

**TITLE PAGE**

**THE ROLE OF LEADERSHIP IN ENHANCING THE  
PERFORMANCE OF EMPLOYEES IN  
AN ORGANIZATION:-  
A CASE STUDY OF SHANGA LOCAL GOVERNMENT  
AREA OF KEBBI STATE**

**BY**

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**A RESEARCH PROJECT PRESENTED TO THE  
DEPARTMENT OF PUBLIC ADMINISTRATION,  
FACULTY OF MANAGEMENT SCIENCES,  
USMANU DANFODIYO UNIVERSITY, SOKOTO  
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF B.Sc. DEGREE IN PUBLIC  
ADMINISTRATION**

**AUGUST, 2015.**

## **CERTIFICATION**

This research project has been duly and carefully examined and approved as having satisfied the requirements for the award of Bachelor of Science Degree in Public Administration in the Faculty of Management Sciences, Usmanu Danfodiyo University, Sokoto.

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## **DEDICATION**

I dedicate this project to the Almighty Allah (SWT) for His guidance and protection throughout the period of my studies. And also to my beloved parents Alhaji Isyaku Abubakar, Hafsatu Isyaku, Sa'adatu Isyaku and Safiya Isyaku and to my beloved wives Maryam Abubakar and Saratu Ibrahim Lamba.

## **ACKNOWLEDGEMENT**

In the name of Allah the Most Beneficent the Most Gracious.

My sincere appreciation and gratitude go to the Almighty Allah (the Lord of the world, the Cherisher and Sustainer of the whole universe, the Compassionate) who has been giving me the sustenance to make life worth living and ensuring the successful completion of this research work.

My sincere appreciation and gratitude to Dr. M.U. Dodo mni, my project supervisor whose guidance and constructive criticisms and corrections have made this research project a success.

My gratitude and appreciation also go to the entire lecturers of the department of public administration who have in one way or the other contributed to my success.

I also acknowledge the contributions of the Vice Principal of Shuni Government Secondary School, Nura

Sulaiman Sifawa. May the Almighty Allah reward him abundantly.

Mention will also be made of my brothers and friends Mustapha Audu, Musa Suleiman Utono, Kabiru Isyaku, Garba Isyaku, Garba Mohammed (Boka), Sani Mohammed (Fakai) and Nafi'u Ahmad (Wali) and others too numerous to mention for their immense contributions.

My deepest and profound gratitude go to my beloved parents Alh. Isyaku Abubakar, Sayyadi Jazuli Ahmad Wali, Hajiya Hafsatu Isyaku, Hajiya Sa'adatu Isyaku and Hajiya Safiya Isyaku who laid good foundation for my educational development. May the Almighty Allah spare their lives so as to reap the fruit of their labour (Ameen).

My sincere appreciation to my course mates, especially Mohammed Isah Kagara, Aminu Jabbi to mention but a few. To them all I say God bless and I remain very grateful.

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## **CHAPTER ONE:**

### **GENERAL INTRODUCTION**

#### **1.0 INTRODUCTION**

Generally, humanbeings are the most precious part of civilization and most troublesome resources to manage in an organization. The responsibility build is more important than leadership in an organization. The development of people without leadership (in an organization is impossible because leadership is the back-borne of the development.

Leadership is an important aspect of managing. The ability to lead effectively is one of the keys to being an effective manager also undertaking the other essentials of managing. Doing the entire managerial job has an important bearing on ensuring that a manager will be an effective leader.

Leadership and motivation are closely interconnected. By understanding motivation, one can appreciate better what people want and why they act as they do. Leaders may not only respond to subordinates motivation but also arouse

or dampen them by means of the organizational climate they develop.

The essence of leadership is followership. It is the willingness of people to follow that makes a person a leader, moreover, people tend to follow whom they see as providing means of achieving their own desires, wants and needs.

Leadership transformed potentials into reality, it is the alternative act that brings to success all the potentials that is in an organization and its people. It is that people have concerned about it since the beginning of history.

By focusing on leadership, we do not mean to suggest that leadership in organization is a compartmentalized phenomenon. Indeed, leadership is a pervasive in every act of management.

The person who can mesh divergent and conflicting forces, recognize and create opportunities, use the influence and moral basis of his or her position, and employ the minimal amount of resources to maximally achieve publicly desired ends is in great demand everywhere.

Despite the obvious importance of leadership, the concept has been difficult to understand and the skill even harder to develop. When the average person thinks of leadership, the most common association is usually to charisma, in this view, leadership is regarded as a gift of influence over the behavior of others. Some of us have this gift and others simply do not.

### **1.1 BACKGROUND TO THE STUDY**

Shanga Local Government area was created from the present Yauri Local Government area on 20<sup>th</sup> of December 1996, with its headquarters situated at Shanga by military administration during the regime of President Sani Abacha, commander-in-chief of the Armed Forces of the Federal Republic of Nigeria. The Local Government consists of four (4) Districts i.e. Shanga, Kwanji, Sawashi and Rafin Kirya districts being administered by an appointed district head 39 villages units with land mass approximate.

The local government has agriculture potentials supported by the River Niger which across the local

government longitudinally almost dividing it into two. This signifies the main occupation of the habitants to farming, rearing animal and fishing.

The Shangawa, Gungawas, Gelawas, Kambaris and Dukkawas dominated the local government. Their major occupation is farming and animal rearing. Animal population (i.e. goat, cattle and sheep) is considerable high. Poultry rearing also practiced all over the local government areas. The major crops being cultivated by the farmers include rice, millet, maize, sugarcane and guinea corn. Other agriculture economic potentials include onion, groundnut, gum Arabic, fish, groundnut oil, hides and skins. The area is blessed with mineral deposits such as kaolin and limestone are of economic qualities and also found within the local government area.

For administration convenience, the local government council operate with six (6) departments each headed by a Director. These departments are Health, Finance, Works, Agriculture, Social and Administrative Departments. Four of

these departments are being supervised by an appointed supervisory councilor within the council, while administration and finance departments are monitored by secretary who also play a role of Head of Service to the Local Government.

Koko-Besse at the North and Yauri by South bound Shanga local government. Hence forth this research is geared towards giving effective and comprehensive information about the local government itself and the nature of the leadership in Shanga Local Government.

Consequently, a small friction of the schedule of duty in any leadership is poor recruitment, posting and unaware of their civil responsibilities. Below are the names of administrators of Shanga Local Government from date of creation to date.

1. Muhammad Tukur Bashar – First sole administrator from November 1996 to June 1997
2. Alhaji Abdullahi Mai Unguwa Yarbese – First executive Chairman from June 1997 to 1998

3. Mrs. Murna Mukoshe – Sole administrator from 1998 to 1999
4. Alhaji Haliru Ahmad Dugu (Talban Yauri) – Executive Chairman from 1999 to 2001
5. Alhaji Hussaini Raha as Chairman Transition Committee 2001 to December 2002.
6. Alhaji Garba Salihu Takware – caretaker January, 2003 to January, 2004.
7. Alhaji Bello Ganwo – Sole Administrator from February, 2004 to October, 2004.
8. Alhaji Garba Salihu as Executive Chairman from October, 2004 to March, 2007.
9. Alhaji Amadu Sani Lele – Sole Administrator from March, 2007 to December, 2007.
10. Alhaji Garba Salihu Takware – re-elected as executive Chairman from January, 2008 to November, 2011.
11. Alhaji Alasan Dugu – Caretaker from December 2011 to March, 2012

12. Alhaji Shehu Muhammad Natsofi as executive Chairman from March, 2012 to date.

This research work therefore focuses on the effective role of leadership of Shanga Local Government, which leads to its success toward achieving the goals, which is set up in an organization. The leadership is not delivering a vital role in the administration, and the staffs are redundant without schedule of duty and they are seriously lacking training and development. All these things are issues this research work will look at them, with the view to find out solution to the problem in order to achieve the objectives of the organization.

