



THE IMPACT OF LEADERSHIP STYLE IN ORGANIZATION PERFORMANCE

**WRITTEN/SUBMITTED BY:
BENSON CLETUS OGADINMA
ID No.: 5817192051**

**SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE DEGREE
OF MASTER OF BUSINESS ADMINISTRATION
{INTERNATIONAL PROGRAM}**

**SIAM UNIVERSITY, BANGKOK, THAILAND.
2017.**



INDEPENDENT STUDY ACCEPTANCE.

**GRADUATE SCHOOL OF BUSINESS,
SIAM UNIVERSITY.**

NAME OF STUDENT : BENSON CLETUS OGADINMA

STUDENT ID No. : 5817192051

DEGREE : MASTERS OF BUSINESS ADMINISTRATION {MBA}.

MAJOR : HUMAN RESOURCES MANAGEMENT

**TITLE OF INDEPENDENT STUDY : THE IMPACT OF LEADERSHIP STYLE IN
ORGANIZATION PERFORMANCE OF PZ CO. LTD ABA
ABIA STATE NIGERIA.**

**THIS INDEPENDENT STUDY HAS BEEN PREPARED UNDER MY SUPERVISION AND THE
CANDIDATE HAS COMPLIED WITH THE MASTER'S DEGREE REGULATIONS.**

ADVISOR:


.....
(Assco. Prof. Dr. Jomphong Mongkhonvanit)
{Graduate School of Business, Siam University}.

DATE: 3 Feb 2018



ABSTRACT

Research Title : THE IMPACT OF LEADERSHIP STYLE IN ORGANIZATION

PERFORMANCE of PZ. CO. LTD ABA ABIA STATE NIGERIA

RESEARCHER : BENSON CLETUS OGADINMA

DEGREE : MASTERS IN INTERNATIONAL BUSINESS ADMINISTRATION

MAJOR : HUMAN RESOURCES MANAGEMENT

ADVISOR/DEAN:

.....

(Assco. Prof. Dr. Jomphong Mongkhonvanit)

{Graduate School of Business, Siam University}.

This research deals with “The Impact of Leadership style in organization performance with special references to PZ Cussons, Aba, Abia State”. In this study an attempt was made to survey the impact of leadership skills and the importance of leadership skills as basis for high productivity, high quality production profit making and the achievement of organizational goals and objectives. The research was also aimed at discussing the problems facing leadership in business organization and to give recommendations for solving some of these problems. In the course of carrying out this project, the researcher consulted related literatures, periodicals, newspapers, and journals. Also a structured questionnaire was developed for the purpose of data collection. In the course of this work, statistical analysis was employed and findings were made. It was discovered that the style of leadership employed has a role to play in the organization attaining their organizational objectives, it was discovered that leaders have a role to play in a better decision making. Recommendations will be made to based on the findings of this work to on the impact leadership styles plays important in the performance of organizations.



ACKNOWLEDGEMENT

In this section, I would like to express my profound gratitude to (Assco. Prof. Dr. Jomphonong Mongkhonvanit) Dean, Graduate School of Business, Siam University for their thoughtful and caring supervision by means of his educational excellence. I am most grateful to them especially for their deep understanding of the Independence Study and his good communication skills.

Benson C. Ogadinma.

2017/06/25

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Chapter1

by Benson Ogadinma



Submission date: 02-Dec-2017 04:03PM (UTC+0700)

Submission ID: 888791430

File name: chapter_1.docx (19.28K)

Word count: 1709

Character count: 9043

Benson Cletus Ogadinma

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CHAPTER ONE

1.0 INTRODUCTION

There is often an excitement whenever the topic leadership is mentioned. The excitement is always associated with the quest to know what makes a great leader. Such people believe that the answer will improve both in organization performance, their personal cover and help make a success of the individual.

On this note, the subject matter of leadership has occupied the attention of many social scientists over the years. Leadership is the process of providing, directing, energizing others and obtaining their voluntary commitment to the leadership vision. The success of an organization or individual therefore depends largely on the extent and quality of leadership available.

Ralph M. (2002:58) stodgily defines leadership as the process of directing and influencing the task related activities of group member. Koontz et al (1998:135) define leadership as a process of influencing people so that they will stroll willingly towards the attainment of group goals.

In work organizations, offices and positions are created which confer certain powers on the incumbent of such offices/positions.

These positions are created because of the felt needs to have somebody who takes responsibility for individual actions in the organization. Leadership is an elision concept because it is often used to mean different things. For instance, when one person refers leadership to a position one occupies, another reserves the word leadership to a process while another may still refer the individual characteristics which differentiate one person from another as leadership.

Another view point of leadership focuses on the person. In this perspective, leadership is defined by the characteristics of the occupant of the position. The view points stresses that two individuals may be occupying two parallel positions in a company and command different respect to their subordinates.

The third view point stresses the process a leader uses in leading his subordinates. For some leaders, the use of force to influence others to achieve organizational activities is the only means through which they exercise their power. Still for others, influencing people requires the use of reprimand or withdrawal of rewards.

Today the success of an organization depends largely on the extent and quality of leadership available and the style of leadership that is carried out in that organization.

1.1 BACKGROUND OF THE STUDY

Paterzon Zochonis industries commonly known as PZ came into existence through the effort of two friends namely Paterzon from Britain and Zonchonis

from Greece. The company was incorporated on 14th Dec. 1945 and the name Mr.

¹ P.B. Nicholas and company limited to take over soap making activities of Mr.

P.B. Nicholas who had ³ earlier established a factory for that purpose.

Paterzon, Zochonis and companies limited of Manchester (PZ) subscribed 75.5% of the company's issued capital and has since directly or through subsidiary companies retained the controlling interests.

