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LEADERSHIP STYLE AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE

Guinness Nigeria Plc, Benin City, Edo State, Nigeria

ABSTRACT

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Name of thesis LEADERSHIP STYLE AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE. Guinness Nigeria Plc, Benin City, Edo State, Nigeria		
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This thesis centers on leadership style and its impact on organizational performance, with respect to Guinness Nigeria Plc, Benin City, Edo State, Nigeria. It explains why competent leadership style is needed in any organization. The broad objective of this thesis is to investigate the impact of each leadership style on organizational performance in Guinness Nigeria Plc, Benin City, Edo State, Nigeria.

The commissioner for this thesis is Guinness Nigeria Plc, Benin City, Edo State, Nigeria. This thesis reveals the types of leadership styles such as transformation, transactional, autocratic and democratic leadership style. It also discusses the external factors that affect leadership styles.

This thesis focuses on organizational performance and the factors that affect employees' performance. It enumerates the factors such as job stress, motivation and communication. It also ascertains the theories of leadership such as great man, trait and contingency theory.

Furthermore, this thesis discusses the empirical research methodology, where the quantitative research design is adopted using a well-structured questionnaire. It also focuses on the presentation and analysis of results, where a total number of 17 questions are asked and answers from 35 respondents are presented in tables and figures.

This thesis shows the discussion and recommendations given to the commissioner. It is however recommended that leaders should adopt a good management style that can accommodate all subordinates, irrespective of their personal and individual differences. It also reveals that its empirical research is in correlation with its theoretical framework.

ABSTRACT
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1 INTRODUCTION

The primary aim of all businesses is to make a profit, as well as expand the scope of the business in relation to the founding protocols. To effectively and successfully manage the affairs of an organization, leadership is a determinant factor. The success or failure of an organization depends largely on the style of leadership being adopted in the organization. Under the right leadership style, employees are ready to go the extra mile in contributing their best to the growth and sustainability of the organization, whereas under the wrong leadership style, they lack the zeal and motivation to contribute the best of their quota to the organization, and invariably, a low output is experienced.

Leadership skill to a great extent is the bedrock of any business or organization. Therefore, only people who can manage other people of different races, who are highly creative and innovative, and can successfully savage dire situations in case of emergencies, are worthy to be called leaders. In this vain, being a leader is personal, because it emerges from individual's personal qualities and actions. However, to successfully lead an organization which is result-oriented, the actions of the employees must also be put into consideration. Absolute scrutiny of personnel's traits will enable the leaders to make informed decisions on the type of leadership style to be adopted, so as to yield the desired results that will enhance the growth and sustainability of the organization.

The aim of this thesis is to present the readers with a general perspective of the impact of leadership style on organizational performance. The objective of this thesis is to investigate how leadership style significantly influences organizational performance, as it is intended to determine the impact each leadership style has on organizational performance in Guinness Nigeria Plc, Benin City, Edo State, Nigeria.

This thesis sourced for data via the primary and secondary sources of data collection. The primary source entails the use of stratified closed-ended and open-ended questionnaire to gather data, which means that quantitative method was employed for the empirical research of this thesis. The questionnaire which is made up of seventeen (17) questions was created using Google Forms, and sent to thirty-five (35) respondents from Guinness Nigeria Plc, Benin City, Edo State, Nigeria, and these respondents included managers, supervisors as well as their subordinates from various departments of the company. The results so obtained from the study are presented and analyzed using tables and figures. Based on these results, recommendations are given to the commissioner for this thesis. Also, the secondary source of

data collection entails the use of published materials such as journals, relevant textbooks and library works, as well as materials from the internet.

This thesis comprises nine chapters. The first chapter introduces the subject, as well as contains other information such as the aim and objective of this thesis. The second chapter is solely about the commissioner for this thesis, which is Guinness Nigeria Plc, Benin City, Edo State, Nigeria. The contact person is Mr. Joshua Oludiran, who is an employee of the above-mentioned company. The next three chapters discuss the theoretical framework of this thesis, which includes the types of leadership styles, external factors affecting leadership styles, concept of organizational performance, factors that affect employees' performance, as well as the theories of leadership. The sixth chapter analyzes the empirical research methodology employed for this thesis. The seventh chapter contains the presentation and analysis of the results obtained from the empirical research. The eighth chapter discusses the results of the empirical research, as well as gives recommendations to the commissioner for this thesis, while the final chapter shows the conclusion of the thesis.