## **1.2 STATEMENT OF THE PROBLEM**

The Local Governments of Kebbi State are under Ministry for Local Government; it is the responsible for recruiting, appointing, promoting and disciplining their staff from grade (07) and above, but in the case of grade level (06) downward is a subject to the Local Government Chairman.

One of the problems of Shanga Local Government leadership is poor posting, why because a person who read Agriculture has been posted to be a Director Administration Department, or somebody who read Accounting also has been posted to be a Director Health Department. It is a constant friction between the head of subordinate and professionals of that department.

This is the position of various departments in an organization and inter-relationship required constant consultation between one department and the other, as the action of one body will affect the other. Failure to communicate from subordinate and through the head of department becomes another sources of friction between the subordinate and head of department.

The Chairman of the Local Government use the negative leadership approach, whereby the Local Government Chairman through the directors of the department use his formal authority to reprimand, fine or dismiss certain grade level subordinate e.g. grade level (06)



downward especially if they are not in the same party. Therefore, this work intends to research on how and why friction occurs in the leadership system of Shanga Local Government.

### **1.3 HYPOTHESES**

**Hi:** If effective leadership should be put in practice, the efficiency in the personnel (work) will increase and the organization will be able to achieve its stated goals and objectives.

**Ho:** If the leadership were not put in practice, the deficiency in the personnel work will be increased and the organization will fail to achieve its stated goals and objectives.

**Hi:** If qualified leaders were appointed to the higher positions in an organization, it will lead to good performance and development.

**Ho:** If unqualified leaders were appointed to the higher positions in an organization, it will lead to poor performance and development.

#### **1.4 AIMS AND OBJECTIVE OF THE STUDY**

Generally, the aims of this research is to find out whether or not the role of leadership is good or recognized and appreciated by the employee in an organization. Also this research work is to enable the potential and serving leadership, and also the employee be acquainted with the leadership function and procedures so as to have clear understanding on what leadership is all about.

The specific objectives are as follows:

1. To examine how leadership develop the skill and performance of employee in an organization.
2. To measure the role of leadership in the procurement and delivering of good services to employee in an organization.
3. To evaluate the role of leadership towards enhancing the performance of employees in an organization.
4. To examine how the leadership of Shanga Local Government influence the subordinate towards

achieving their aims and improve level of performance of employee in an organization.

### **1.5 SIGNIFICANCE OF THE STUDY**

It is apparent that there is enough justification to require study of what role effective leadership could do in an organization and factors militating against the effectiveness of leadership system.

Investigation conducted has revealed that there is vast literature on leadership management achieving a realistic relationship between partners in an organization in order to realize the ultimate objective which an organization is set up to achieve. The significance or likely benefit of the study are:

- (i) To develop the leadership and understanding which promotes group effort
- (ii) To serve as a plan of leadership to guide decision making by

- a. Co-ordinating effort of all line management organization
  - b. Development of criteria for sound leadership judgement made to enhance individual performance and department performance.
- (iii) The leaders to communicate effectively and in clear term to help management and humanity.

## **1.6 SCOPE AND LIMITATIONS OF THE STUDY**

Leadership is very wide area of study and cannot be easily to covered completely in any research work. It is researchers intention to work on role of leadership in enhancing the performance of employee in an organization as its effects the smooth running of the Shanga Local Government.

## **1.7 DEFINITIONS OF TERMS**

Leadership is something anybody could be involved at any point of time. It is difficult to explain leadership especially in relation to its interest problem. The common

question is whether leaders are born or made or can anyone be a leader?

Leader is the central focus of leadership. He is responsible for the success or failure of leadership. Since various definitions of leadership are bound, we define leadership as the act of directing people in order to achieve organizational goals, Ocas (1994).

Moreover, leadership performance depends as much on the organization as it depends on the leader's own attribute, except perhaps for the unusual case, it is simply not meaningful to speak of an effective leader or an ineffective leader; we can only speak of a leader who tends to be effective in one situation of effective leader or an ineffective leader; we can only speak of a leader who tends to be effective in one situation and ineffective in another.

Leadership is also defined as the process whereby an individual direct, guide, influence or control the thoughts, feelings or behaviours of other human-beings.

## **1.8 SCHEME OF WORK**

This study is divided into five chapters, each chapter sub-divided into various sub-headings. Chapter one address the introduction, background to the study, statement of the problem, hypothesis, aims and objectives of the study, significance of the study, scope and limitations of the study, definition of terms and scheme of the work. While chapter two focuses on the literature reviews related to the researcher topic and chapter three concentrate on the methodology, concept and organization of work, chapter four focus on the presentation and analysis of data, and lastly chapter five concentrates on the summary of finding of the study.

## **CHAPTER TWO:**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

The main purpose of this chapter is to review some of the writings of people that are relevant to this study with a view to giving more emphasis to some basic important areas which support the role of leadership towards achieving the performance of employees in an organization. Also the researcher will explain or view different concepts model and theories of leadership in an organizational set up that are relevant to the researcher's topic.

#### **2.1 CONCEPT OF LEADERSHIP**

Leadership is defined as influence, that is the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals. Ideally, people should be encouraged to develop not only willingness to work but also willingness to work with zeal and confidence.

Leaders act to help a group attain objectives through the maximum application of its capabilities.

A leader is the most influential person in an organization. He provides direction, guides group activities and ensures that group objectives are attained.

Continuum concept said leadership as involving a variety of styles, ranging from one that is highly boss-centered to one that is highly subordinate centered. The styles vary with the degree of freedom a leader or manager grants to subordinates. This instead of suggesting a choice between the two styles of leadership authoritarian or democratic this approach offers a range of styles, with no suggestion that one is always right and another is always wrong.

Alan and Robert define leadership as a process where one person exerts social influence over the members of a group.



A leader then is a person with power over others, who exercise the powers for the purpose of influencing their behavior.

Harry Truman former American President, said that leadership is the ability to get men (woman) to do what they don't like to do and like it.

A good leader therefore is one who is capable of persuading others to move enthusiastically towards the achievement of group goals.

## **2.2 TYPES OF LEADERSHIP**

After the concept of leadership, we are now able to look at the styles of leadership. Style may be defined as predictable behavior patterns that are observed and/or ascribe to the leader. Three styles are normally discussed; authoritarian, democratic and free-rein.

**1. Authoritarian Leader:** This approach assumes that most people dislike work and seek to avoid it if they possibly can, leaders who accept this view feel their subordinates must be coerced, controlled and constantly threatened with

punishment. They believe followers prefer to be directed, are lazy, dislike responsibility and prefer security to psychological independence.

### **Advantages of Authoritarian Leadership**

- i. Decision making can be easily done
- ii. There is secrecy in his normal affairs
- iii. There is direct channel of communication between the leader and subordinate
- iv. He can dictate to pursue his policies vigorously
- v. Under the leadership, efficiency of work increase

### **Disadvantages of Authoritarian Leadership**

An authoritarian leader also has the following disadvantages as follows:

- i. It is possible to make hasty decision
- ii. The work of the organization may spoil whenever the leader is absent
- iii. Lack of advice may also hinder the programme and policies of the leader
- iv. His subordinate can easily sabotage his efforts

v. Thus leader will behave like a monarch

**2. Democratic Leadership:** Under the theory Y assumption, followers are viewed in a positive light. They naturally find work enjoyable and creative. Theory Y requires beyond salary and physical surrounding be provided; management must includes the psychological rewards that are derived from undertaking and completing activities in a congenial work environment. In this context, followers welcome responsibility and the opportunity for self expression and participation. Workers like to exercise initiative and to have control over their own destiny.