PZ, itself was incorporated in England in 1884, became a public company quoted on the London stock exchange in 1953. but PZ came into Nigeria in 1899 and its principle activity is that of general merchants in the West African continent. Therefore the company is already over a century old.

In 1960 also, the company achieved its first indigenous Nigerian Equity participation and by 1972, it sold out ¹ 40% of its shares capital to indigenous Nigerians. In accordance with the Federal Government directives (Indigenous Policy), it sold out another 20% of its shares capital to Nigerians in 1976, thereby bringing the equity share to participation to 60% in favour of Nigerians.

In 1976 precisely 24th November, it changed its name to Paterzon Zonchonis Industries limited. Following its merger with associated industries limited. ² In compliance with the companies and Allied matter Decree of 1990, it adopted its present name of Paterzon Zonchonis Industries Plc.

On november1990. it has its factories in Aba, Ilupeju and Ikorodu (Lagos). Ilupeju is the headquarters and ² the principal activities of the group are the manufacture and sale of a wide range of consumer products and home appliance

which are leading brands names throughout the country of Nigeria in detergent, soap, pharmaceuticals, air conditioners, plastic containers, cosmetics, perfumery, creams and a whole lot of other products. In addition, the group engages in the wholesale and distribution of general merchandize through a network of branches in almost all the states of the country.

PZ Aba, a leading manufacturing company in the manufacturing industry has since inception experienced some conflict of some sorts. These conflicts occur in every department within the organization. However, these conflicts have been handled and managed in a way and manner that industrial harmony is achieved. Productivity is the main concern of every establishment.

PZ. has a proper functional procedure for managing conflicts to enjoy high productivity. Prof. E.C Edozie is the chairman board directors of PZ company.

1.2 STATEMENT OF PROBLEM

Recently, the research in Nigeria has focus on identifying why leadership has effect on performance. Evidence of inefficiency in leadership in organization has been attributed to the following:

1. There has not been any effective leadership which will help in the attainment of the organization objective.
2. No substantial measure has been taken in the organization in training the leaders so that they can lead by example.

3. Most leaders are incompetent in their skills
4. Most leaders do not lead with leadership by example
5. Workers on their own do not do their work unless they are coerced/forced.

1.3 OBJECTIVE OF THE STUDY

The major objective of this study was to determine the impact of leadership style in organization performance in Nigeria. Specifically, the study was undertaken:

1. To find out if effective leadership will lead to the attainment of the organizational objective.
2. To determine the measures that will be taken in training leaders so that they can lead by example.
3. To determine why leaders do not lead by examples.
4. To ascertain why workers prefer force in doing their work or assignment
5. To determine why most leaders are incompetent in there skills.

1.4 RESEARCH QUESTION

This study sought answers to the following questions.

1. Does effective leadership lead to attainment of organizational objective?
2. What measures are to be taken in training leaders so that they can lead by example?
3. Why is it that leader do not lead by example?
4. Why do workers prefer force in doing their job or assignment?
5. Why are most leaders incompetent in their skills?

1.5 STATEMENT OF HYPOTHESIS

The following hypothesis formed the basis for the study

H_o: Effective leadership style does not lead to attainment of organization objectives.

H_i: Effective leadership style leads to the attainment of organization objectives

H_o: Poor leadership style is not a factor that militates against organization performance.

H_i: Poor leadership style is one of the factors that militates against organization performance.

1.6 SIGNIFICANCE OF STUDY

This research work will be of immense benefit to:

- 1) students who are up coming leader of organization
- 2) to managers who assesses workers performance in the organization
- 3) lecturers of high institution
- 4) workers in public and private sectors

1.7 SCOPE OF STUDY

This study was delimited to the impact of leadership style on organization performance using a PZ Cussons Aba as case study

1.8 LIMITATION OF STUDY

The following limitation are inherited in the study

1. The limitation inherent in the use of questionnaire in terms of objectivity, truthfulness honesty and sincerity from respondents are acknowledge, therefore the tendency for a degree of error to occur in the finding or evaluation of data.
2. The inability of the research to include other firms in other states due to lack of finance or fund and time at the researcher's disposal.
3. Therefore the findings and generalization are only restricted in selected firm in Imo state.

1.9 DEFINITION OF TERMS

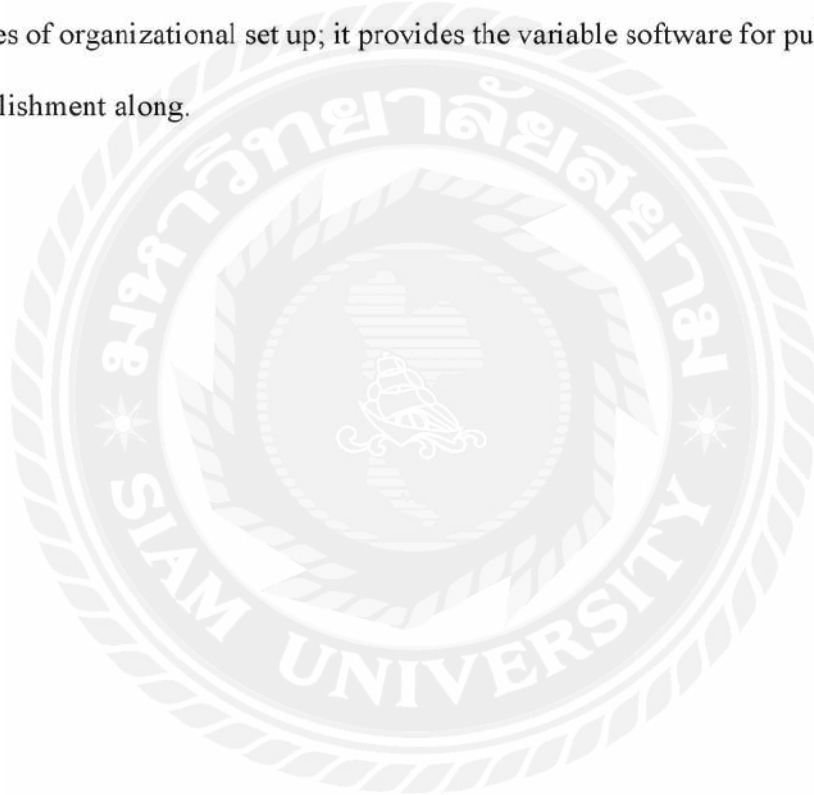
1. **LEADERSHIP:** leadership may be described as a process of influencing people or a group in a particular situation at a given point to act in a particular way.
2. **ORGANIZATION:** an organization is a group of people working in a network of leadership and system toward a common objective of providing value to the people served.
3. **PERFORMANCE:** performance is a behavior that has been evaluated (measured) in terms of its contribution to the goals of the organization
4. **LEADERSHIP STYLE:** leadership style implies the way in which influence process is exercised.
5. **EMPLOYEE:** these refer to a people or subordinate who are under the control of a leader/manager that turns the input of the organization into output based on direction
6. **Efficiency:** means doing them right or getting the most output for the least input
7. **LEADERSHIP GRIP:** is a matrix that identifies leadership style by interpreting leaders concern for production and people.
8. **POLICY:** policy is a guide for making administration decision it is a means to an end itself.
9. **OBJECTIVES:** a statement of long term goals organization seeks to achieve.