Guinness Nigeria Plc is the largest beverage company in Nigeria, and they have breweries in different locations of the country, Benin City, Edo State being one of them. The Benin City brewery which is located in the South-South region of the country was established in 1974, entirely for the production of Harp Lager Beer. Over the years, the brewery has undergone multiple renovations and expansions, to raise capacity and comply with the continuous demand for Guinness Nigeria Plc products including Guinness Foreign Extra Stout, Harp Lager Beer, Guinness Extra Smooth, Malta Guinness, Dubic Extra Lager, Dubic Malt, etc.

2 COMMISSIONER

The commissioner for this thesis is Mr. Joshua Oludiran, who is an employee of Guinness Nigeria Plc, Benin City, Edo State, Nigeria. He has been working in the packaging department of the company since the past two years. Guinness Nigeria Plc is the first Guinness brewery outside the British Isles. On 30th November 1963, the very first bottle of Guinness Foreign Extra Stout was brewed in Ikeja, Lagos State, Nigeria, and this facilitated the overseas brewing of Guinness Foreign Extra Stout in other parts of the world. A major breakthrough of Guinness Nigeria Plc came in 1965, when it was listed on the Nigerian Stock Exchange. (Guinness Nigeria 2020.)

Continuous growth and demand in markets for Guinness Foreign Extra Stout and Harp Lager Beer during the next few decades inspired the construction of three more major breweries in Nigeria, including that of Benin City, Edo State in 1974, which was solely for the production of Harp Lager Beer. It was later enlarged in 1978, to allow for the production of Guinness Foreign Extra Stout. Further expansion of the Benin City brewery was carried out in 2011, to raise capacity and comply with the continuous demand for Guinness Nigeria Plc products such as Guinness Foreign Extra Stout, Guinness Extra Smooth, Malta Guinness, Harp Lager Beer, Gordon's Spark, Smirnoff Ice, Armstrong Dark Ale, Satzenbrau Pilsner, Top Malt, Harp Lime, Dubic Extra Lager, Dubic Malt, Malta Guinness Low Sugar, Orijin, Origin Zero, Orijin Bitters, Red Label, Black Label and McDowell's. (Guinness Nigeria 2020.)

According to Oludiran (2020), Guinness Nigeria Plc, Benin City, Edo State, Nigeria is comprised of six different departments that ensure the day-to-day operation and functionality of the entire brewery. These departments include packaging department, brewing department, quality control department, inventory department, utilities department and accounting department. Each of the above-mentioned departments is headed by a director, who receives orders directly from the managing director or chief executive officer (CEO) of the company. Oludiran (2020) further stated that each department is made up of other sub-groups of factory/other workers, who are on rotational shifts of morning, afternoon and night.