**Advantages of democratic or participate leadership**

- i. It gives room for both leaders and subordinate to exchange views together
- ii. It considered the contribution of the subordinate the decision making as valuable
- iii. It allows subordinate to propose action to the leader
- iv. New ideas and changes are welcome

- v. The group generally feels successful under the democratic leadership.

**Disadvantages of democratic or participate leadership**

- i. Open communication may become a threat if the organization is facing a competition.
- ii. Some subordinate may offer destructive advice to the leader so as to see his downfall if they are not in good terms.
- iii. It makes long time before taking decision.

**3. Free rein or individual leadership:** This approach is sometimes referred to as the abdicative approach because of the near total autonomy that is permitted. It allows a worker or participant (group or individual) to carry-out tasks with minimal leader participation. Because of the higher degree of personal accountability and responsibility that it requires, free-rein has been confined to highly skilled work, such as research, teaching and the like.

Such leaders depend largely on their subordinate to set their own goals and means of achieving them. This style

of leadership gives the subordinate maximum autonomy in their job independent decision making, free exchange of information, interpersonal conflict resolution minimal, leader control are standard.

### **Advantages of Free-rein leadership**

- i. It allows the subordinate to contribute their maximum skills towards the realization of organizational goals since he contributes largely on each policy implemented.
- ii. It makes every subordinate aware of his responsibility to the department he belongs to.
- iii. The subordinate will become aware that the failure of the organization is also their failure.
- iv. Decision making is performed by whoever in the group is willing to accept it.
- v. Every subordinate has a maximum autonomy in their job and independent.

### **Disadvantages of Free-rein leadership**

- i. It makes the leader less busy in decision making

- ii. Free exchange of information will be used by other organization to leave what is taking place in the organization.
- iii. At times, there will be conflict among the subordinate themselves during the decision making.
- iv. He has no confidence in his leadership ability.
- v. Productivity is generally low and work is sloppy.

### **2.3 ROLES, FUNCTIONS AND RESPONSIBILITIES OF LEADERSHIP**

A leader's specific role is determined through the four basic leadership responsibilities of directing, coaching, supporting and delegating. Specific responsibilities will fall into one of these four categories. In leadership practice, one must master skill in all areas in order to effectively lead others under their direction.

Effective leadership is not happen stance, it follows specific rules revolving around these four basic areas of responsibility. Leadership skills can be learned and developed, even if an individual does not have a natural

tendency towards the mutual accomplishment of goals and objectives.

Developing strengths in each of the four leadership roles allows a leader to read specific situations accurately and know what communication style is best applied.

**1. Directing:** Directing refers to how to keep work tasks and activities on the right track. A leader's direction is what makes or breaks problem solving as well as determines the effectiveness of an approach to an assignment or task, the maintaining of momentum until its completion, and whether it is done by deadline. There are several ways to generate good direction techniques. These include:

a. Explain things completely and include the 'why' leaders learn on that the best way to gain support and trust from their employees is to explain all things in their entirety. Once people understand why something is important or necessary, they generally to the call of that needs to be done or addressed.

b. Remain visible: leaders understand the power of their presence at all times. Nothing deflates the work force's motivation and desire to achieve more than to be left on their own with no visible means of support or direction.

**2. Coaching:** Refers to when a leader knows where he or she wants to go and remain in control of the task but needs to lead others and developing a mutual support network. Coaching instills the desire to achieve and builds a dialogue bridge between the leader and those under his or her charge. This motivates employees and positively changes attitudes towards the work assignment. To do this effectively, a leader must make an effort to:

a. Incorporate the word 'we' into all conversations effective leaders eliminate the word "I" because it denotes a singular rather than cooperative effort. The very meaning of term "coaching" implies a team effort.

b. Listen for objections and areas of misunderstanding: Effective leaders who coach well develop the skills of



eliminating objections by developing an effective dialogue and creating clear and concise responses.

**3. Supporting:** Managers cannot be effective leaders unless they actively hone their supporting skills. People look warmly on leaders who actively work to support them emotionally as well as physically. When leader actively work to support the people under their charge they:

**a. Acknowledge individual effort with comments of praise and positive support.**

Leaders are not afraid to say “thank you”, or “you” redoing a great job, “or whatever it takes to instill confidence in an individual.

**b. Disclose their own feeling openly and honestly.**

Leaders are not afraid to reveal their “inner-self” Trust and loyalty are built on disclosing inward feelings, concerns and desires. Readily and honestly opening up builds encouragement and perseverance on both sides.

**4. Delegating:** Leaders know and understand their people they know their strengths and weakness as well as

what motivates and frustrates them. Effective delegating relies on the ability to select the proper person for the specific task or role. Leaders develop delegation skills by:

**a. Briefing the delegate**

Leaders have nothing to change when they delegate; when delegating, it is vital to explain exactly what expectation the leader has of the delegated individuals.

**b. Having confidence in the person they select**

Leaders do not select individuals for an assignment according to their job descriptions or the salaries they command, they look for people with the skills, abilities, perseverance and motivation to get the job done and well.

## **2.4 CHARACTERISTICS OF LEADERSHIP**

John Adair is one writer who has created his own list of what leaders do his list is linked into his action-centered leadership model which use to identifying the characteristics of leadership. These are as follows:

## **1. Proactive Vs. Reactive Leadership**

The exceptional leader is always thinking three steps ahead working to master his/her own environment with the goal of avoiding problems before they arise.

## **2. Flexible/Adaptable Leadership**

How do you handle yourself in unexpected or uncomfortable situation? An effective leader will adapt to new surroundings and situations, doing his/her best to adjust.

## **3. A good communicator**

As a leader, one must listen a lot! You must be willing to work understand the needs and desires of others. A good leader asks many questions, considers all options and leads in the right direction.

## **4. Respectful Leadership**

Treating others with respect will ultimately earn respect

## **5. Confident Leadership**

Be sure of yourself with humble intentions

## **6. Enthusiastic Leadership**

Excitement is contagious when a leader is motivated and excited about the cause people will be more inclined to follow.

### **2.5 SKILLS AND INGREDIENTS OF LEADERSHIP**

Three styles of leadership skills are identified, these are technical, human and conceptual, although skills are related in practice they can be considered separately:

- a. Technical skills refers to a person's knowledge and ability in any type of process or techniques instances are the skills learned by accountants, engineers, typists and tool makers. This is the distinguishing feature of job performance at the operating level, but as employees are promote the leadership responsibilities their technical skills become proportionately less important and they increasingly depend on the technical skills off their subordinate.
- b. Human skills i.e. the ability to work effectively with people and to build team work, no leader at any

organizational level escapes the requirement for effective human skills. It is a major part of leadership behaviours because it portrays the levels of power of human relations on the part of the leader.

- c. Conceptual skills is the ability to think in terms of models framework and board relationship such as long ranger plants, it becomes increasingly important in higher managerial job, conceptual skills deals with ideas while human skills concerns with people and technical skill is concerned with things.

Therefore, analysis of leadership skills help to explain why outstanding department heads sometimes make poor duties they may lack the proper mixture of skills required for the higher level jobs particularly additional conceptual skills.