10. **GOALS:** a statement of short term plans organization seeks to achieve e.g. within one year
11. **PERSOBNALITY:** it is the stable attributes that a person carries with him and that determines his approach to the problems of living
12. **MANAGEMENT:** deals with the utilization of human and material resources of an organization for optimal result. In a way it is combination of leadership goals settings and achievement.
13. **INDUSTRIALIZATION:** the process of transformation from subsistence economic into full establishment of many industries to produce goods and services that may be needed by the people.
14. **STRATEGY:** The term strategy denotes a general programme of action and deployment of emphasis and resources to attain comprehensive goals. In general term strategy gives directions on how to realize set goals
15. **IMPACT:** A strong impression or effect on somebody or something.
16. **EFFICIENT:** being able to work well and without wasting time or resources.
17. **EFFECTIVE:** having the desired effects and producing the intended result.

SUMMARY

They all seem to stress that success demand that a leader adopts the style of leadership appropriate to the organization at a given situation. A style that will suits the situation and welcome by most of the members of the organization is assumed to be the best.

Finally, it has been recognized in the world that “leadership” supplement the machines of organizational set up; it provides the variable software for puling entire establishment along.



Chapter1

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CHAPTER TWO

1.0 LITERATURE REVIEW

2.1 INTRODUCTION

There is usually associate degree excitement whenever the subject leadership is mentioned; the thrill is usually related to the quest to grasp what makes an excellent leader. Akanwa (1998:181) believe that the solution can improve each structure performance, their personal carrier and facilitate to build successful of the individual. On this note, the topic matter of leadership has occupied the eye of many scientist over the year.

The success of a company or individual so depends mostly on the extent and quality of leadership obtainable, which suggests, that however, a frontrunner is in a position to maximize the employment of all material and human plus obtainable to him.

Fortunately, it's not the birth-right of cluster of person, by Seeker-Hudson; it may be educated and learned by anyone. This is often as a result of ability to form command which is non-heritable. There totally different classification of citizenry during a social content.

- i. Those that makes things happen
- ii. Those WHO watch things happen
- iii. Those that marvel why things happen to individuals.

Underneath the primary classification is taken into account actual and observe leaders, whereas those happiness to second and third cluster area unit passive and might solely be followers.

2.1 CONCEPT OF LEADERSHIP

Leadership by some writers is synonymous with position within the organization's structure. This gives leadership a prescribed set of behavior allotted to the position among the organization and which needs the one that occupies the position to carry the organizational structure.

The second thought of leadership is predicated on leaders as someone, this idea emphasizes the role of temperament, variable, ability, interest and exercise of his leadership role capability to figure with others and talent to manage one's feeling sense of commitments.

2.2 LEADERSHIP THEORY

TRAIT THEORIES:

This theory of leadership was proposed in 1920's this theory instructed that leaders were born and not created. Several analysis were conducted on that attribute of leaders were compared with those of leaders on such variable like, intelligence ability dominance, ability, wisdom, desire. For accomplishment understanding perception, integrity communication call etc.

This approach instructed that focus is given to the choice of leaders instead of to coaching for leadership. There are several students into the common traits of leadership, however, makes an attempt at characteristic mortal or physical and mental characteristic of distinction good" or in leaders have met with very little success. Investigation have known lists of traits, whereas tend to be over overlapping, contradictory or with very little correction for many feature.

BEHAVIOUR THEORIES

Several analysis are distributed during this work, they are analysis like

- Employee focused and production
- Structure thought
- Contingency theory of leadership etc

These researches focused principally on wherever the leader has his or her stress i.e. whether or not on employees or on the organization. They're meant to see however the behaviour of leader affects the employee's performances and worker satisfaction. The most important finding is that employees underneath worker focused supervisor perform higher in terms of actual whereas the assembly focused supervisor is curious about the number. The worker focused supervisor considers the employees feelings and build them feel reception thereby increasing productivity.

Under this theory question to be answered amongst others are to what extent do leaders ought to involve their individuals in creating call. Here the fashion will determine;

1. **AUTHORITARIAN STYLE:** This vogue is named dictatorial or autocratic. These kinds of leaders utilize force, threat, and power to attain their aim. there's no thought for the opinion of the junction rectifier.

2. **DEMOCRATIC STYLE:** Here the leaders emphasize on human component in handling the subordinate. There's robust, sensible relationship and member participation in deciding. The leader use persuasion and considers the proper and freedom of the junction rectifier.