According to Oludiran (2020), the whole factory/other workers of Guinness Nigeria Plc, Benin City, Edo State, Nigeria have different supervisors as their leaders, who in turn report all activities and duties of the various sub-groups back to their managers on a weekly basis. Each manager then compiles and sends monthly reports to the directors of the various departments of the company, as shown in figure 1 below.
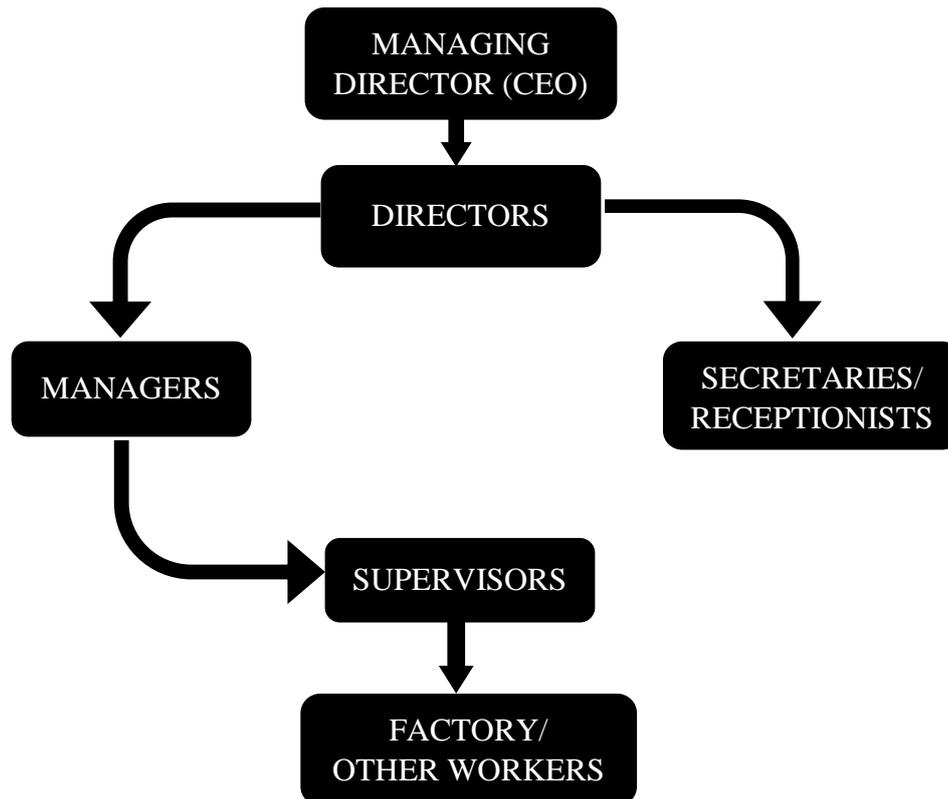
FIGURE 1. Organizational chart of Guinness Nigeria Plc, Benin City, Edo State, Nigeria

Furthermore, Oludiran (2020) stated that the managers of the various departments form the human resource management team, who are in charge of recruitment for the company. Also, the various departments of the company have one personnel each, who serves as the secretary/receptionist to the entire department. In total, there are about one thousand (1,000) employees currently working in the company. The income statement of Guinness Nigeria Plc, Benin City, Edo State, Nigeria for three years (2017 – 2019), as obtained by Oludiran (2020) from the accounting department of the company is shown in table 1 below.

TABLE 1. Income statement of Guinness Nigeria Plc, Benin City, Edo State, Nigeria, 2017 – 2019 (adapted from the accounting department of the company)

Income statement (#)	2019	2018	2017
Revenue	131,498,373	142,975,792	125,919,817
Operating profit	8,966,036	13,386,248	10,186,330
Profit/(loss) before tax	7,103,630	9,943,164	2,662,081
Profit/(loss) for the year	5,483,732	6,717,605	1,923,720

3 TYPES OF LEADERSHIP STYLES

Harris, Leithwood, Day, Sammons & Hopkins (2007, 337-347) postulated that leadership style is the kind of relationship that is used by an individual to make people work together for a common goal or objective. According to Mitonga-Monga, Coetzee & Cilliers (2012, 5389-5398), leadership is the pattern associated with managerial behavior, which is designed to integrate the organizational or personal interests and effects for achieving particular objectives. Different styles of leadership adopt different methods of leading subordinates and therefore, produce different results. It is against this backdrop, that this section tends to review different types of leadership styles and how they influence subordinates to yield desired results.

3.1 Transformational leadership style

According to Bass [1985], a transformational leader's behavior originates in the personal values and beliefs of the leader and motivates subordinates to do more than expected (Obiwuru, Okwu, Akpa & Nwankwere 2011, 100-111). Transformational leadership style focuses on developing the followers and considering their needs. Managers that concentrate on transformational leadership focus mainly on developing the general value system of the employees – development of skills, motivation level and moralities. (Ebrahim 2018, 1-8.)