The former CEOS Lee Loccca at Chryster and Jack Wekh at General Electrics as well as Bill gates at Microsoft have provided a vision for their companies. Leaders must instill values whether they are concern from quality,

honesty and calculated risk taking or concern for employees and customers.

Every group of people that performs near its total capacity has some person as its head who is skilled in the art of leadership. This skill seems to be a compound of at least four major ingredients.

1. The ability to use power effectively and in a responsible manner.
2. The ability to comprehend that human-beings have different motivating forces at different times and in different situations.
3. The ability to inspire
4. The ability to act in a manner that will develop a climate conducive to responding to and arousing motivations.

## **2.6 PERFORMANCE APPRAISAL AND EMPLOYEE PRODUCTIVITY**

Performance appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development.

Employee performance evaluation is designed to assess each individual's contribution to the organization. The performance of individuals against organizational goals, determines whether the organization meets its goals. The basic objectives of performance evaluations are too fold.

Firstly, to reward employees for meeting organizational objectives and secondly to identify which objectives are not meet and to develop actions plans to ensure they are achieved in future.

In the organizational context performance is usually defined as the extent to which an organizational members contributes to achieving the goals of the organization. Performance appraisal is defined as the process of identifying, evaluating and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved, while, at the same time benefiting employees in terms of recognition, receiving feedback and offering career guidance. (Lansbury, 1988).

Employee performance appraisal has been practiced by numerous organizations since centuries. Through performance appraisal system has been debated by many, however, overall it is viewed that performance appraisal is an inseparable part of organizational life. Longenecker and Fink (1999) cited several reasons that formal performance appraisals are to stay in organizations, according to them, formal appraisals are required to justify a wide range of human resource decision such as pay raises promotions, demotions, terminations, etc. it is also required to determine employees training need. The authors cited a recent study on high performance organizations that the practice of performance appraisal was cited as one of the top 10 vehicles for creating competitive advantage. However, sufficient caution should be observed in implementing appraisal system. Ineffective appraisal system can bring many problem including low morale decreased employee productivity, a lessening of an employee's enthusiasm and support for the organization (Somerick, 1993).



Deming believes that 85% of the factors that affect the employee's performance stem from the system which are beyond the control of the employee, only 15% of the factors are attributable to the employee (Deming 1986; Glaser, 1993; Kane and Kane, 1992).

### **Objectives of performance appraisal**

Performance appraisal can be done with following objectives in mind.

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
2. To identify the strengths and weaknesses of employees
3. To place right men on right job
4. To maintain and assess the potential present in a person for further growth and development.
5. To provide a feedback to employees regarding their performance and related status.
6. It serves as a basis for influencing working habits of the employees.

7. To review and retain the promotional and other training programs.

### **Characteristics of performance appraisal**

Virtually all performance appraisal programme have the following characteristics:

- 1. Outside judgement:** Using the performance standards, each employee's individual actual work performance, behaviours, production or traits are compared with the performance standards by someone other than the employees.
- 2. Specified time period:** Employee ratings judgment and assessment relate to a specific time period rather than a particular work product or project typically, quarterly and annually.
- 3. Standardization:** The process is systematically applied to all employees or class of employees.
- 4. Mandatory:** The process is typically mandatory although certain upper-level executives may be excluded.

**5. Documented:** The results of the ratings, judgements or assessments are recorded and preserved by someone in the organization other than the rated employee.

### **Methods of performance appraisal**

Virtually all performance appraisal has the following methods for measuring the performance of employees in an organizations; these are some:

**1. Graphic rating scales:** A graphic scale assess a person on the quality of his or her work (average above; average; outstanding; or unsatisfactory); assessment could also be trait centered and cover observable traits such as reliability, adaptability, communication skills, etc.

**2. Checklist method:** Another simple type of individual evaluation method is the checklist.

### **Example**

a. Is the employee really interested in the task assigned?

Yes/No

b. Is he respected by his colleagues? Yes/No

c. Does he give respect to his supervisors? Yes/No

**3. Ranking method:** This is one of the oldest and simplest techniques of performance appraisal. In this method, the appraisal ranks the employees from the best to the poorest on the basis of their overall performance. It is quite useful for a comparative evaluation.

**4. Critical incidence method:** Under this method, the manager prepares lists of statements of very effective and ineffective behavior of an employee, these critical incidents or events represent the outstanding or poor behavior of employees on the job.

**5. Essay appraisal method:** The assessor writes a brief essay providing an assessment of the strengths, weaknesses and potential of the subject. In order to do so objectively, it is necessary that the assessor knows the subject well and should have interacted with them.

## **EMPLOYEE PRODUCTIVITY**

The importance of productivity in any organization can hardly be overstated. Organizations spend millions of naira every year in order to recruit employees who are best suited

for their positions. These are people who are expected to produce according to, or exceed, predetermined standards.

### **Definition of Productivity**

Productivity has been defined in many different ways. Mali sees it as: the measure of how well resources are brought together in organizations and utilized for accomplishing a set of results. Productivity is reaching the highest level of performance with the least expenditure of resources.

Productivity is often seen as total output/total input. Thus the productivity of an employee is seen as the relationship between units of labour input and units of output. The effectiveness of the use of the factors of production to produce goods and services is commonly referred to as productivity.

A good definition of productivity includes three major elements:

- a. Output
- b. Resources committed

- c. Time productivity is the output resulting from a given resource input at a given time

### **Employees productivity in Nigeria**

How to improve the productivity of Nigerian employee?

It is a recognized fact that productivity is a critical factor in economic and social development for it determines the standard of living of the citizens. Low productivity gives rise to high prices when employees' earnings are very low. When productivity is high, organizations earn high incomes and profits and are in better position to pay higher wages.

Higher productivity has many other salutary effects.

These includes:

- a. Higher earnings
- b. Increased supplies of both consumer good and capital goods at lower costs and lower prices
- c. Ultimate shorter hours of work and improvements in working and living conditions
- d. Strengthening the general economic foundations of workers

## **Main causes of low productivity**

The National Workshop on Productivity divides the major cause of low productivity in Nigeria into four major sections; economic factors, sociological factors, managerial factors and technological factors.

**1. Economic factors:** This deals with the reward system employed in Nigeria. There is no correlation between effort expended on by employee and he receives in the organization. When an employee believes that equity does not prevail, he is bound to withhold a measure of his productivity in order to restore equity. Closely allied to this is the inability of the employers to give adequate compensation to employees who, as a result, put in the barest minimum effort in the attainment of organizational goals.

**2. Sociological factors:** Employees treasure a sense of belonging in an organization and resent any effort on the part of management to perceive and treat them only as cocts of production. Many Nigerian employees lack a sense of

belonging in the organization and act as strangers. They do the least possible to avoid losing their employment. As long as employees feel that they do not belong, there is a tendency for them not to exert themselves or have a full sense of commitment and dedication.

**3. Managerial factors:** As previously stated, the success or failure of an organization depends on management. An unproductive and undisciplined supervisor can hardly motivate employees. Many Nigerian managers are lacking in the elementary principles of organizational behaviour. Some are technicians, company secretaries and lawyers, while majority are high school graduates who do not know the human relations approach to management. They do not know how to identify employees' goals and link them with organizational rewards in order to motivate employees.