3. **LAISSEZ FAIR:** there's a freedom to alternative on what the members of cluster would do, so this vogue, presupposes that each member is matured enough to grasp what to try to and would do thus even while not being asked to try to to thus. Under this theory conjointly, there area unit 3 modern views on leadership.

4. **INSPIRATIONAL LEADERSHIP STYLE:** This leader has capability to encourage individuals to try to cover traditional work. Walter. (1989:194) opines that sacred leaders raise subordinate consciousness a few new outcome and encourage them to transcend their own interest.

5. **TRANSFORMATIONAL LEADERSHIP STYLE:** these kinds of leaders have ability to form the mandatory changes within the organization mission structure and human resources Management.

6. **TRANSACTIONAL LEADERSHIP STYLE:** These kinds of leaders known this subordinate needs and need; exchange the means that to satisfy those desires reciprocally for subordinate elbow grease towards a goal or outcome delineated by the leaders. Bateman (1991:15).

SITUATIONAL THEORIES:

Situational theories or approaches focused on the importance of true within the study of leadership. By Blanchard, the leadership success or failure is extremely obsessed on true within which the leader finds himself. A varsity of individuals with personalities and from different scenario.

The one that become the leader of the work cluster is believed to be the one that recognize best what to try to and is seen by the cluster because the most fitted leaders within the specific scenario.

The leader emphasized behavioral environments to be a determinate factor to his success or failure. The fact that they had succeeded in one situation is not a guarantee that the will succeed again.

There are different model of this situational approach and some of them are.

1. Vroom-yetton-jago model: this emphasized the participative dimension of leadership. Here the leaders assess the situation before deciding on the leadership style to adopt.
2. Path-goal theory model: this is perhaps the most widely accepted model of leadership effectiveness.

This model is developed by Robert House. The factors necessary in this model are personal characteristic of followers and environmental pressure and demand which must cope to attain goals.

Here Bateman and Snell (1990:16) saw the four pertinent leadership behaviour as:

- directive leadership
 - participative leadership
 - supportive leadership
 - achievement or oriented leadership
3. Substitute for leadership provides the same type of influence those leaders other wise would have on people. This concept of substitute for leadership does more than indicate when a leader must attempt to influence and when it will not work.

2.3 LEADERSHIP GRID

One amongst the foremost explanations of noesis style is leadership grid. By Robert William Blake and Jane mutton, the leadership grid could be a matrix that identifies 5 leadership designs by deciphering leaders concern for production and concern for individuals.

For example a frontrunner who scores 9.1 takes the authority compliance vogue. Such task targeted leaders show an excellent concern for output. 1.9 or gild vogue manifests a belief that if people's desires area unit absolutely attended to feel comfy and friendly with co-workers and as a result can join forces. 1.9. Improvement vogue seeks easy to induce by with minor effort. 5,5 middle of the road vogue, one characterised by compromise and a want to try things right by keeping divergent interests in balance, and organization that use the grid in leadership coaching do thus with the goal of moving participants towards the 9.9 team vogue presupposed to be the best.

2.4 LEADERSHIP DESIGNS

There several dimension to leadership and plenty of potential ways that of describing leadership vogue like as an example, doctorial, liberal, government officials, benevolent, magnetic, advisory, participative and abdication, the fashion of social control leadership towards subordinate employees and therefore the focus of power will but be classified among a breed of 3 fold leading.

1. AUTHORITARIAN (AUTOCRATIC) VOGUE

This sort of leadership utilizes force and threat to attain it goals. There's no thought for the opinion of the subordinate. Autocratic leader stress the vital of structure, control, and authority in management of individuals.

They achieved result by threat or by inflicting concern. Here the main target of power is with the leader. For determining policy, procedure for accomplishment of goals, autocratic' leaders area unit unutterable powerful self-important use penalization and hostility.

This sort of leader assumes that folks area unit lazy, have very little want to hold out responsibility and like to be coerced. The authoritarian leaders continuously tell the followers what to try. Moreover as a way to couple and supervisees them closely, his vogue is predicated on the idea that his power comes from the position he holds. Autocratic could be a theory x

2. DEMOCRATIC TYPE OF LEADERSHIP: here leaders emphasize human component in handling the subordinate. Robust sensible relationship and member participation in deciding exist.

Here the main target of power is additional with the cluster. The leadership functions area unit shared with members of the cluster and therefore the leader is additional a part of a term.

The cluster members have a larger say in deciding, decisive of policy, implementation of system and procedure. The leader uses persuasion and considers the proper and freedom of the followers. This type of leadership is on the idea that his power comes from the cluster he's leading and prefers to encourage individuals instead of oblige them.

This approach is additional of human relation. It's conjointly known as "supportive" advisory or participative leadership vogue. Thus, employees get job satisfaction. In line with nickels, megacycle Hug et al (1999), this theory is theory Y type of leadership.

3. PHILOSOPHICAL SYSTEM VOGUE

The word philosophical system could be a French signified "let things go their way". Here there's a freedom of alternative on what the member of the cluster would do. It presupposes that each member of the cluster is mature and is aware of what to try to and would do thus even while not being asked to try to thus. Here leaders observe those members of the cluster area unit operating well on their own. The leader consciously build a choice and placed the main target of power to member, to permit their freedom of action to try their best and not interfere however is quickly obtainable of facilitate once required.

The employees work with none direction or procedure. The leaders area unit primarily tolerant and additional patterned head.

This approach is de facto employed in work organization. it's going to add a brief run however within the whole, it encourages trait. The kinds of leader believe that employees will perform higher and happier in their work if they're allowed the liberty to figure severally.

Such leaders don't have any definite goals to pursue thus the high level of freedom. it's conjointly known as "instrument" leadership type of freedom; they understand their role joined that facilitates the operation of their followers.

