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LEADERSHIP STYLES AND WORKER’S PERFORMANCE
(A CASE STUDY OF FIRST BANK OF NIGERIA PLC)

PRESENTED BY

OGUINE CHIAMAKA O.
PG/MBA/2007/DL/1517

SUBMITTED TO
DEPARTMENT OF MANAGEMENT
FACULTY OF BUSINESS ADMINISTRATION
UNIVERSITY OF NIGERIA, ENUGU CAMPUS.

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENT FOR THE AWARD OF MASTER OF
BUSINESS ADMINISTRATION (MBA)

JULY, 2010.
CHAPTER ONE

1.1 INTRODUCTION
Management in general is believed to be a universal process of planning, organizing, directing and controlling aimed at achieving organizational objectives. (Koonts and O’Donnel 1976) Planning is very important to the survival and growth of any organization without planning, the organization will fail.

Organization provides the basic structure for the implementation of laid down plans. Thus, no matter how good plans are, inadequate structure will render it completely ineffective.

No organization will be able to achieve its plan without adequate structure. Directing is the interpersonal relationship that exists within the organization and consists of leading, motivating and communicating. A leader determines the mission, purpose, objectives and designs strategies for the organization. A leader without foresight will make a mess of the entire organization, his style may either mobilize, motivate, demotivate or demobilize workers.

Leadership style is the “collection of behaviour that a manager uses to influence his or her employees to accomplish organizational goals”.

3
Going by the saying of Glassman, (1968) the style of a leader is determined to a greater extent by what the subordinate perceive it to be.

It can be seen in this present day that some leaders embark on a leading style without working at it from the perspective of the subordinates which always causes disagreement between the leader and the subordinate and to a greater extent have negative impact on the growth and development of the organization since organizational goal is dependent on worker’s performance. Therefore in managing human resource leaders must carry people along with them in a host of directions, they will transcend the uncertainties and insecurities of the modern business environment and followers must be prepared to fend for themselves.

Schein’s (1980) definition of formal organization as “the planned co-ordination of the activities of a number of people for the achievement of same common explicit purpose or goal”.

Leadership therefore is not mystical or mysterious, rather effective leadership is complimentary and necessary for the achievement of management goals and objectives in an increasingly complex and volatile business environment.
1.2 **STATEMENT OF PROBLEM**

It is glaring that effective leadership has been identified as an important tool for group co-operation, co-ordination and efficient control and utilization of organizational human resources towards achieving the desired goals and objectives of the organization.

Many organizations has failed due to ineffective leadership style of the management team of such organization and institution on such situation, the workers are not well organized, controlled or co-ordinated, the effect of this attitude arises from ineffective leadership style, low productivity, high operating cost, uncooperative attitude of employees- e.t.c. all these at the long run leads to the closure of the organisation. Some organizations are faced with the problem of sourcing for competent leaders who have personality, knowledge, intelligence and experience to lead its subordinates to achieving the desired objectives of the organization.

Considering the above, this research work is to profer solutions as to the most effective form of leadership style that would bring industrial harmony in organization.
1.3 **OBJECTIVES OF THE STUDY**

The purpose of the study are to

a. Determine leadership styles commonly applied in First Bank, Nigeria Plc.

b. To determine the impact of leadership style in organization and performance.

c. To examine the relationship that exists between leadership styles and worker’s performance.

d. To identify the environmental factors that affect the effectiveness of the leadership styles applied in the bank.

e. To identify the factors that motivates leaders of First Bank of Nigeria Plc to adopt a particular leadership style at a particular period of time.

1.4 **RESEARCH QUESTIONS**

The research question focus on soliciting information on the leadership styles adopted by the management of First Bank of Nigeria Plc, designed for effective and efficient management of the company’s human and material resources towards achieving the desired set goals and objective of the organization.
The question includes:

a. What are the leadership styles adopted by the management of First Bank Nigeria Plc on the workers?

b. What are the effects of leadership styles on workers productivity? What are the effects of leadership styles on organization performance?

c. What is the effect of the leadership style of First Bank Nigeria Plc on customers behaviour?

d. What is the relationship between the leadership style of First Bank Nigeria Plc and other competitive firm in the same industry.

1.5 TEST OF HYPOTHESIS

The following hypothesis are assumed in the course of the research.

a. The leadership style adopted by the management of First Bank Nigeria Plc has no relevance with the productivity of the employees.

b. Leaders are motivational in an organization.
c. Effective communication is necessary for effective leadership.

d. Better performance by employees does not mean that they are satisfied with management leadership style.

1.6 **SIGNIFICANCE OF STUDY**
This research work is to serve as an effective and efficient tool for leaders/managers in the industries and the public so as to identify appropriate leadership styles that promotes cordial relationship between workers and management and also between leaders subordinates such that high productivity and efficiency is guaranteed.