**4. Technological factors:** Technology as used here involves the use of new ideas, techniques, innovation, method and materials to achieve an objective. In Nigeria, the lack of proper information to help entrepreneurs select the



appropriate technology is one of the major causes of low productivity. The dumping of absolute and reconditioned equipment has increased in recent times in Nigeria. Many man-hours are used each day trying to repair machines that virtually unusable. Closely allied to this is the damage inflicted on the equipment by constant power failures. How to select the appropriate technology for Nigerian is a major problem for management and is at the heart of low productivity in the industrial sector.

These are examples of different types of productivity measures

(a) Partial measure:  $\frac{\text{Output}}{\text{Labour}}$        $\frac{\text{Output}}{\text{Machine}}$        $\frac{\text{Output}}{\text{Capital}}$        $\frac{\text{Output}}{\text{Energy}}$

(b) Multifactor measure:  $\frac{\text{Output}}{\text{Labour} + \text{Machine}}$

$\text{Labour} + \text{Capital} + \text{Energy}$

Total Measure:  $\frac{\text{Goods or services produced}}{\text{All inputs used to produce them}}$

Thus we have:

Labour productivity: Unit of output per labour hours or units of output per shift or value added per labour hour in terms of money (N)

Machine productivity: Units of output per machine hour or the money value of output per machine hour

Capital productivity: Units of output per naira input or naira value of output per naira input

Energy productivity: Units of output per kilo watt hour of naira value of output per kilowatt hour

In essence, productivity measurements serve as score cards of the effective use of resources (Stevenson) Business Managers are concerned about productivity because it is a quantifiable measure of effective and efficient management. Above all, it relates to effective use of resources, competitiveness in the market place and strategy that the organization used in pursuing its goals.

## **2.7 PROBLEMS OF ADMINISTRATION AND POLITICIZATION OF CIVIL SERVICE**

Politicization was a major contributing factor in the virtually collapse of civil service systems across this part of the Nigeria Civil Service systems across the sub-region where in a state of strong decline by the early years of this decade in particular in Herzegovina. Deep politicization of civil service structures made the administration unattractive for young graduates and stifled career perspectives for those already employed. The negative image associated with the regimes in place in many of the states concerned further affected the image of the civil service.

Politicization is one of the key causes of the decline in civil service systems in central and east European states. The lack of job security brought by politically based decisions on recruitment, promotion and dismissal and the lack of career perspective for young staff due to the ever increasing number of posts subject to political appointments were key factors in reducing the quality of

staff in the civil service, together with inadequate employment conditions, in particular low wages. In Serbia, for instance, appointments down to the level of Department Head were decided primarily based on political criteria only (World Bank and DFID, 2004). The lack of clear provisions on merit based recruitment and promotions in civil service legislation, or lack of enforcement of rules where they existed made it easier for politicians to use their office to reward loyal supporters with government positions.

In addition, the drive for more political appointments led to an expansion in staff numbers in the civil service, notably in small states with limited employment opportunities such as Montenegro (World Bank, 2004) and Macedonia. This in turn led to a further decline in competitiveness of the civil service as an employer, as the scope for improvement in wage levels was reduced due to the need to fund an ever increasing number of staff from stagnating public funds.

## **2.8 SITUATIONAL OR CONTINGENCY APPROACHES TO LEADERSHIP**

This approach to leadership recognizes that there exists an interaction between the group and the leader. It supports the follower theory that people tend to follow those whom they perceive (accurately or inaccurately) as offering them a means of accomplishing their personal desires. The leader, then, is the person who recognizes these desires and does things, or undertakes programs, designed to meet them. And also this approach understands leadership increased, attention turned to the study of situations and the belief that leaders are the product of given situations.

Although their approach to leadership theory is primarily one of analyzing leadership style. Fred E. Fielder and his associates at the University of Michigan came up with a contingency theory of leadership. The theory holds that people become leaders not only because of the attributes of their personalities but also because of various situational

factors and the interactions between leaders and group members.

Critical dimensions of the leadership situation on the basis of his studies, Fieldler describe three critical dimensions of the leadership situation that help determine what style of leadership will be most effective:

**1. Position power:** This is the degree to which the power of a position, as distinguished from other sources of power, such as personality or expertise, enables a leader to get group members to comply with directions.

**2. Task structure:** With this dimension, Feildler has in mind the extent to which tasks can be clearly spelled out and people held responsible for them. If tasks are clear (rather than vague and unstructured), the quality of performance can be more easily controlled and group members can be held more definitely responsible for performance.

**3. Leader-member relations:** Feildler regards this dimension as the most important from a leader's point of

view, since position power and task structure may be largely under the control of an enterprise. It has to do with the extent to which group members like and trust a leader and are willing to follow that leader.

**Leadership styles:** To approach his study, Feildler set forth two major styles of leadership. One of these is primarily task-oriented, with the leader gaining satisfaction from seeing tasks performed. The other is oriented primarily toward achieving good interpersonal relations and attaining a position of personal prominence.

To measure leadership styles and determine whether a leader is chiefly task-oriented or not, Feildler used unusual testing technique. He based his findings on two types of sources.

1. Scores on the least preferred Coworker (LPC) Scale, which are rating made by people in a group of members with whom they would least like to work, and
2. Scores on the assumed similarity between opposites (ASO) scale, which are rating based on the degree to

which leaders see group members as being like themselves, on the assumption that people will like best, and work best with, those who are seen as most like themselves. Today, the LPC scale is most commonly used in research. In developing this scale, Feildler asked respondents to identify the traits of a person with whom they could work well several scholars have put Feidler's theory to the test in various situations. Some have questioned the meaning of the LPC score, and others suggested that the model does not explain the causal effect of the LPC score on performance. Some of the findings are not statistically significant, and situational measures may not be completely independent of the LPC score.

Despite such criticism, it is important to recognize that effective leadership style depends on the situation. Although this idea may not be new, Feldler and his colleagues drew attention to this fact and stimulated a great deal of research.



This contingency approach to leadership is the theory that is used in present day, because the approach is effective to the leadership, also it makes the interaction between the leader and group very existence so that they may be able to bring about positive change in the organization. The theory focused on the present situation and study it in order to find out the solution in an organization.

## **CHAPTER THREE:**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION**

This chapter set out methods that are to be used to examine effective leadership for enhancing the performance of employees in an organization. It also includes research design, method of data collection, population and sample, instruments of data collection as well as methods of data collection.

#### **3.1 RESEARCH DESIGN**

For the purpose of this study, the researcher chooses to adapt the survey research. This is because; the type of research involves the collection of data through the use of questionnaire as one of the instruments for data collection.

#### **3.2 POPULAITON AND SAMPLE**

The population of the study has to do with the entire staff of Shanga Local Government. A stratified random sampling will be used in the direction of the sample. The population would be stratified department by department,

and then the instrument is randomly administered. The population under has to do with senior staff and junior staff at various levels, based on the data available from the organization. There are 568 staff, 85 administrators and planning, 55 at finance and supply, 62 at agric, 146 at health and 120 at works respectively. It is usually vital to take a representative of sample at a population in a research of this nature. A total of 60 staff is accordingly selected to constitute the sample, that is to say that (20) staff from Administration & Planning Department, 10 from Finance and Supply, 5 from Agric Department, (10) from Health Department and (5) staff from Works Department.

### **3.3 INSTRUMENTS FOR DATA COLLECTION**

Under this method, questionnaire is basically used as an instrument for data collection which serves as a primary source off data collection, and this is design to obtain from the staff of Shanga Local Government. The existing literatures were reviewed and also through the study/survey

of available textbooks in the school library will serve as my secondary sources of data.

### **3.4 METHOD OF DATA COLLECTION**

The data obtained shall be presented using frequency tables and percentages.