2.5 CONTINUUM LEADERSHIP BEHAVIOUR

One amongst the most effective theories on leadership vogue is that by Tannenbaum and Schmidt originally written in (1968) and updated in 1973. Their work suggests a time of potential leadership behaviour obtainable to a manager and on that varied varieties of leadership is also placed. The time gift a variety of action associated with the degree of authority utilized by the manager or leader in inward at deciding in a company.

The Tannenbaum and Schmidt time may be associated with MC Gregory supposition of theory X and theory Y.

Continuum Approach may be seen as characteristic four main type of leadership by leader and manager.

- a. **TELLS:** the leader identifies a retardant, chooses a choice and announces this to subordinate expecting them to implement it while not a chance for participation.
- b. **SELLS:** The leader still opt for a choice however acknowledge the likelihood of some resistance from those long-faced with the choice and commit to persuade subordinates to just accept it.
- c. **CONSULTS:** the leader identifies the matter however don't opt for a choice till the matter is conferred to the cluster, and therefore the manager or leaders needs to listen to the recommendation and answer instructed by subordinate.
- d. **JOINS:** here leader outline the matter and therefore the units among that the choice should be chosen then passes it to the cluster. The trough moreover as members has the proper to form call.

Tannenbaum and Schmidt recommend that there are unit 3 factors or forces of specific vital when deciding what form of observe is fascinating. They include:

1. **FORCES WITHIN THE MANAGER:** here the trough can be influenced by his own temperament, background, data and knowledge the inner subordinate, leadership inclination and feeling of security.

2. FORCES WITHIN THE SUBORDINATE: here the subordinate area unit influenced by several temperament variables and their individual expectation regarding their relationship with the manager. Subordinate characteristics embrace. The strength of the requirements for independence, the readiness to assume responsibility for decision-creating, the degree of tolerance for ambiguity, the interest within the downside and feelings.

3. FORCE SITUATION: here the manager's behaviour are going to be influenced by the overall scenario and surroundings pressure. Characteristic within the scenario embrace kinds of organization cluster, effective nature of the matter and pressure of time.

According to Tannebaum and Koontz (1998:448) the diagram of time below represent potential ranges of behaviour obtainable to trough by adding A, B, C, D, E, F, G, for easier clarification and understanding of the model of trough, power and influence.

Area Of Fraction For Manger Are Of Freedom For Manager

A	B	C	D	E	F	G
manger able to make decision which non manager accept Question from non manager	Manger must sell decision before gaining acceptance Change after non manager imputes	Manger present decision but must respond to Make decision	Manager present tentative decision subject	Manager present problem get imputes from none	Manager defines limits within which non manger Define by organizational constraints	Manager and manager jointly make decision within unit

ORGANIZATIONAL ENVOIRONMENT:

Tannebaum and Schmidt conclude that successful leaders are thinly aware of these forces which are most relevant to their behaviour at a particular time. They are able to behave appropriately in terms of their understanding of themselves, the group, the organization and environmental influence.

Successful managers are both perceptive and flexible. Forces lying outside the organization are also included. Recognition is given to the possibility of manager and or subordinate taking initiative to change the boundaries of the organization through interaction with external forces.

Recognition is also given to the power available to all parties in the organization and to the actors, which underlies decision on the use of power by the manager.

2.6 THE CONCEPT OF PERFORMANCE

Performance helps leader to increase productivity which in turn leads to growth and success of an organization. The ability of an individual or a group to accomplish activities that leads to the attainment of desired goals and objectives are attained when the individual concerned have performed. In other words performance is achievement or score in a given event.

Performance can be regarded as simply the record of outcome achieved. On individual basis, it is the record of the person's accomplishment.

Kane (1996:132) argues that performance is something that people have behind and that exist apart from the purpose.

Performance in organization is strategic in the sense that it is concerted with the broader issues facing the business. If it is function effectively in its environment and with a general direction in which it intends to go achieve longer term goals. The leadership effect of any business organization is to geared at ensuring performance be employee, this could be obtained through a proper job analysis and the individual job should be done to ensure maximum efficiency.

PURPOSE OF PERFORMANCE:

Performance is a means of getting better result from the organization, teams and individual by understanding and managing performance within an agreed framework of planned goals standard and competence requirement about what is to be achieved and an approach to managing and developing people in a way that increases the probability that it will be achieved in the short and longer term it is owned and driven by line management.

Performance is not a top down back ward looking from of appraising people neither is it just a method of generating information fir pay decision. Performance is toward and developmental it provides a frame wok in which manager c and supports their team members rather dictate to them.

2.7 SUMMARY

From the proceeding discourse, it is an apparent that leadership can be improved through learning and practice. Leadership is an important subject for leaders and manger because of the critical role leader play in as group organizational; effectiveness and motivational skill are critical component of leading. There are three types of leadership it distinguish leader from no leader or effective, Leader from ineffective leaders.

Behavioral approach to leadership these approach focuses on leadership function and styles distinguish between a task oriented authoritarian or imitating structure on the one hand an employee centered, democratic, or participative style and contingency approach to leadership which concern on the important of situation in the study of leadership and emphasized that the success and failure of leadership a determine by chapter also analysis the style democratic style and participative or laissez-faire style. And also discuss about the continue of leadership behaviour in an organization or company.

Finally, this chapter also introduces the concept of performance, which is ability to achieve or score a contain event.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 INTRODUCTION

The object of any research study is to find out answer to some problem. Research methodology is a presentation of the details.

The chapter describes the design of the study the, population of the study, sample of the study, instrument used for data collection validation and reliability of the instrument distributing of instrument and method of data analysis.