1.7 **SCOPE OF THE STUDY**
This research work covers all the aspect of the leadership style in First Bank Nigeria Plc. This means that the questionnaires designed will be distributed to the Managers that occupy leadership roles within the organization hierarchy.

1.8 **LIMITATION OF STUDY**
This is limited to only senior manager in leadership roles within the organization hierarchy. Other limitations of the study may include non response due to ignorance of some of the respondents who respect to the importance of the subject under review.
1.9 **HISTORICAL BACKGROUND OF THE COMPANY**

First Bank of Nigeria Plc was established in 1894 by Sir Alfred Jones, predating the birth of the Nigerian nation, it also acquired the African Banking Corporation same year.

Between 1896-1960, it was the sole banker to the government of West African Colonies and opened offshore branches in Accra – Ghana. In 1898 an offshore branch was opened in Freetown, Sierra Leone and a second Nigerian branch was opened in 1900 at Calabar. Ibadan and Abeokuta branches were opened in 1911 and in 1912 it acquired the Anglo African Bank which was formerly established in 1899. In 1912, it was also appointed by West African currency board as sole agent to distribute currency in West Africa. It opened the First Northern Nigerian branch at Zaria and opened the Kano branch in 1914. In 1947, the First long term loan was advanced to the colonial government.

In 1957, it changed name from Bank of British West Africa to bank of West Africa and in 1958 it provided a 10-year loan to government for railway expansion.

In 1969, it changed name to Standard Bank of Nigeria, and in 1971 it was listed on the Nigerian Stock Exchange. In 1979, it changed name to First Bank of Nigeria Limited. In 1991 it introduced Automated Teller Machine ATM (First cash) into the
Nigerian Financial landscape and also changed name to First Bank of Nigeria Plc.

In 1992, it established second subsidiary, first trustees, asset management company and in 2002 it established a wholly owned UK subsidiary, FBN Bank (UK) Ltd.

In 2004, a South African representative office was opened and it also got award as the most active stock (market excellence) by Pearl awards.


In 2007 a N100 billion hybrid offer was oversubscribed by 753%, total amount raised was N250billion.

In 2008, First Bank of Nigeria UK opened office in Paris, It was the first quoted company to hit N1trillion market capitalization.

In June 2009, it obtained approval to open a representative office in Beijing, China.

Today the bank has over 520 branches spread throughout the country.
The bank is indeed one of the largest employer of labour in the banking industry in Nigeria.

The present head office is situated at Samuel Asabia House, 35, Marina Lagos, Nigeria.

The Bank subsidiaries includes:

a. First Bank of Nigeria (UK Ltd.)
b. First Bank of Nigeria, Capital Ltd
c. First Bank of Nigeria Mortgages Ltd
d. First Pension Custodian Nig. Ltd.
e. First Funds Ltd
f. First Bank of Nigeria, Insurance Brokers
g. First Bank of Nigeria Bureau do Change Ltd.
h. First Bank of Nigeria, Microfinance Bank
i. First Trustees Nig Ltd.
j. First Registrars Nigeria Limited

1.10 DEFINITION OF TERMS

Some terms used in the study are defined to avoid misinterpretation of the objectives of the study. These terms includes the following:

1. **REWARD PAVER:** It entails the use of patronage by the paver to invoke the compliance of the followers to his will.
2. **LEGITIMATE PAVER:** This is paver exercised by person or individual, because he/she has been given the authority to exercise such power.

3. **COHESIVE POWER:** This type of power is derived from the ability of the leader to inflict punishment on the subordinates for failing to meet the prescribed standards of conduct.

4. **EXPERT PAVER:** This power drives from the possession of technical knowledge or rare skill which other may not have people to submit to the expert judgement of the paver holder because there is the implicit confidence and belief of the influence.

5. **REFERENT PAVER:** Many individuals look up to some accomplished and successful personalities within immediate communities as positive frames of reference or role models for shaping their aspirations. Such accomplished personality has referent paver over those individuals to the extent that the individuals shape their life conducts after them.
6. **AUTOCRATIC LEADERSHIP STYLE:** This type of leadership is obtained where there is absolute centralization of decision making authority in the leader.

7. **DEMOCRATIC LEADERSHIP:** This leadership style thrives on a sharing relationship between the leader and the subordinate. Democratic leadership in essence seek to obtain the voluntary compliance of subordinates towards organizational goal attainment through the persuasive overture of the leader who gives orders why after consulting the group and sees to it that policies are worked out in group discussion and with the acceptance of the group.

8. **LAISSEZ FAIRE STYLE:** This type of leadership style boils down to a situation of leadership where subordinates are left entirely to their whims and caprices in the pursuit of the groups goals.
1.11 **ORGANISATION OF WORK:**

The research work is made up of five chapters as follows:

**CHAPTER 1:** Deals with the introduction of the research topic.

**CHAPTER 2:** Deals with literature review, in this chapter, relevant literature, books journals, publication are consulted to throw more light on the subject matter.