In transformational leadership, the subordinates trust, admire and give absolute respect and loyalty to the leader. Moreover, they are motivated to do more than what was initially expected to do (Obiwuru et al. 2011, 100-111 [Bass 1985]). The transformational leader then motivates the subordinates by making them initially aware of the significance of task outcomes, impelling them to transcend their own self-interest for the sake of the organization and activating their higher-order needs. According to Bass & Avolio (1994), the leader encourages the followers to think critically and seek new ways to approach their jobs, resulting in intellectual stimulation. Podsakoff, MacKenzie & Bommer (1996, 259-298) opined that there is an increase in the level of performance, satisfaction and commitment to the goals of an organization, as a result of transformational leadership style. Bass [1990] proposed four components of transformational leadership to include charisma, inspirational motivation, intellectual stimulation and individual consideration (Obiwuru et al. 2011, 100-111), as presented in figure 2.

Firstly is charisma or idealized influence, which in the words of Humphreys & Einstein (2003, 85-95) is characterized by vision and a sense of mission, instilling pride in and among the group, and gaining respect and trust. Charismatic behavior induces employees to go beyond self-interest and self-curiosity for the sake of the team, providing reassurance that obstacles will be overcome, and promoting confidence and certainty in the achievement and execution influence (Conger & Kanungo 1987, 637-647; Howell & Frost 1989, 243-269), and followers place an excessive amount of confidence and trust in charismatic leaders (Howell & Avolio 1993, 891-902). According to Jyoti & Bhau (2015, 1-13), the idealized and behavioral charisma of a transformational leader motivate the followers to identify with the leader. The personalized relationship developed by a transformational leader creates an environment in which the employees are happy and fulfilled. Hence, their overall performance is improved, which invariably increases productivity.

Secondly is inspirational motivation, which according to Obiwuru et al. (2011, 100-111) is usually a companion of charisma and is concerned with a leader setting higher standards, thus becoming a sign of reference. Bass [1985] opined that followers look up to their inspirational leader as one providing emotional appeal to increase awareness and understanding of mutually desirable goals (Obiwuru et al. 2011, 100-111). This is evident by the communication of high expectations and expressing relevant objectives in simple terms. The leader always talks optimistically about the future, speculating a compelling vision for the future and providing an exciting sense of organizational change (Bass & Avolio 1994). Bass [1990] stressed that motivation occurs by providing meanings and challenges to the followers' work, hence individual and team spirit are aroused, and enthusiasm and optimism are displayed (Obiwuru et al. 2011, 100-111). The leader encourages followers to envision attractive future states for the organization and themselves.

Thirdly is intellectual stimulation, which according to Bass [1985] provides followers with challenging new ideas, and encourages them to break away from the old ways of thinking (Obiwuru et al. 2011, 100-111). The leader is characterized as one encouraging intelligence, logical thinking, careful problem solving and methodical ability. Bass & Avolio [1994] stressed that the attributes include seeking different perspectives when solving problems, suggesting new ways of examining how to complete tasks and encouraging re-thinking of ideas that have not been questioned in the past (Obiwuru et al. 2011, 100-111). The leader motivates the subordinates to be inquisitive by questioning assumptions, and to be creative by approaching old situations in new ways, and reframing problems.

Finally is the fourth component of transformational leadership, which is individual consideration. It involves developing followers by coaching and mentoring (Obiwuru et al. 2011, 100-111 [Bass 1985]). The leader carefully observes the inter-individual differences amongst the followers and acts as mentor to them. The leader coaches and helps others to discover and develop their strengths, as well as listens attentively to others' concerns (Bass & Avolio 1994). Bass [1985] stressed that followers are treated individually in order to raise their levels of maturity, and to enhance effective ways of addressing their goals and challenges (Obiwuru et al. 2011, 100-111).
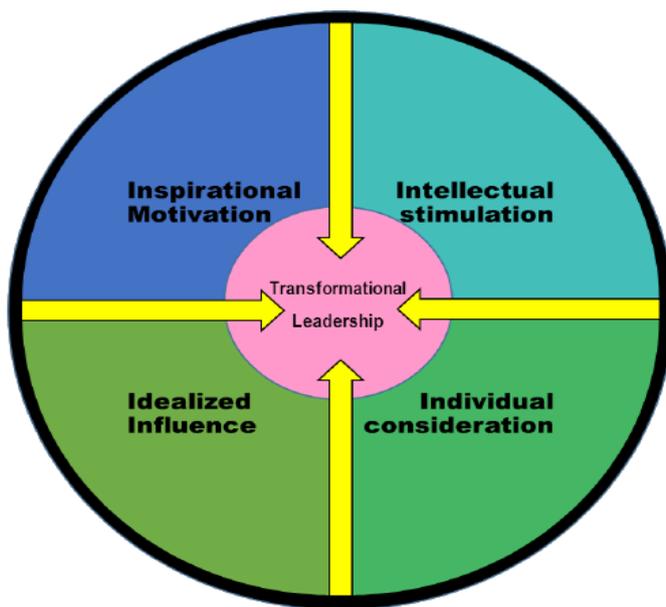
FIGURE 2. Transformational leadership model (adapted from Renjith, Renu & George 2015, 114)