3.2 RESEARCH DESIGN

This study utilized a survey research design because of the type of information needed and data for the investigation of this research work. This study emphasized on how leadership influences people so that they will strive willingly towards the achievement of organizational goal of PZ Cussons, Aba

3.3 SOURCES OF DATA

Here both primary and secondary data were used in order to obtain as much information as possible.

PRIMARY DATA

The primary sources of data for this research were obtained through questionnaire. The questionnaire contained variety of structured questions which were designed to elicit information from the respondent that made up the sample.

SECONDARY DATA

Book, journal, newspapers, periodical; magazines and documents served as the sources of secondary data.

These documents assisted very much in literature review and the analysis of the research problem.

3.4 METHOD OF DATA COLLECTION

The fact that the data were obtained through two main sources: the primary and secondary sources of data collection. Here the research used oral interview as to communicate with the respondent both by telephone and face to face the use of face to face observation are also supplied.

QUESTIONNAIRE: this is a design with objective that the responses will enable the research to obtain appropriate data required to achieve the objectives. The questionnaire consist of well distributed by the researcher was distributed by the researcher to the supervisor are closed ended all allow the respondent to indicate his choice from the list responses.

SECONDARY SOURCE OF DATA COLLECTION: this is the use of already made valuable documents to carry out a project. Here the researcher made use of both journals book magazine and newspaper.

It could be obtained through using places like libraries research centers and instruments information from lecturers, students and friend relating to the study.

3.5 POPULATION AND SAMPLE SIZE

Data were collected from the manager, senior supervisor and junior members of staff of the organization. The total percentage of the samples includes both male and female.

This is due to the fact that the organization needs the service of manager, the senior staff and junior staff of some the firm, total member of 79 employees. The population consists of 6Mangers, 25 Senior,

48 Junior staff, totaling 79

SAMPLE SIZE

The sample size was determined by using yaro

Yemen's formula

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

N = population of staff of the firm

E = level of significant (0.05)=5% the population of staff of the firm stood at 79 workers.

$$n = \frac{79}{1 + 79 (0.05)^2}$$

$$n = \frac{79}{1 + 79 (0.25)^2}$$

$$n = \frac{79}{1 + 79 (0.25)^2}$$

$$n = \frac{79}{1 + 0.198 (0.25)^2}$$

$$n = \frac{79}{1.198}$$

$$n = 65.95 = 66$$

$$n = 66$$

The sample size of 66 used for the study was derived from 79 population size of the study which will comprise as follows:

$$\text{Managers} \quad \frac{6 \times 66}{79} = 5$$

$$\text{Senior} \quad \frac{25 \times 66}{79} = 20$$

$$\text{Junior staff} \quad \frac{48 \times 66}{79} = 40$$

3.6 SAMPLING TECHNIQUES

In order to get a good representative sample size, the sampling design used for this study is simple random sampling and stratified sampling. This method implies that everyone has an opportunity or has an equal chance of being selected into the sample. The total number of staff in the organization is about seventy nine (79) and I decided to choose sixty six (66) of them as a sample to enable administer my questionnaire by sampling. The questionnaire will be distributed after concluding pre-testing in order to ascertain the validity and efficiency of both the instrument and its applicability.

3.7 VALIDITY AND RELIABILITY OF MEASURING INSTRUMENT

The instrument used for this study especially the questionnaire was validated to select staff in the impact of leadership on employees performance of PZ Cussons Aba.

The instrument and its contents were validated by my supervisor and the project coordinator from the school of business of management technology who are consultant and they critically examine the items. In the questionnaire based on their recommendation necessary review where carried out in the instrument.

RELIABILITY

To establish the reliability of the instrument, the research conducted a pilot test of the questionnaire before administering it. This was under a similar condition to a similar group of people. This helped in determining the appropriateness of the questionnaire and to know if the item is clear enough.

3.8 METHOD OF DATA ANALYZED STATISTICAL ANALYSIS

The data collected from the respondent were analyzed using percentage method and chi-square for the research question.

1. Research question formular for percentage method percentage (%)

$$f/n \times 100$$

Where F = total number frequency

N = total number of respondent.

CHAPTER FOUR

4.0 DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter highlights how the research present and analyzed the data collected from respondents gathered for the study through the questionnaire. This entails stating in clear terms or finding from the research data.

4.2 PRESENTATION OF DATA

The data collected was designed to obtained facts around research question stated hypothesis and generally verified all research questionnaire and problem of the research.

The tools used in the analysis of this study are the simple average percentage and chi-square (χ^2) method. These methods will be specifically used to prove the validity of the hypothesis using same set as responses from the major questions obtained from a sample size of the firm. Where out of the 79 questionnaire distributed 66 were collected.

4.3 ANALYSIS OF DATA

The researcher's questionnaire is analyzed using data and percentages as shown in the analysis below.

SECTION A

Question seven (7) does leadership style lead to organization performance?

TABLE 4.1.7 RATE OF RESPONSE

Option	No of respondent	Percentage
Yes	50	76%
No	16	24
Total	66	100

SOURCE: field survey 2010

From the above 4.1.7 it show that 50 (76%) of the respondents agree that leadership style lead to organizational performance while 16 (24%) disagreed.

This shows that leadership style lead to organization performance.

Question eight (8) does the type of leadership style used in your company effective.

Table 4.1.8 rate of responses

Option	No of respondent	Percentage
Yes	55	83.4
No	11	16.6
Total	66	100

SOURCE: field survey 2010

From the table 4.1.8 it shows that 55 (83.4%) of the respondent agreed that the type of leadership style used in the company is effective while 11 (16.6%) of the respondent disagreed.

This shows that the leadership style used in the company is effective.

Option	No of respondent	Percentage
Very Effective	50	75%
Effective	16	25
Not effective	-	-
Total	66	100

SOURCE: field survey 2010

From the above 4.1.10 table, it show that 50 (75%) of the respondents agreed that company performance is very effective while 16 agree that it is effective and none agree tht5a company performance is not effective.