**CHAPTER 3:** Deals with various method used in carrying out the research including the population size of the study.

**CHAPTER 4:** Deals with the findings of the research carried out.

**CHAPTER 5:** These will include the summary, conclusions and recommendations.
REFERENCES:

4. Isaac I.Nwube; MNIN- “Leader to achieve the desired result”.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2 INTRODUCTION

There have been diverse definition of leadership, the concept “Leadership is difficult to understand because not only are its definition varied, also, there exist various leadership styles and theories. Examination of leadership styles would reveal that no style can be said to be the best because they have various effect on the performance of the workers in various situation.

Therefore, this chapter is meant to define what leadership is and examine its theories and styles as well as highlight their respective effects on productivity and creativity which are the critical variables of performance.

2.1 DEFINITIONS OF LEADERSHIP

Different researchers and authors have attempted to define leadership in their own ways thus giving rise to many definitions as there are researchers and authors.

One of the most recent definitions of leadership is taken from the speech made by Colin Powell, United State Secretary of State, he defines leadership as “the act of accomplishing more than science of management”
Merrel (1981) defines leadership as a relationship through which a person influences the behaviour of other people.

It involves one person consciously trying to get other people to do something that he or she wants them to do.

Oyenuga O. (1997) defines leadership as the process by which a person called the leader is involved in the responsibility of directing the activities of people i.e its subordinates or followers towards the achievement of predetermined goals. Falker (1970) looks at leadership as the moral intellectual ability to visualize and work for what is best for the company and its employees. He also indicated some desirable quality of leaders.

These are compassion, clear thinking, a general understanding of technological operation without obsession with detail, integrity, ability to retain the confidence, ability to communicate and enthusiasm.

In a broad based definition, Griffin C.K.Y (1983) describes leadership as a process and a property.

As a process, he sees it as the use of non-coercive influence to shape the goals of a group, motivate behaviour towards the
achievement of these goals and help define group or organisational structure. As a property, he sees leadership as a set of characteristics attributed to individuals who are perceived to be leaders.

He summarises this up by describing leaders as people who can influence the behaviour of others without having to rely on force and whom others accept as leaders.

From the above, it is apparent that leadership involves getting people to do a particular thing in order to achieve a specified goal. Basically, leadership has to do with influencing people towards the achievement of result, without influence on would not be able to lead others.

Therefore, we can summarise from the above definitions of leadership that it is an act of influencing the behaviour of others without resulting to the use of force, to achieve a particular goal.

2.2 **NATURE AND SCOPE OF LEADERSHIP**

2.2.1 **IMPORTANCE OF LEADERSHIP**

Leadership is a dynamic process. Leadership is important in all levels within the company from main board to shop floor leadership is the moral and intellectual ability to visualize and work for what is best for the company and its employees. The
most important thing a leader does is to create a team spirit around him, not in a schoolboy sense but in realistic terms of mature adults.

2.2.2 LEADERSHIP THEORIES AND THEIR RELEVANCE

The term “Leadership is a phenomenon which is of great interest to a person from all works of life, today just as it was in earlier times when it was the so-called leaders that co-ordinated the activities of communities led them to wars, to civilisation and in the achievement of other great facts.

Since leadership has been an issue over decades, different approaches have been employed over the years by researchers and authors to arrive at a plausible explanation of the phenomenon, its importance as well as its effects on the society and various organisations.

As a result of various studies, a member of theories in leadership has evolved and is still evolving, the earliest is the “trait theory”

**TRAIT THEORY:** This theory assumes that there are inherent traits and qualities in every leader or manager. Most behaviour was attributed to the underlying personality of the actor. The theory therefore believes that successful leaders are assumed to possess more certain traits than the unsuccessful ones and that
good leaders are born with some distinguished qualities which are unique to them.

Eze, N (1995) in analyzing the trait theory enumerated qualities, believed to be inherent born leaders as
- Self assurance
- Intelligence
- Initiative
- Supervisory ability
- Need for achievement
- Decisiveness for self actualization
- Working class affinity and security.

He then goes further to list the characteristic of leadership as:
- Strong drive for responsibility
- Task completion
- Persistence in pursuit of goals
- Ventures oneness
- Originality in problem solving
- Initiative and drive to exercises it in social situations.
- Readiness to absorb interpersonal stress.
- Willingness to tolerate frustration and delay.
- Ability to influence other person’s behaviour.
- Willingness to accept consequences of decisions and actions.
- Capacity to structure social interaction.
**BEHAVIOURAL THEORY:** This theory explains in terms of what leaders do. It has an intuitive appeal because it centered around efforts to discover the behaviour in which good leaders engaged.

The early efforts in behavioural theory identified such behaviour as communication; delegation, motivation, planning e.t.c. as desirable leader behaviour.

One real value of the theory was its implication that leaders needs to be born but trained to do the right thing.

Among the various studies that made significant impact on the understanding of leadership are the Ohio State University studies and the University of Michigan studies both in the United States of America.