Chi-square method has been chosen to test the research hypothesis. Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to expected value.

The formula for calculating chi-square ( $X^2$ ) is:

$$X^2 = \sum \frac{(o-e)^2}{e}$$

That is, chi-square is the sum of the square difference between observed (o) and expected (e) data (or the deviation d) divided by the expected data in all possible categories.

Step-by-step procedure for testing null hypothesis and calculating chi-square are as follows:

1. State the null and research/alternative hypothesis
2. Specify the decision rules and the level of statistical significant for the test i.e. 05, 01 or 001

3. Compute the expected value
  4. Compute the chi-square statistics
  5. Determine the degree of freedom for the table
  6. State your conclusion form of your hypothesis
- (a) If your calculated value is greater than the  $X^2$  value for your particular degree of freedom and P value (0.05), then reject the null hypothesis of no difference between what observes result. You can conclude that there is a significant difference between what observed and the result expected if your null hypothesis is true.
- (b) If your calculated  $X^2$  value is less than the  $X^2$  value for your particular degree of freedom and P value (0.05), then fail to reject the null hypothesis of no difference between observed and expected result. You can conclude that these do not seem to be a significant difference between what you observed and the results you expected if your result and expected results can e attributed to chance or sampling error (Note: it is incorrect to say that you “accept” the null hypothesis

statisticians either “reject” or “fail to reject” the null hypothesis).

## **CHAPTER FOUR**

### **4.0 INTRODUCTION**

This chapter will present the data obtained from the survey carried out through the administration of questionnaires proper interpretation and analysis of the responses to questionnaires would also be carried out, test of hypothesis as well as summary of the findings.

### **4.1 ANALYSIS OF RESPONSES TO QUESTIONNAIRES**

A total of sixty (60) questionnaires were to the population of this study through random sampling. All questionnaires were properly followed and whose content were considered fifty (50) were returned and remaining (10) were unreturned. Therefore, for the purpose of the research work, (50) returned questionnaires would be used for analysis of data.

### Question 1:

**Table 4.1:** Gender of the respondents

<b>Gender</b>	<b>No</b>	<b>Percentage</b>
Male	38	76%
Female	12	24%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

The table above shows that about 76% of the respondents are male, while the remaining 24% are female. This indicates that majority of the respondents are males.

**Question 2:** How long have you been in the service of Shanga Local Government?

**Table 4.2**

<b>Year of experience</b>	<b>No of Responses</b>	<b>Percentage</b>
1 – 5 years	12	24%
6 – 10 years	20	40%
11 – 15 years	11	22%
16 and above	7	14%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

The table above shows that 24% of the respondents (12 of them) served between 1-5 years, 40% (20 of them) served



between 6-10 years, 22% (11 of them) served between 11-15 years and 14% (7 of them) served between 6 years and above respectively.

**Question 3:** What is your educational qualification?

**Table 4.3**

<b>Responses</b>	<b>No of Responses</b>	<b>Percentage</b>
'O Level Cert.	24	54%
NCE	10	20%
HND/BSc	14	22%
PGD/Masters	2	4%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

The above table has shown that 'O Level school certificate has 54% of the respondents i.e. 24 of them, NCE has 20%, HND/BSc. with 22% and PGD/Masters with 4% respectively.

**Question 4:** Which Department/Unit do you belong?

**Table 4.4**

<b>Responses</b>	<b>No of Responses</b>	<b>Percentage</b>
Admin. & Planning	20	40%
Finance & Supply	10	20%
Agric	5	10%
Health	10	20%
Works	5	10%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

The table above shows that administrative department has the high number of respondents with 40%, Finance and Supply with 10 of the total respondents, which represents 20%, Agric with 5 of the total respondents which represent 10%, also health with 10 off the total respondents, which represent 20%, and Works which possess only 5 respondents which represent 10%

**Question 5:** Do you go for training?

**Table 4.5**

<b>Responses</b>	<b>No of Responses</b>	<b>Percentage</b>
Yes	32	64%
No	18	36%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

The above table shows that 64% of the employees in the organization do go for training and 18 off the total respondents, which represent 36% answered they do not go for training.

**Question 6:** Does your organization has a good compensation policy?

**Table 4.6**

<b>Responses</b>	<b>No of Responses</b>	<b>Percentage</b>
Yes	30	60%
No	20	40%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

The above table shows that 30 of the respondents which represent 60% answered that there is a good compensation policy in the organization, while 40% say no, there is no good compensation policy in the organization.

**Question 7:** Do you receive from time to time motivation in your department as a result of your performance?

**Table 4.7**

<b>Responses</b>	<b>No of Responses</b>	<b>Percentage</b>
Yes	38	76%
No	12	24%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

The above table indicates that 38 of the respondents which represent 76% agreed that they receive from time to

time motivation when they perform better, while 24% answered that they do not receive from time to time motivation from the organization even if they performed better. This means the Shanga Local Government motivate their employees as a result of their good performance.

**Question 8:** As an efficient and effective employee in the department, when do you normally set promotion?

**Table 4.8**

<b>Options</b>	<b>No of Respondents</b>	<b>Percentage</b>
After 3 years	30	60%
After 4 years	10	20%
After 5 years	8	16%
After 6 years	2	4%
After 7 years	-	0%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

The above table indicates that 60% of the respondents are being promoted after 3 years and 20% after 4 years, other respondents do receive promotion after 5 years by 16% and 4% of the total respondents answered after six (6) years.

**Question 9:** Does the regular promotion enhance your maximum contribution towards the achievement of the goals and objectives of the organization?

**Table 4.9**

<b>Options</b>	<b>No of Respondents</b>	<b>Percentage</b>
Yes	37	74%
No	13	26%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

From the above table, it shows that 74% answered yes, that regular promotion enhances their maximum contribution towards the achievement of goals and objectives of the organization. While 26% disagreed with opinion that regular promotion would not enhance their maximum contribution.

**Question 10:** Can effective leadership enhance the productivity in your organization?

**Table 4.10**

<b>Options</b>	<b>No of Respondents</b>	<b>Percentage</b>
Yes	41	82%
No	9	18%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

From the above, we can realize that about 82% of the respondents confirm that effective leadership enhances productivity in Shanga Local Government, while only 18% of the respondents disagreed that the view of effective leadership can enhance productivity.

**Question 11:** Does the present state of poor performance of employees occurred as a result of ineffective leadership?

**Table 4.11**

<b>Options</b>	<b>No of Respondents</b>	<b>Percentage</b>
Yes	39	78%
No	11	22%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

From the table above, it shows that 78% of the respondents of employees in Shanga Local Government agreed that poor performance of employees occurred as a result of the ineffective role off leadership, while 22% of the respondents express their opinion that poor performance of employees does not as a result of ineffective leadership in the organization.

**Question 12:** Does misapplication of leadership concept leads to ineffective role of leadership?

**Table 4.12**

<b>Options</b>	<b>No of Respondents</b>	<b>Percentage</b>
Yes	12	24%
No	38	76%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

The table above shows that 24% of the respondents express their opinion that misapplication of role of leadership concept lead to the ineffective leadership, while 76% of the respondents believe that misapplication of role of leadership does not leads to the ineffective leadership in the organization (Shanga Local Government).

**Question 13:** Is government taking any measures in fighting against the misapplication of leadership?

**Table 4.13**

<b>Options</b>	<b>No of Respondents</b>	<b>Percentage</b>
Yes	26	52%
No	24	48%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

From the above table, it indicates that 52% of the respondents agreed that governments are taking measures to tackle the misapplication of leadership in Shanga Local Government staff. While 48% of the respondents express their opinion that government does not take any action against the misapplication of leadership.

