used when leaders tell their employees what they want done and how they want it accomplished, without getting the advice of their followers. Some of the appropriate conditions to use are when you have all the information to solve the problem, you are shorts of time, and your employees are well motivated, Some people tend to think of this style as vehicle for yelling, using demeaning language, and leading by threats and abusing their power. This is not the authoritarian style, rather it is an abusive unprofessional style called bossing people around. It has no place in leader's repertoire. The authoritarian style should normally only be used on rare occasions.

Participative (Democratic)

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

This is normally used when the leader has part of the information and the employees on the other side have the other parts. We should note that a leader is not expected to know everything and this is why Public sectors leadership and management have to employ knowledgeable and skillful employees. Using this style of mutual benefit, it allows them to become part of the team and allows the management of the industry to make better decision.

Delegate (Free Reign):

In this style, the leader allows the employees to make the decisions. However, the leader is still responsible for the decisions that are made. This is used when employees are able to analyze the situation and determine what needs to be done and how to do it. This is not a style to use so that you can blame others when things go wrong, rather it is a style to be used when one fully trust and confide in the people below him Prasad.

Leadership and Communication

Effectiveness of leadership is partially determined by the adequacy and clarity of communication. The manager exercises his leadership role through communication with members of the organization. Justin defined Communication as both transmission and reception of a message. Through communication the manager explains the nature of an assignment to his subordinate while the subordinate reports work progress to the superior. Feelings and



attitudes are also expressed in the process of communication. Any type of organized activity demands communication. Chester Barnard 1983 in Parasad viewed communication as the means by which people are linked together in an organization to achieve a common goal.

For any organization to survive or achieve its goals of profits making or provision of essential services, it must maintain an effective network of communication with its various publics. Communication is said to be the blood of an organization because it is the means by which the other management functions are carried out.

Communication is the essence of management. We communicate every aspect of our job, assignment or instruction. Communication is a very important tool of transmitting information to others in order to influence a desired action. Without some form of communication, organized and goal-directed activity would not exist.

Communication is defined in its broadcast sense as the transmission of meanings to others. It is a process by which information, knowledge, feelings to others and views are passed between individuals for specific objectives.

Effective communication is that process which results in understanding and trust instead of tension. Communication is a process that can be carried out in three broad ways, that is words (spoken) non-verbal and written.

EMPIRICAL REVIEW

Ojokuku et al (2012) conducted a study the impact of leadership style on workers performance. The objective of the study was to analyze the dimensions of significance effect of leadership style on

worker/followers and performance. The sample size used by the researcher is 60. A structured questionnaire was used to collect data from the heads of accountants, heads of operations and branch managers on face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyzed data.

Dualluay and Jalagat (2016) conducted a research on title impacts of leadership style, effectiveness of managers and department heads to employees' job satisfaction and performance on selected small-scale business in Cavite, Philippines. The sample size used is 150. Survey questionnaires were designed to study the effect of manager leadership styles on employer's performance and satisfaction. 150 respondents were selected from corporations in Cavite, Philippines through random sampling with solving formula $n = N/(1+Ne^2)$. Data were analyzed by using weighed mean, percentages, multiple regression and correlation co-efficient. Percentages specially were used to analyze demographic variables (gender, age, length of service and leadership styles) weighed mean were used to survey questionnaires on leadership styles, and correlation coefficient and multiple regression were used to study the relationship between variables on leadership style, job performance and job satisfaction. The findings concluded that corporations should constantly be making the most of leadership style which enhances employee's performance and employee job satisfactory level even though there is still room for improvements.

Akram et al (2012) conducted a research title How leadership Behaviors Affect Organizational Performance in Pakistan. Sample size used by the researchers is

1000, where 500 questionnaires were distributed to manager's and another 500 to employees of various private and public sector companies in 66 cities through random selection. Non-Profitability sampling technique is used in this study.

RESEARCH METHODOLOGY

RESEARCH DESIGN

Survey research method was used as research design in the research work.

AREA OF THE STUDY.

This research was carried out in Nigerian Bottling Company Onitsha Anambra State.

POPULATION OF THE STUDY

The population of the study is 300.

SAMPLE OF THE STUDY

The sample of the study was drawn by using simple random sampling techniques so as to give every respondent the chance of being chosen. The sample size was selected using the statistical formula called Taro Yamane's technique.

$$n = \frac{N}{1 + N(e)^2}$$

Were;

n = is sample size.

N = population size.

e = error limit

Using 5% (0.05) as level of significance Therefore, substituting the values we have:

$$n = \frac{300}{1 + 300(0.05)^2}$$
$$n = \frac{300}{1 + 300(0.0025)}$$
$$n = \frac{300}{1 + 0.75}$$

$$n = \frac{300}{1.75}$$
$$n = 171$$

Therefore, the sample size for this study is 171.