**MICHIGAN STUDIES:** Researchers at the university of Michigan led by Rensis Liken began studying leadership in the Late 1940s based on expensive interviews with leaders (manager) and followers (subordinates) this research identified two basic forms of leadership behaviour.
The job-centred leadership behaviour pays close attention to subordinates work, explains work procedure and is keenly interested in performance.

Managers using employee-centered leader behaviour are interested in developing a cohesive work group and ensuring that employees are satisfied with their jobs. Their primary concern is the welfare of their subordinates.

**OHIO STATE STUDIES**

A group of research at Ohio State also studied leadership and came up with two leader behaviour styles, initiating structure behaviour and consideration behaviour. For initiating structure behaviour, the leader clearly defines the leader sub-ordinate role so that everyone knows what is expected, establishes formal lines of communication and determines which tasks will be performed.

Leaders using consideration behaviour shows concern for subordinates and attempt to establish a friendly and supportive climate.

The Ohio State researchers did not interprete leader behaviour as being on dimensional, while the Muchigan researchers findings pointed to a one dimensional situation.
SITUATIONAL THEORY OF LEADERSHIP

The situational approach of leadership is based on the premise that leadership is specified and always relative to a particular situation in which it occurs. A leader is believed to exhibit different personality traits depending on the situation he finds himself/herself. Two fields of theory emerged under the situational approach. The contingency theory and the path goal theory.

CONTINGENCY THEORY: The first theorist to use the label “contingency” explicit was Fred Fielder (1967).

Fielder named his leadership model “The leadership contingency model”. In his view, group performance is contingency upon the leadership adopting an appropriate style in the light of the relative favourableness of the situation.

This theory argues that the effectiveness of a group depends on the personality of the leader and the degree which he or she receive power from the situation.

PATH GOAL THEORY: This theory explains that one of the major functions of effectiveness is to enhance the physiological state of subordinates which results in increase of motivation to perform and increase subordinate satisfaction with the job.
The major concern of the theory is how the leader’s behaviour is motivating or satisfying because of the consequence it has on the subordinates perception of his or her goals and the paths these goals.

A leader in the path goal theory assumes the role of
a. Influencing the value of reward to the individual
b. influencing or improving upon the effort to performance and performance to reward probabilities.

2.3 FUNCTIONS OF LEADERSHIP

- The leader performs the function of planning, therefore fashioning out the goals and objectives of a firm and ways in which those goals are to be achieved.

- The leader controls and coordinate the activities of the organization to ensure compliance with the set rules and procedures towards achieving organisational goals and standards.

- The leader organizes to see that things work out as planned.

- The leader rewards subordinates who have performed above ordinary.
• The leader as symbol of the group enhances group unity by providing some kind of cognitive focus and establishes the group.

• The leader as ideologist serves as the source of beliefs, values and standard of behaviour for individual member of the group.

2.4 CHARACTERISTICS OF LEADERSHIP

• **CHARISMA**: This is where a leader is chosen because he is the most charming person in that group and thereby commands respect of everyone in that group.

• **ECONOMY POWER**: One becomes a leader in this respect by virtue of the fact that his family or himself possess more than 50% (or majority) shares in the organization.

• **COERCIVE POWER**: A person can forcefully assume the position of leadership or suddenly find himself holding the reins of power in a period of emergency as we have witnessed many time sin Nigeria.
• DEMOCRATIC LEADERSHIP: It is also possible for a leader to be elected by general consensus of opinion where majority principle prevails like the present civilian regime.

2.5 LEADERSHIP STYLES

Leadership style is the way in which the functions of leadership are carried out the way a manager typically behaves towards members of the group.

Behavioural scientists have drawn attentively to the process of interpersonal behaviour in the work setting and to the effect of leadership on the followers. The focus on leadership style arises because of the assumption that subordinates are most likely to work effectively for managers who adopt a certain style of leadership than they will for managers who adopt alternative style (Davies 1968).

Different leadership styles exist, for the purpose of this paper, few styles will be examined.

1. AUTOCRATIC LEADERSHIP STYLE: This leadership commands and expects respect and results. He determines policy, decides what needs to be done and how it is to be done, defines tasks and decides on the formation of group.
The focus of power is with the manager and all interactions within the group move towards the manager as the leader, he alone exercises decision making authority for determining policies, procedures, work tasks, relationships, control of rewards and punishment (Stogdill 1974).

2. **DEMOCRATIVE (PARTICIPATIVE) STYLE:** The focus of power lies within the group as a whole greater interaction is encouraged within the group. The functions are shared among members and the manager sees himself as part of the team.

3. **LAISSE – FAIRE STYLE:** These types of leaders are left to their own devices and have to tackle problems as best as they can without control being exercised.

   A manager adopting this style takes little or no interest on how a subordinate does their work but leave them to carry out jobs however they deem fit.