**Question 14:** Does the relationship between employees/subordinates enhance the level of productivity?

**Table 4.14**

<b>Options</b>	<b>No of Respondents</b>	<b>Percentage</b>
Yes	40	80%
No	10	20%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

The table above shows that there exists adequate human relations among all cadres of employees, with 40 of the respondents which represented 80%, while on the other hand, 20% of the respondents disagreed that employee/subordinates relationship enhance productivity in Shanga Local Government staff.



**Question 15:** Does your organization provides you with any incentives as a result of your good performance at work?

**Table 4.15**

<b>Options</b>	<b>No of Respondents</b>	<b>Percentage</b>
Yes	31	62%
No	19	38%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

From the table above, 62% of the respondents express their opinion that the Shanga Local Government staff provide them with incentives when they perform better work, while 38% of the total respondents are of the view that they are not being provided with any incentives even if they perform better.

**Question 16:** Who to blame for proper practicing of effective and efficient management of the maternal resources in staff of Shanga Local Government?

**Table 4.16**

<b>Options</b>	<b>No of Respondents</b>	<b>Percentage</b>
Administrators	30	60%
Employees	13	26%
All of the above	7	14%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Questionnaire administered, 2015.

From the above table, the administrators for ineffective and inefficient management of material resources, while 26% took the blame to the employees and 14% blame both the administrators and employees.

## 4.2 TEST OF HYPOTHESIS

### Hypothesis Number 1

**Ho:** That effective role of leadership cannot enhance productivity in an organization.

**Hi:** That effective role of leadership can enhance productivity in an organization. A question to the effect was asked in the questionnaire i.e. question 10.

Table 4.17

<b>Variable</b>	<b>Yes</b>	<b>No</b>	<b>Total</b>
Those supposed	41	-	41
Those opposed	-	9	9
<b>Total</b>	<b>41</b>	<b>-</b>	<b>50</b>

Source: Questionnaire administered, 2015.

$$X^2 = \frac{\Sigma(o-e)^2}{e}$$

Where O = Observe value

E = Expected value

$$E_i = \frac{41 \times 41}{50} = 33.6$$

$$E_{ii} = \frac{9 \times 41}{50} = 7.4$$

$$E_{iii} = \frac{9 \times 41}{50} = 7.4$$

$$E_{iv} = \frac{9 \times 9}{50} = 1.6$$

$$= 33.6 + 7.4 + 7.4 + 1.6 = 50$$

Table 4.18

<b>R/C</b>	<b>O</b>	<b>e</b>	<b>o-e</b>	<b>(o-e)<sup>2</sup></b>	<b><math>\frac{(o-e)^2}{e}</math></b>
1-1	41	33.6	7.4	54.76	1.63
1-2	0	7.4	-7.4	54.76	7.4
2-1	0	7.4	-7.4	54.76	7.4
2-2	9	1.6	7.4	54.76	34.26
<b>Total</b>	50	50			<b>117.29</b>

Degree of Freedom Df = (r-1) (c-1)

Where R = Number of rows

C = Number of columns

$$\begin{aligned} Df &= (r-1) (c-1) \\ &= (2-1) (2-1) \\ &= 1 \times 1 \\ &= 1 \end{aligned}$$

### **Decision Rules**

We test 0.05 level of significance, we check for 1 under 0.05 in the table of chi-square = 3.841. The calculated value is 117.29. Therefore, since the calculated value is greater than critical value  $117.29 > 3.841$ , then the (Ho) hypothesis is rejected and (Hi) hypothesis accepted. That there is a significant differences between observed and expected result. And concluded that effective role of leadership can enhance productivity in an organization.

### **Hypothesis Number 2**

**Ho:** That present state of poor performance of employee does not occur as a result of ineffective role of leadership.

**Hi:** That the present state of poor performance of employees occurred as a result of ineffective management of leadership.

A question on the effect was asked in the questionnaire i.e. question 11

Table 4.19

<b>Variable</b>	<b>Yes</b>	<b>No</b>	<b>Total</b>
Those supposed	39	-	39
Those opposed	-	11	11
<b>Total</b>	<b>39</b>		<b>50</b>

Source: Questionnaires administered, 2015

The formula for chi-square is

$$X^2 = \frac{\Sigma(o-e)^2}{e}$$

Where O = Observe value

E = Expected value

$$E_i = \frac{39 \times 39}{50} = 30.4$$

$$E_{ii} = \frac{39 \times 11}{50} = 8.6$$

$$E_{iii} = \frac{11 \times 39}{50} = 8.6$$

$$E_{iv} = \frac{11 \times 11}{50} = 2.4$$

$$= 30.4 + 8.6 + 8.6 + 2.4 = 50$$

Table 4.20

<b>R/C</b>	<b>O</b>	<b>e</b>	<b>o-e</b>	<b>(o-e)<sup>2</sup></b>	<b><math>\frac{(o-e)^2}{e}</math></b>
1-1	39	30.4	8.6	73.96	2.43
1-2	0	8.6	-8.6	73.96	8.6
2-1	0	8.6	-8.6	73.96	8.6
2-2	11	2.4	8.6	3.95	30.87
<b>Total</b>	50	50			<b>35.02</b>

Degree of Freedom Df = (r-1) (c-1)

Where R = Number of rows

C = Number of columns

Df = (r-1) (c-1)

= (2-1) (2-1)

= 1 x 1

= 1

## **Decision Rules**

We test 0.05 level of significance, we check for 1 under 0.025 in the table of chi-square = 5.23. The calculated value is 35.02. Therefore, since the calculated value is greater than critical value  $35.02 > 5.23$ , then the (Ho) hypothesis is rejected and (Hi) hypothesis accepted. That there is a significant differences between observed and expected result. And concluded that the present state of the poor performance of employee occurred as a result of ineffective role of leadership.

### **Hypothesis Number 3**

**Ho:** That the misapplication of leadership concept does not lead to ineffective role of leadership.

**Hi:** That the misapplication of leadership concept lead to ineffective role of leadership.

A question to the effect was asked in the questionnaire.

Table 4.21

<b>Variable</b>	<b>Yes</b>	<b>No</b>	<b>Total</b>
Those supposed	12	-	12
Those opposed	-	38	38
<b>Total</b>	<b>12</b>	<b>38</b>	<b>50</b>

Source: Questionnaires administered, 2015

The formula for chi-square is

$$X^2 = \frac{\Sigma(o-e)^2}{e}$$

where O = Observe value

E = Expected value

$$E_i = \frac{12 \times 12}{50} = 2.88$$

$$E_{ii} = \frac{12 \times 38}{50} = 9.12$$

$$E_{iii} = \frac{11 \times 39}{50} = 9.12$$

$$E_{iv} = \frac{38 \times 38}{50} = 28.88$$

$$= 2.88 + 9.12 + 9.12 + 28.88 = 50$$



Table 4.22

<b>R/C</b>	<b>O</b>	<b>e</b>	<b>o-e</b>	<b>(o-e)<sup>2</sup></b>	<b><math>\frac{(o-e)^2}{e}</math></b>
1-1	12	2.88	9.12	83.8	29.10
1-2	0	9.12	-9.12	83.8	9.19
2-1	0	9.12	-9.12	83.8	9.19
2-2	38	28.88	9.12	83.8	2.90
<b>Total</b>	<b>50</b>	<b>50</b>			<b>35.02</b>

Degree of Freedom Df = (r-1) (c-1)

Where R = Number of rows

C = Number of columns

Df = (r-1) (c-1)

= (2-1) (2-1)

= 1 x 1

= 1

### **Decision Rules**

We test 0.05 level of significance, we check for 40 under 0.05 in the table of chi-square 55.758. The calculated value is 50.38. Therefore, since the calculated value is less than critical value  $55.758 < 50.38$ , then the (Ho) hypothesis is accepted, and (Hi) hypothesis rejected. That there does

not seems to be a significant difference between observed and expected result. And concluded that the misapplication of leadership concept does not lead to the ineffective role of leadership.