Question twelve (12) effective leadership do not lead to attainment of organization objective?

TABLE 4.1.12 RATE OF RESPONSES

Option	No of respondent	Percentage
Yes	50	75
No	16	25
Total	66	100

SOURCE: field survey 2010

From the above table it show that 50 (75%) of the respondents agreed that ineffective leadership lead to non attainment of organization objective while 16 (25%) of the respondent disagreed.

Question thirteen (13): does ineffective leadership effect the growth of your company?

TABLE 4.1.13 RATE OF RESPONSE

Option	No of respondent	Percentage
Yes	55	83.49%
No	11	16.6
Total	66	100

SOURCE: field survey 2010

From the above table 4.1.13, 55 (83.4%) of the respondents believes that ineffective leadership affect the growth of your company why 11 (16.16%) of respondents stated that ineffective leadership does not affect the growth of the company.

Question fourteen (14) do you think that poor leadership is one of the factors militating against organizational performance?

TABLE 4.1.4 RATE OF RESPONSE

Option	No of respondent	Percentage
Yes	60	90.9%
No	6	9.1%
Total	66	100

SOURCE: field survey 2010

From the above table of 4.1.15. 60 (90.9%) of the respondents believe that organization achieve it organizational objectives through leadership effectiveness while 6 (9.1%) of the respondents disagreed to that. This shows that poor leadership really militates against organizational performance.

Question sixteen (16) is leaders in your company competent in their work job?

Table 4.1.16 rate of responses.

Option	No of respondent	Percentage
Yes	42	63.6
No	24	36.4
Total	66	100

SOURCE: field survey 2010

From the above table of 4.1.16, 42 (63.6%) of the respondents agreed that leaders in their company are competent in their work while 24 (36.49%) respondent stated that leaders in their company are not competent in their work job.

4.4 TEST OF HYPOTHESIS

Having analyzed data collected, this section is concerned with the actual testing of hypothesis to determine whether they are supported or refused.

The data tabulated before comment are made in responses of how they affect the research hypothesis under consideration. The researcher will use chi-square computed and the critical value sample the null hypothesis (H_0) is rejected where the chi-square is greater than the critical value of the sample, the alternative is accepted when the computed chi-square is less than the critical value.

The research consider it pertinent to define the following

$$X^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Where X^2 = computed chi-square

O_i = observed frequency

E_i = expected frequency

α – level of significance %

D of degree of freedom

$$(d.f.) = (r-1)(c-1)$$

C = column

R = row

Critical

Value of sample – X^2 the research intent to test at 5%

$X^2 < X^2_{critical}$ accept the null hypothesis

$X^2 > X^2_{critical}$ reject the null hypothesis

Hypothesis 1

H_0 : effective leadership does not lead to attainment of organizational goal/ objective

H_i: effective leadership lead to attainment of organizational goal/objectives

Question 12

Does effective leadership of organizational objective

Option	Frequency
Yes	50
No	16
Total	66

SOURCE: field survey 2009

For calculation of chi-square table for hypothesis 1 responses rating.

Option	Manager	Server staff	Funi staff	Total
Yes (x)	2	4	44	50
No(y)	4	6	6	16
Total	6	10	50	66

SOURCE: field survey 2010

$$A_x = \frac{50 \times 6}{66} = 4.55$$

$$66$$

$$A_y = \frac{16 \times 6}{66} = 1.45$$

$$66$$

$$B_x = \frac{50 \times 10}{66} = 7.59$$

$$66$$

$$By = \frac{16 \times 10}{66} = 2.42$$

66

Option	Qio	Ei	Oi-ei	(oi-ei)	(oi-ei) ²
Ax	2	4.55	-2.55	6.5025	1.4291
Ay	4	1.45	2.55	6.5025	4.4845
Bx	4	7.59	-3.59	12.8881	1.6980
By	6	2.42	3.58	12.8164	5.2960
Cx	61	37.88	6.12	37.4544	0.988
Cy	61	12.12	-6.12	37.4544	3.0903
Total	66				16.9867

SOURCE: field survey 2010

DECISION RULE FOR TEST OF HYPOTHESIS

From the calculation about, chi-square calculated that is 16.9867 while the critical test value (table value) is 5.991

DECISION RULE

Since the χ^2 calculated of 16.9867 is greater than χ^2 table value, we reject H_0 (null hypothesis) and accept H_1 alternative hypothesis which state that effective leadership lead to attainment of organizational goal/objective.

HYPOTHESIS 11

H₀: poor leadership is not a factor that militates against organizational performance.

QUESTION 16

Do you think that poor leadership is one of the factors that militate against organizational performance?

Option	Frequency
Yes	42
No	24
Total	66

SOURCE: field survey 2010

Calculation of chi square for hypothesis 2 responses rating.

Option	Frequency	Senior staff	Junior staff	Total
Yes (x)	1	3	38	42
No(y)	4	7	13	24
Total	5	10	51	66

SOURCE: field survey 2010

E_i = row total x column total

Grand total

$$A_x = \frac{42 \times 5}{66} = 3.18$$

$$A_y = \frac{34 \times 5}{66} = 1.82$$

$$B_x = \frac{42 \times 10}{66} = 6.36$$

$$B_y = \frac{24 \times 10}{66} = 3.64$$

$$C_x = \frac{42 \times 51}{66} = 32.45$$

$$C_y = \frac{24 \times 51}{66} = 18.55$$

Contingency table for hypothesis 11

Option	Qi	Ei	Oi-ei	(oi-ei)	(oi-ei) ²
Ax	1	3.18	-2.18	4.7524	1.4945
Ay	4	1.82	2.18	4.7524	2.6112
Bx	3	6.36	-3.36	11.2896	1.7751
By	7	3.64	3.36	11.2896	3.1015
Cx	88	32.43	5.55	30.8025	0.9492
Cy	13	18.55	-5.55	30.8025	1.6605
Total	66				11.592

SOURCE: Field 2009

DECISION RULE FOR TEST OF HYPOTHESIS NO 2

Since the chi-square (χ^2) calculated that 11.592 and the critical test value (table value) is 5.991 which implies that χ^2 calculated is greater than table value H_0 (null hypothesis) and accept H_1 (alternative hypothesis) H_1 states that poor leadership is a factor that militate against organization performance.