2.6 Leaders use six styles each

Springing from different components of emotional intelligence. The emotional intelligence illustrates the ability to manage ourselves and our relationship effectively.
The components of emotional intelligence are self awareness, self regulation motivation, empathy and social skill.

Each capability in turn is composed of specific set of competences.

Given below are the five components of emotional intelligence at work..

<table>
<thead>
<tr>
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<th>Definitions</th>
<th>Hallmarks</th>
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<tr>
<td><strong>Self Awareness</strong></td>
<td>The ability to recognize and understand your moods Emotions, and drives as well As their effects on others.</td>
<td>Self-confidence, realistic, self assignment, self depreciating, sense of humor</td>
</tr>
<tr>
<td><strong>Self Registration</strong></td>
<td>The ability to control or redirect disruptive impulse And moods, the propensity To suspend judgement to Think before acting.</td>
<td>Trustworthiness and integrity comfort and ambiguity, openness to change</td>
</tr>
<tr>
<td><strong>Motivation</strong></td>
<td>A passion to work for Reasons that goes beyond Money or status, a propensity To pursue goals with energy And persistence.</td>
<td>Strong drives to achieve optimism even in the face of failure, organisational commitment</td>
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<tr>
<td><strong>Empathy</strong></td>
<td>The ability to understand the Emotional makeup for others According to their emotional Reactions.</td>
<td>Expertise in building and retaining talent cross cultural sensitivity service to clients and customers</td>
</tr>
<tr>
<td><strong>Social skill</strong></td>
<td>Proficiency in Managing Relationships and building Networks, an ability to find Common ground and build Rapport.</td>
<td>Effectiveness in leading, chance persuasions expertise in building and leading teams.</td>
</tr>
</tbody>
</table>
2.7 **LEADERSHIP PERFORMANCE**

The publicity to influence people and direct their energy towards decorable goals in the success of people and enterprises (Killian 1970).

The rise of an individual on the corporate ladder depends on his effectiveness in leading others towards established goals, competitive superiority can be achieved through leadership superiority. The only real advantage an organization has over another is the quality of leadership decision relating to who is employed, how they are trained, what supervision they received and how well they perform on the job, what products to offer and the direction the firm should taken.

In order to properly and adequately capture the real effects of leadership style son performance, it will be of great use and importance to establish performance standards. These includes

- Labour turnover
- Corporate and individual goal achievement.
- Employee motivation
- Communication and organizational climate.
- Assignment of duties and discharge.
- Team spirit.
Glassman (1986) has provided keys to evaluate various leadership style after a close examination of different leadership styles he came up with four leadership styles namely:

1. Directive  
2. participative  
3. catalytic  
4. non-directive styles

**DIRECTIVE STYLE:**
According to him this is high task, low relationship behaviours and it is simply a control approach predominant behaviour which entails telling, asserting and modeling.

**PARTICIPATIVE STYLE**
This is a high task, high relationship and it is a team spirit approach.
The behaviours are  
- Coaching  
- Negotiating  
- Collaborating

**CATALYSTIC STYLE**
This style is low task, high relationship behaviour and it is characterized by helping others.
It involves:

- Facilitating
- Consulting
- Listening and responding

**NON-DIRECTIVE STYLE:** This style is low task, low relationship, it is characterized by his degree of trust for others.

**EFFECTS OF LEADERSHIP STYLE ON PERFORMANCE**

Effective leadership helps to develop team spirit and this enhance work performance. It encourages the integration of individual and group goals and this facilitates goal achievement.

Effective leadership also aids intrinsic motivation by emphasizing the importance of the work people do.

It enhances effective communication and creates a conclusive organizational climate which is vital for innovation and creativity.

Performance may be improved as subordinates are made aware of their duties, responsibilities, authority and suitably trained for promotion employees perform their duties and carry out instructions because they are carried alone by the leader, conflicts
may be less due to absence of overlapping of duties and responsibilities in leadership.

Finally, effectiveness in leadership may minimize employer’s turnover rate, absenteeism and complaints.

2.8 ROLE OF A LEADER
The role of a leader in an organization is to help identify worthless goal, help devise appropriate strategies to achieve such goals and provide direction and motivation for the group so that agreed upon goals can be attained.

The leader must recognize the value system that operates in a variety of work group and situation. They must listen to questions as well as provide answers. He must comprehend the difficulty of being a subordinate so as to understand the fear.

QUALITIES OF A GOOD LEADER
There are some qualities that a good leader must possess in order to enhance the affairs of an organization, some of such qualities are as follows:

1. Willingness to assume responsibilities: The leader should not shy away from responsibilities when he or she is entrusted with responsibilities.
2. **Ability to be perceptive:** This entails the ability to observe or discover the realities of one’s environment. Leaders in organization need to know the objectives and goals of the entire organization so that they can work to support these goals.

3. **Ability to establish proper priorities:** The ability to recognize what is important and what is not. A leader is to know which alternatives are worthy of consideration or not.