### **4.3 SUMMARY OF FINDINGS**

The focus of the research is to examine effective leadership as tool for enhancing the performance of employees and productivity in an organization. The research work is limited to case study of Shanga Local Government area of Kebbi State. Presentation, data analysis and test of hypothesis of the research are fairly deals with. From the good response obtained from the pool concerned during the search period, the following findings were realized.

Firstly, employees are normally employed as being guided by the Civil Service Commission rules, and the staff of Shanga Local Government has enough skill workers who distributed to the department of the local government.

Secondly, employees are placed according to their discipline in various units/departments and there is

adequate training in the Civil Service of Shanga Local Government.

Thirdly, in regard to the pay system, we also realized that there is a compensation policy as well as a good employees/subordinate relationship in Shanga Local Government. The research work also shows that, employees are motivated as a result of their contribution much to push the organization forward.

Similarly, the poor performance of employees occurred as a result of ineffective role of leadership and in relation to this, the research finding indicated that regular promotion has a cordial relationship with maximum contribution of employees.

Last, but not the least, contrary to our expectation, we realized that misapplication of management concept does not leads to the ineffective role of leadership.

Finally, the research work shows that government takes some necessary actions against the misapplication of leadership in Shanga Local Government and administrators

rather than the employees are responsible for the improper effective and efficient management material resources in Shanga Local Government.

## **CHAPTER FIVE:**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 INTRODUCTION**

Chapter five is the final chapter which contained conclusion, summary and recommendations.

#### **5.1 SUMMARY**

The researcher made some research on the effective role of leadership in public organization and the different departments/units that have been existing in Shanga Local Government.

As it has been understood in chapter two, the meaning of leadership as an influence, the act or a process of influencing people to strive willing towards the achievement of the organization.

Also, the researcher in this chapter made mention about the types and theories of leadership, its skills and the leadership effectiveness.

It was also discovered that the public organization has problem in terms of administration and other activities. A

look was also taken at what writers or experts had to say about the solution of these problems of administration and politicization of Civil Service and other activities in the organization.

## **5.2 CONCLUSION**

Based on the hypotheses I tested as indicated in table 4.10 as that the effective role of leadership enhance productivity in an organization or not. I concluded that effective role of leadership can enhance productivity in an organization.

Also, the hypothesis two (2) tested as indicated in table 4.11 as that the present state of poor performance of employees occurred as a result of ineffective role of leadership or not. Based on the result of our test, I conclude that the present state of poor performance of employees occurred as a result of ineffective role of leadership.

Lastly, our conclusion is on hypothesis three (3) as indicated on table 4.12 test as that misapplication of leadership concepts leads to ineffective role of leadership or

not. I concluded that misapplication of leadership concept does not lead to ineffective role of leadership.

### **5.3 RECOMMENDATIONS**

The following recommendations were suggested, which the researcher believed to be the solution to the identified irregularities.

- ❖ Adequate financial support should be given to carry out the works and other responsibilities effectively and efficiently in Shanga Local Government.
- ❖ Each government civil servant must have district scheme of study, as defined are of operation and responsibility.
- ❖ No interference in his day-to-day running of his duty. Exception to this should be definite internal supervisory normal check and balance according to the rules and regulations of the civil service.
- ❖ There is also needs to come up with other factors of motivating an employee so as to push him/her forward to the achievement of government goals and objectives

e.g. salary increment and involvement of employees in decision making process.

- ❖ Nepotism and God-fatherism, favouritism as well as sexinalism should also be absolutely eradicated for the discharge of efficiency and effectiveness of civil service/servants of Nigeria in general.
- ❖ The researcher also urges government to come up with new methods of dealing with employees in the case of neglecting duties e.g. late coming to the working place.
- ❖ There is also needs to send the employees with lower educational qualification to school and further their knowledge especially education on administration and management.
- ❖ Government should also provide a conducive atmosphere to the Shanga Local Government employees working environment.
- ❖ There is also need to employ the services of external supervisors with responsibilities of checkmating the activities of the employees of Shanga Local Government.



- ❖ All recommendations are made to increase the efficiency and effectiveness in the services which led to the increase in the civil service of Shanga Local Government particularly Kebbi State if properly observed.

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## APPENDIX I

**DEPARTMENT OF PUBLIC ADMINISTRATION  
FACULTY OF MANAGEMENT SCIENCES  
USMANU DANFODIYO UNIVERSITY, SOKOTO  
P.M.B 2346 SOKOTO**

Dear Respondent,

I am a final year student of the above named institution. I am conducting a research on the topic “**The Role of Leadership in enhancing the performance of Employees in an Organization.**” The purpose of this questionnaire is strictly for delivering good leadership and confidence.

Thanks for taking your time to respond to my questionnaire.

### QUESTIONNAIRES

You are please required to give your answer to each question by ticking (√)

(1) Gender

a. Male                    [   ]

b. Female                 [   ]

(2) How long have you been in Shanga Local Government?

- a. 1-5 years [ ]
- b. 6-10 years [ ]
- c. 11-15 years [ ]
- d. 16 - and above [ ]

(3) What is your educational qualification?

- a. O' Level Cert. [ ]
- b. HND/BSc [ ]
- c. NCE [ ]
- d. PGD/Masters [ ]

(4) Which Department/Unit of Shanga Local Government?

- a. Administration
- b. Agric & Natural resources Dept. [ ]
- c. Finance Dept. [ ]
- d. Health Dept. [ ]
- e. Works Dept. [ ]

(5) Do you go for training?

- a. Yes [ ]
- b. No [ ]

- (6) Does your organization has a good compensation policy?
- a. Yes [ ]
  - b. No [ ]
- (7) Do you receive from time to time motivation in your department as a result of your performance?
- a. Yes [ ]
  - b. No [ ]
- (8) As an efficient and effective employee in the department, when do you normally set promotion?
- a. After 3 years [ ]
  - b. After 4 years [ ]
  - c. After 5 years [ ]
  - d. After 6 years [ ]
  - e. After 7 years [ ]
- (9) Does the regular promotion enhance your maximum contribution for the achievement of the goals and objectives of the organization?
- a. Yes [ ]
  - b. No [ ]

- (10) Can effective role of leadership enhance the productivity in your of the organization?
- a. Yes ( )
  - b. No ( )
- (11) Does the present state of poor performance of employees occurred as a result of ineffective leadership?
- a. Yes ( )
  - b. No ( )
- (12) Does misapplication of strategic planning concept leads to ineffective role of leadership?
- (13) Is government taking any measures in fighting against misapplication of leadership?
- a. Yes ( )
  - b. No ( )
- (14) Does the relationship between employees/subordinate enhance the level of productivity?
- a. Yes ( )
  - b. No ( )

(15) Does your organization provide you with any incentive as a result of your good performance at work?

a. Yes [ ]

b. No [ ]

(16) Who are to blame for proper practicing of effective and efficient management of the material resources in staff of Shanga Local Government?

a. Administrator [ ]

b. Employees [ ]

c. All of the above [ ]