Decision accept H_0 (null hypothesis) if $\chi^2_{cal} < \chi^2_{tab}$.

Therefore we accept the null hypothesis (H_0) that poor leadership is a factor that militate against the null organizational performance and reject the null hypothesis. (H_0) that stated that poor leadership is not a factor that militates against the organization performance.

4.5 INTERPRETATION OF RESULTS

From the table 4.1.7 it shows that 160 respondent agree that leadership style lead to organization performance.

From the table 4.1.8 it shows that 83.490 respondents agreed that the type of leadership used in the company is effective.

From the table 4.1.13, it shows that 75% respondent believe that ineffective leadership agreed that poor leadership is factors that militate against organizational performance.

From the table 4.1.16 it shows that 63 % agreed that leaders in their company are competent in doing their job/ work.

CHAPTER FIVE

5.0 SUMMARY CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

Leadership is an important subject for manager because of the critical role leaders play in group and organizational effectiveness. Leadership is an essential ingredient, so every effective and successful management, so every leader need to acquire the skill of choosing a style that will not have adverse affect on its organizational performance.

In chapter two of the study the key idea trait approach to leadership was explained with distinguishes. Leaders from non-leaders effective leader. From ineffective leaders, this chapter also specified (third) style of leadership namely, authorities or autocratic laissez-faire and democratic or participative free rain style of leadership and also stated that leadership style can be place in as curriculum.

Uromm and yehon consider leadership effectiveness option by working through a decision tree of group and situational factors and conclude that leaders acts as a visionary data, finder and a transformer of organizational strategies and practices.

5.2 SUMMARY OF FINDINGS

1. The company operates democratic or participative leadership style
2. That ineffective leadership led to non-attainment of company performance or goal.
3. Leadership is an essential ingredient of effective and successful management.
4. Leadership style adopted has a considerable impact on the organization performance
5. Poor leadership is factors that militate against organizational performance.
6. The type of leadership style used in effective.

5.3 CONCLUSION

Leadership is an important factor in achieving organizational objective. Therefore there is a direct relationship between the quality of leadership and the achievement of organization objective.

Therefore leadership style adopted by a manager has a considerable impact on the organizational performance.

5.4 RECOMMENDATIONS

From findings of the research study and leaders to give justification to the purpose of this research work. The following recommendation should be made.

1. To save optimum performance of worker in PZ CUSSONS
2. To ensure that leaders must understand his work and must accommodate his leadership action to the mandate of the capacity to control ones emotion.

Negative feature that characteristics management philosophy, such as corruption, ethnicity and personnel goal oriented philosophy of these will enhance interpersonal relationship rather a leaders should be honest patriotic exemplary intelligent, brace action and result oriented.

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APPENDIX

Dear Respondent,

LETTER OF INTRODUCTION AND REQUEST

This is a public survey questionnaire which is aimed at identifying and collecting data about the impact of leadership style on organizational performance. Your kind and objective response will significantly contribute towards reducing if not totally removing the problems militating against this all-important sub-sector of our economy.

In order to ensure confidentiality do not put down your name on the questionnaire but please answer the questions as honestly and objectively as possible.

Thanks

Researcher

APPENDIX 11

QUESTIONNAIRES

Please kindly indicate your answers to each of the questions by ticking good (✓) in the appropriate space

1. What is your sex?

a. male ☐

- b. female ☐
2. what is your age range?
- a. 21-30 years ☐
- b. 30-40 years ☐
- c. 41-50 years ☐
- d. 51 and above ☐
3. what is your marital status?
- a. Married ☐
- b. Single ☐
- c. Devoice ☐
- d. Widowed ☐
4. What is your highest educational qualification?
- a. FSLC ☐
- b. WAEC/GCE/NECO ☐
- c. OND/NCE ☐
- d. HND,BSC,BED,BA,MBA,MSC,PHD ☐
5. What is your position status?
- a. Junior staff ☐
- b. Senior staff ☐
- c. Supervisor staff ☐
- d. Management staff ☐
6. What is your working year experiences?
- a. 0-5 years ☐
- b. 6-10 years ☐
- c. above 10 years ☐

SECTION B

7. For how long have you worked with the company?
- a. 1-4 years ☐
- b. 5-10 years ☐
- c. 11-15 years ☐
- d. 16 and above ☐

8. Does leadership style lead to organizational performance?
- a. yes ☐
- b. no ☐
9. Is participative type of leadership style used in your company?
- a. Yes ☐
- b. No ☐
10. If yes what is the performance of the company so far?
- a. At higher rate ☐
- b. At a slow rate ☐
11. How do you rate your company performance?
- a. No effective ☐
- b. Very effective ☐
- c. Effective ☐
12. How effective is your company organizational leadership style?
- a. Above average ☐
- b. Average ☐
- c. Below average ☐
13. Does ineffective leadership lead to non attainment of organization objective?
- a. Yes ☐
- b. No ☐
15. Do you think that poor leadership is one of the factors militate against organizational performance?
- a. Yes ☐
- b. No ☐
16. Does the organization or company achieve its objective through leadership affectionless?
- a. Yes ☐
- b. No ☐
17. Does leaders in your company show competent in their job?
- a. Yes ☐
- b. No ☐