4. **Ability to be objective:** Leaders should examine each situation before making decisions. Objectivity is the ability to look at issues and problems rationally or impersonally without bias.
REFERENCES


CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION
This chapter deals with the method of data collection for the study analysis. The data are classified into two:
a. The primary data
b. Secondary data.

The primary data are collected from respondents through questionnaire while the secondary data are collected from internal records of First Bank Nigeria Plc and also through observation if really the leadership style physically practiced by the company management as observed by the researcher in random visits made during the period of the research.

3.1 SAMPLING DESIGN
The elements of sampling design concept associated with the study includes the following:

i. Population: The population covered by the study includes all the departments of First Bank Nigeria Plc.
ii. **Sample:** It is not possible to cover all the units of First Bank Nigeria Plc operating in Nigeria due to academic, social and political reasons. In view of the above reasons, the study is limited to a sample consisting of First Bank Nig Plc Head Office, Marina. The decision in selecting the Victoria Island (Samuel Asabia House) branch as the unit of study is influenced by factors as the size of the company branch in terms of number of employee, volume of functional and operations managerial group involved and the quality of their leadership traits practiced.

iii. **SAMPLE SIZE**

“By small sample we may Judge the whole piece” (Miguel De Cervantes) we have First Bank of Nigeria Plc spread across the nation and major cities of the world. The researcher due to the constraints posed by finance was not able to carry out a national survey. As a result, only 100 staff members at the Head Office 37 Marina St. Lagos were randomly selected across the board i.e management, middle level and the junior staff.

### 3.2 DATA COLLECTION PROCEDURE

Both primary and secondary data were used in the course of study. The questionnaire designed were used in collecting the primary data used on the information provided in the completed
questionnaire. The questionnaire distributed were personally selected randomly to selected respondents.

Adequate pressure was mounted on the respondent persuading them to complete the questionnaire, every questionnaire was further cross-checked and edited properly to identify possible errors of omission, commission etc.

The secondary data collected were obtained through observation made by the researcher during random visits which were official at times and non-official at other instances. Information observed was recorded with respect to managers or supervisors behaviours towards subordinates.

3.3 METHOD OF DATA ANALYSIS

The statistical computation utilized by the researcher includes percentage analysis, frequency distribution and empirical test of hypothesis using Chi-Square ($X^2$) calculated using the formula

$$X^2 = \frac{(fo-fc)^2}{Fc}$$

*Where:*

$X^2 = chi square$

$Fo = actual frequency$

$Fc = expected frequency$

Also, associated with chi-square is degree of freedom (Df)
calculated thus:

\[ Df = (r-l) (c-) \]

Where:

R = Number of rows
C = Number of columns

The advantage of this statistical technique is that it helps better in the test of non-parametric data such as statements of opinion.

**RESEARCH INSTRUMENTS:**

The instrument applied in the study include questionnaire design, the questionnaire was used for the needed information as described above while the personal interview technique is used to obtain additional information not provided initially either deliberately or mistakenly.

**RESEARCH TOOL**

Percentage constitute the major research tools employed in the analysis procedure. The percentages are calculated as means of determining the extent the research variables answers the research questions.

Correlation coefficient index as calculated to determine the relationship between different leadership styles and their effect on First Bank Nigeria Plc productivity and performance.
TEST OF HYPOTHESIS:

i. Leadership style and policies of First Bank Nig Plc has no effect on the productivity standard of the employees.

ii. The revenue income earned by First Bank Nig Plc is influenced by that leadership style of the company’s management.
REFERENCES


CHAPTER FOUR

DATA ANALYSIS

INTRODUCTION

In this Chapter, collected data from the preceding chapter were analyzed, deduction were made and relevant tables constructed, simple percentages were used in analyzing the data on such tables.

The simple percentages were calculated through the following measure

\[
\text{United} \times 100 \\
\text{Total}
\]

DATA ANALYSIS

A total of hundred (100) questionnaires were distributed, out of which only eighty five (85) were returned thus representing 85% positive, response.

The following are the relevant tables and below table is the necessary explanation to it.
**CHOICE OF LEADERSHIP STYLE**

<table>
<thead>
<tr>
<th>LEADERSHIP</th>
<th>NO OF RESPONSE MALE</th>
<th>NO OF RESPONSE FEMALE</th>
<th>TOTAL</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Democratic Style</td>
<td>62</td>
<td>15</td>
<td>77</td>
<td>91</td>
</tr>
<tr>
<td>Autocratic Style</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Contingency style</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Lessez-faire style</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>67</td>
<td>18</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table shows that 77 respondents which represents about 91% of the total respondents, preferred the democratic leadership style to the other three styles of leadership i.e. autocratic, contingency and lessez-faire respectively.