METHODS OF DATA COLLECTION

The relevant primary data was collected using a structured questionnaire and interview while that of secondary, journals and the internet was used.

INSTRUMENT OF DATA COLLECTION

The instrument used for data collection constitutes primary and secondary data source. The primary data sources are well structured questionnaire, oral interview and personal observation of the researcher. The secondary data sources are, under this, the researcher made use of text books, journals, Magazines and internet materials.

RELIABILITY OF INSTRUMENT

Test-retest was used; Structure question is a renowned and reliable instrument for conduct research especially academic researches, this research is properly conducted and under a strict scrutiny of my supervisor, and the data collection process is reliable.

VALIDATION OF THE INSTRUMENT

In order to ascertain that the instrument used for collecting the data are valid given the result the expected result, the researcher made copies of the questionnaire and guidelines on what the questionnaire is expected to archive to the supervisor, who accordingly determined validity of the instruments.

DISTRIBUTION AND RETRIEVAL OF INSTRUMENT

The 171 questionnaire distributed were all collected.

METHOD OF DATA ANALYSIS

For data collected to be meaningful and serve useful purpose, the data has to be treated and analyzed. It is for this reason that some models, methods and approaches were adopted in treating the data: simple percentages and tables: $F/N \times 100$; Formula:

$$\frac{F}{N} \times 100$$

Where

F = Total number of frequency 100

f_o =
Frequency
observed
 f_e =
Frequency
expected
 Σ =
Summation

DATA PRESENTATION AND ANALYSIS

It deals with the analysis of survey data and interpretation of the major findings in this study. As was pointed out earlier, data

Options	f_o	f_e	$f_o - f_e$	$(f_o - f_e)^2$	$\frac{(f_o - f_e)^2}{f_e}$
The effective leaders influence their organization's effectiveness by motivating the work force.	70	57	13	169	3
They inspire the workforce.	40	57	-17	289	5.1
They are committed and provide a clear vision of the company strategic direction.	31	57	-26	676	11.9
They are consistency in decisions made in response to problems or issues	30	57	-27	729	12.8
χ^2					32.76

N = Total number of respondents 1

While the four hypotheses were tested using Chi Square at 0.05 level of significance to determine the relationship between means of groups. Hypothesis states the research would be tested using chi-square denoted as:

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Were;

χ^2 =
Calculated
chi-square

collection was through the use of questionnaire, interview and some literature on the subject.

Testing Hypothesis

Hypothesis 1

H_o1 : Leadership styles do not have any role on achieving job effectiveness

Level of significance in this hypothesis testing is 5% which is 0.05

Degree of freedom is $(R - 1)(R - 1) = (4 - 1)(2 - 1) = 3$

Frequency expected (f_e) $171/3 = 57$

The null hypothesis (H_01) is hereby rejected because the calculated chi-square value of 32.76 is greater than critical value of 7.415 at 5% level of significance using degree of freedom of 3. Thus, Leadership styles have significant role in achieving job effectiveness.

Hypothesis 2. Leadership styles do not

variable was held constant other factors such as good office equipment, insufficient funds, poor work environment and others are some of the variables that hamper the productivity of the leaders; it also revealed that there are possible ways of enhancing organizational productivity of leadership for effective productivity. Managing Public sectors in Nigeria in a way that is consistent

Options	f_o	f_e	$f_o - f_e$	$(f_o - f_e)^2$	$\frac{(f_o - f_e)^2}{f_e}$
The effective leaders influence their organization's effectiveness by motivating the work force.	60	57	3	9	0.16
They inspire the workforce.	55	57	-2	4	0.07
They are committed and provide a clear vision of the company strategic direction.	56	57	-1	1	0.02
X^2					0.60

have impact on efficient in an industry

The null hypothesis (H_02) is hereby rejected because the calculated chi-square value of 0.60 is greater than critical value of 0.410 at 5% level of significance using degree of freedom of 3. Thus, Leadership styles have impact on efficient in an industry.

with environmental variables is having in mind the culture of the people, their needs and value preferences. Others are to ensure that for a leader to be effective he needs to possess all the positive qualities which a leader needs for him to lead well as we have stated in the literature review. Also, he needs the support of the head office and that of his subordinates if he must succeed.

SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

SUMMARY OF FINDING

Based on the objectives of the study, three questions were raised and later analyze. The findings are summarized as follows:

It revealed that there is a relationship between effective leadership and organizational productivity. It heighted that there are no leadership obstacles that hamper organizational productivity. However, it expressed that when this

CONCLUSION

Public sectors are established for specific purpose and objectives, people also join Public sectors to satisfy their needs, and in so doing they contribute to organizational productivity to achieve the objectives of the organization. Therefore, it is the responsibility of every leader to build an organization that will function effectively because the extent to which he/she succeeds will depend considerably ion subordinates willingness to corporate with him/her among other things will depend on the

degree of congruency between the leadership style adopted by the leader and the expectations and desires of the subordinates.

In view of the above therefore, to realize the objective of the leadership should be effective enough to recognize the needs of the workers, employ appropriate motivational tools such as promotion of staff based on merit, skills, provide suitable work environment and to ensure free flow of information, personal recognition as well as research and development.

Furthermore, that there are possible ways of enhancing the leadership style in the company. This can be made possible through the provision of the necessary tools, financial support office equipment, conducive work environment and the motivation of the staff by collaborating with the head office in Abuja so that all the supports their needs can be given to them.

RECOMMENDATIONS

As a result of the findings of the study, the following recommendations have been made.

The Government should make provisions for purchase of needful equipment's since it was discovered that organizational members show high level of commitment to their work if they discover that in doing that their needs will be realized It then means that the behaviour of the leadership towards execution and implementation of the company programmes is dependent on adequate provision of all the tools that the workers need to perform. In view of the above, if proper and adequate combination of human and material resources of the organization is put in place the organization will achieve its objectives.

Therefore, company should ensure that those behaviour and attitude to non-provision of conducive environment for workers to perform should be seriously addressed.

LIMITATION OF THE STUDY

Financial constraint: Insufficient fund tends to impede the efficiency of the researcher in sourcing for the relevant materials, literature or information and in the process of data collection (internet, questionnaire and interview). Time constraint: the researcher will simultaneously engage in this study with other academic work. This consequently will cut down on the time devoted for the research work.

SUGGESTION FOR FURTHER STUDY

Due to the above listed limitation to the work the researcher suggested that further research should be carried out on the same topic in another establishment and in another geographical area.

REFERENCES

- Adamolekun L. (2011). Nigeria Public Administration Perspectives Ibadan, Heinemann, Book Ltd.
- Adebayo, a (2011). Principles and practices of Public Administration in Nigeria. Ibadan Spectrum Books Ltd.
- Beerel A. (2011). Leadership through Strategic Planning. Cole G.A. (2004). Organizational Behaviour London Thomson.
- Edem A. E. (2012). Effective Leadership, A modern Guide to Development of Leadership Skills. Calabar Wusen Publishers.



- Effiong D. A (2011). Success in Management of Personnel, Calabar. Rapid Educational Publishers
- Ezeani E. O. (2016). Fundamental of Public Administration Enugu Map Press Ltd. Griffin R. W. (2011). Management: Boston Houghton Miffling.
- Inyang B. J. (2016). Management Theory: Principles and Practice. Calabar: Merb Publishers,
- Koontz H, Weshrich H. (2010) Essentials of management an international perspective new Delhi Tata Mishraw Hibb Education Private Ltd.
- wizu G. (2002). Studies in Modern Public Administration Enugu Ngib Publishers Ltd
- Obasi I.I. N. (1999). Research Methodology in Political Science Knugu Academic Publishing Company.
- Ohiri A.U. (2006). Management: Principles Personnel and Human Resource Development Kaduna: Luton Management Service.
- Taffinder, P. (2006). Leadership Crash course: How to create Personnel leadership value. Lender, GBB: Kogan page Ltd.
- Usoro I. E. (200). Management: Concepts, Practices and Skills Whitaker J. (1992). Statistics for Business. London, Piano Publication.
- Enegwu and Umoden, (2004). NYSC twenty years of National Service Lagos Gadumo Publishing Com. Ltd
- Momoh H. B. (1992). Imperatives of National Services in the 1990s, A Collection of speeches vol. 1 Abuja National Directorate Headquarters National Youth Service Corps Abuja.
- Avery C (2008). Missing Links in understanding the Relationship between leadership and Organizational Productivity, <https://solution.mckingsy.com>.
- Ayo T. and Oluseyi A. (2009). Influence of Work Motivation, Leadership Effectiveness and Time Management on Employees' Productivity in some selected Industries in Ibadan, Oyo State, Nigeria.
[Http://www.eurojournals.com](http://www.eurojournals.com)
Benefits of Leadership Development for your organization
<http://ezineartides.com/expert>
Phill. B. Jones.
- Dede C. (1998). Leadership without followers
[htt://www.vurtual,gmu.edu/lead](http://www.vurtual,gmu.edu/lead)
pdf.ht