**Determination of whether or not Leadership Style affects productivity.**

<table>
<thead>
<tr>
<th>RESPONDENTS</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>15</td>
<td>-</td>
</tr>
<tr>
<td>Supervisors</td>
<td>20</td>
<td>-</td>
</tr>
<tr>
<td>Others</td>
<td>50</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td></td>
</tr>
</tbody>
</table>

The table above indicates that all the respondents irrespective of their official capacities agree that leadership style does have an effect on their performance.
Determination of whether the Performance Employees improve or not given their respective preferred.

**LEADERSHIP STYLE**

<table>
<thead>
<tr>
<th>Question</th>
<th>No of Responses</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance improves</td>
<td>85</td>
<td>100</td>
</tr>
<tr>
<td>Performance does not improves</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table indicates that all the respondents agreed with 100% degree of confidence that their performance will improve given their preferred leadership style.

**DETERMINATION OF WHETHER PREFERRED LEADERSHIP STYLES ALONE INFLUENCE EMPLOYEES PERFORMANCE.**

<table>
<thead>
<tr>
<th>RESPONSES</th>
<th>NUMBER OF RESPONSES</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preferred leadership style alone influences my performance</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>Preferred leadership style alone doesn’t influence my performance</td>
<td>74</td>
<td>87</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>

The table shows that 11 respondents or 13% of the total respondent claimed that only their preferred leadership style
could influence their performance; 74 individuals or 87% of total respondent’s asserted that apart from their preferred leadership styles there are other factors that could motivate their performance.

Determination of the Degree of effect which each of the four leadership styles under the study has on the performance of the Respondents.

<table>
<thead>
<tr>
<th>Leadership Styles</th>
<th>Positive Effect</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Democratic Style</td>
<td>82</td>
<td>97</td>
</tr>
<tr>
<td>Autocratic Style</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Contingency Style</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Lesser-faire Style</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table intimates’ that 82 respondents or 97% of total respondents agreed that democratic leadership affects their performance positively, only I individual claimed that the autocratic leadership styles affects his performance, while the remaining two respondents claimed. That contingency leadership style influences their performance.
RANKING OF FACTORS THAT MAY AFFECTS PERFORMANCE.

<table>
<thead>
<tr>
<th>PERFORMANCE MOTIVATING FACTORS</th>
<th>NO OF RESPONSES</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Style</td>
<td>66</td>
<td>71</td>
</tr>
<tr>
<td>Salary &amp; Wages</td>
<td>19</td>
<td>22</td>
</tr>
<tr>
<td>Work Environment</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>85</td>
<td>100</td>
</tr>
</tbody>
</table>

The table above shows the degrees of importance which respondents placed on each possible performance motivator listed above this table indicates that 60 respondents claimed to be motivated by leadership style, by salary, 4 by work environment and 2 by fringe benefits.

PERSONAL INTERVIEW

In this area, the author sort from randomly selected individual’s answers to some carefully selected questions that are considered relevant for the purpose of this study.

These questions include factors that influence people to choose a particular leadership style, what the respondents like most about
democratic leadership style what they dislike about democratic leadership style and what leadership style they considered idea for companies in present day Nigeria given the prevailing economic circumstances.

The responses obtained on the afore stated questions are as listed below:

**FACTORS THAT MAY INFLUENCE PEOPLE TO CHOOSE A PARTICULAR LEADERSHIP STYLE.**

The above question was put forward to some managers who are leaders in their various capacities and majority of them proffered that their chosen leadership style were predominantly informed by their perception of the level of responsibilities conferred on willingness of their respective subordinate to obey instructions.

**WHAT THE RESPONDENTS LIKE MOST ABOUT DEMOCRATIC LEADERSHIP STYLE.**

In response to this question, the respondent opinioned that their preference for democratic leadership style stems from the fact that it allows people the opportunity to offer their views on issues that may affect them thereby gives them a sense of team membership.
WHAT THE RESPONDENTS LIKE LEAST ABOUT DEMOCRATIC LEADERSHIP STYLE.

The respondents to the above question claimed that their major dislike for democratic leadership style is the time lag associated with the consultations that are necessary before final decisions are reached on issues.

WHAT LEADERSHIP STYLE THE RESPONDENTS CONSIDER IDEAL FOR COMPANIES IN NIGERIA NOW, GIVEN THE PREVAILING ECONOMIC CIRCUMSTANCES

Responding to this question, majority of the respondents suggested democratic leadership style.
CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTION

The findings from the preceding Chapters are summaries and on the basis of that conclusions are drawn and appropriate recommendations made.

5.1 SUMMARY OF FINDINGS

Based on the findings in chapter four, the following summaries have been made.

1. Majority of the respondents preferred democratic leadership style to the autocratic style, the contingency approach or the lessez-faire leadership style.

2. The Choice of the democratic leadership style cuts across are, official capacity and gender.

3. All the respondents agreed that their productivity increases given their preferred leadership style and decreases not given their preferred leadership style.

4. All the respondents agreed unanimously that leadership styles do have an effect on their performance.
5. Most of the respondents preferred that leadership style however is not the only motivating factor to their performance.

6. Majority of the respondents claimed that their performance is better influenced under a democratic setting as compared with the other leadership styles under this study.

7. The respondents claimed that apart from leadership style, salaries, work environment and fringe benefits are some other factors that could motivate their performance.

8. The factors that may influence people to choose a particular leadership style were given as the perception of the level of responsibilities conferred on one by an organization and the assumption of ones subordinates willingness or otherwise to obey work instructions.

9. Most of the respondents prefer democratic leadership. Style because it gives rooms for consultation before final decisions on issues are made.

10. That given the prevailing economic circumstances in Nigeria now, respondents would suggest that companies adopt democratic leadership style for the success of their respective companies.
CONCLUSION

Based on the findings in the course of this study, the following conclusions were reached.

4. Workers tend to perform more efficiently and effectively when they are at harmony with their leaders.

5. In view of (1) above, the conclusion is that leadership truly has a positive effect on the performance of workers.

6. Workers prefer the democratic leadership style to other styles of leadership.

7. In view of (3) above and for the attainment of peace and harmony in organization I strongly agree that democratic leadership style should be encouraged.

5.3 RECOMMENDATION

Based on the findings of this study, the following recommendations are considered necessary.
1. **EDUCATION**

Subordinates should be educated about the need for harmony with them and their leaders in the workplace for the mutual benefit of both parties. This of course call for improved communication.

2. **IMPROVED COMMUNICATION**

The flow of communication from top hierarchy downwards should be smooth in order to avoid unnecessary mis-information which might result into damaging effects on an organization’s output.

3. **EQUITY AND FAIRNESS TO ALL**

This could be in form of adequate remuneration to staff and the avoidance of unnecessary bias or a show of favoritism in handling staff grievances and other related matters.

**SUGGESTION FOR FURTHER STUDIES**

This research examined the effect of leadership styles on workers performance by studying only one organization. It is therefore suggested that a similar study be carried out which will cover more companies in order that the subsequent findings may be compared with the finding of this research.
JOURNALS

Dear Respondent,

**RESEARCH QUESTIONNAIRE FOR POST GRADUATE DIPLOMA IN MANAGEMENT.**

I am a Masters in Business Administration (MBA) Student in Management Department of the University of Nigeria, Enugu campus.

I am conducting a research on Leadership Style: Effects on Workers Performance A Case Study of “First Bank Plc”.

Attached is a questionnaire; Please fill in all relevant information to enable me carry out the research project.

This project is strictly for academic purpose all information supplied will be treated as confidential.

Thanks you.

Yours faithfully,

**OGUINE CHIAMAKA**
### PLEASE TICK THE APPROPRIATE BOX

### SECTION A

**GENERAL BACKGROUND**

<table>
<thead>
<tr>
<th>Sex-</th>
<th>M</th>
<th>F</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>AGE</th>
<th>21-30</th>
<th>31-40 r</th>
<th>41-50</th>
<th>51 &amp; Above</th>
</tr>
</thead>
</table>

**Marital Status**

- Married
- Single

**Educational Qualification**

- OND
- HND/BSC
- MBA/MSC
- other

**Status**

- Jnr Staff
- Supervisor
- Senior
- Management
SECTION B

1. What really motivates your performance in the organization?
   Management Policies (b) Your Boss (c) Co-workers (d) Other specify__________________

2. Do you believe that the role of a leader affects the employee’s performance? (a) Strongly Agree (b) Agree (c) Disagree (d) Strongly Disagree.

3. Are you of the view that leadership control or supervision on employees performance will actually contribute tremendously to the growth of the organization?

4. A supervisor who allows the subordinate to make their own decision influence their performance? (a) Strongly agree (b) Agree (c) Strongly Agree (d) Disagree.

5. To be a productive and effective leader do you think it is necessary to take the humanistic aspect of the worker into consideration. (a) Strongly Agree (b) Agree (Strongly Disagree (c) Disagree.

6. What really motivates you about your boss?, (a) Style of leadership (b) Behaviour (c) Level of Understanding (d) other.
7. For effective performance, workers must be directed and control. (a) Strongly Agree (b) Agree (c) Strongly Disagree (d) Agree.

8. How do you perceive your boss? (a) Authoritative (b) Democratic (c) Other (Specify).

9. Does the physical appearance, voice or manner of speech of your boss affect your performance? (a) Yes (b) No (c) Indifferent.

10. The Behaviour of your boss influences your attitude to work. (a) Yes (b) No (c) Indifferent.

11. Does your boss play a Contributory role in the organization? (a) Yes (b) No (c) Indifferent.

12. Are Leaders Motivators in any organization? (a) Yes (b) No (c) Indifferent.

13. Effective Communication is necessary for effective leadership. (a) Strongly Agree (b) Agree (c) Strongly Disagree (d) Disagree