The transformational leadership portrays a strong bridge between followers and leaders, resulting to clear understanding associated with the motivational level, values and interests. Bass & Avolio (1994) stated that transformational leadership demonstrates the superior leadership performance. Transformational leadership occurs when the leader elevates the interest of the employees by encouraging them to look beyond their self-interest. Transformational leaders are effective and productive because of some reasons which include the leaders may be charismatic in terms of motivating the employees, transformational leaders may meet the emotional need of the employees or they may arouse the employees intellectually. (Bass & Avolio 1994.)

A study carried out by Wang, Oh, Courtright & Colbert (2011, 223-270) discovered that transformational leadership and individual-level follower performance are positively linked. The study also indicated that

transformational leadership and performance of teams at organizational level are associated positively. Xu & Wang (2008, 1090-1097) opined that performance is the function of knowledge, motivation, skills and abilities which are directed towards a prescribed behavior. Their study revealed that transformational leadership improves the overall development of the followers. The followers of transformational leadership identify with a self-defining and satisfying relationship with an individual or group. Jyoti & Bhau (2015, 1-13) found out that transformational leadership and organizational performance are positively associated. Sofi & Devanadhen (2015, 31-45) opined that transformational leadership has a significant impact on the performance of the organization. They conducted a study on banking organizations with the help of statistical tools such as Statistical Package for the Social Sciences (SPSS) and concluded that transformational leadership has a direct positive impact on the organization's performance.

3.2 Transactional leadership style

According to Uchenwamgbe (2013, 53-73), leaders are known as transactional leaders if they are always willing to give something in return such as pay raise, promotion, new responsibilities, performance reviews and welfare schemes. The principal problem with this style of leadership is the expectation. Ojokuku, Odetayo & Sajuyigbe (2012, 202-207) defined transactional leadership as the exchange of targets and rewards between management and employees.

A study carried out by Longe (2014, 68-83) revealed that transactional leadership style has a positive impact on the organizational performance. Longe (2014, 68-83) further revealed that the transactional leadership style helps in creating, as well as sustaining the context in which organizational and human capabilities are maximized as the employees are always able to achieve the tangible and intangible rewards. This leadership style majorly results in creating an environment that is optimal for performance, and also articulates the persuasive vision that enhances the overall organizational performance (Longe 2014, 68-83). According to the research carried out by Sofi & Devanadhen (2015, 31-45), transactional leadership was not found to have a direct impact on the performance of the organization. They concluded that transactional leadership style does not encourage creativity and innovation among the employees and hence, employees do not perform as per the expectations of the organization.

Transactional leadership according to Obiwuru et al. (2011, 100-111), involves an exchange process that results in followers' acquiescence with leaders' request, but not promising to generate enthusiasm and commitment to task objective. Boehnke, Bontis, Distefano & Distefano [2003, 5-15] stated that the

leader focuses on having internal actors perform the tasks required for the organization to reach its desired goals (Obiwuru et al. 2011, 100-111). The goal of the transactional leader is to ensure that the path to goal attainment is broadly understood by the internal actors, to remove possible barrier within the system and to motivate the team to achieve the predetermined goals and tasks (House & Aditya 1997, 409-473).

According to Obiwuru et al. (2011, 100-111), transactional leaders show constructive and corrective behaviors. Constructive behavior consists of contingent reward, and corrective behavior imbibes management by exception. Contingent reward is the simplification of the work required to obtain rewards and the use of welfare schemes and contingent reward to exert influence. It considers followers' desires and gives accolades when goals are achieved. Bass [1985] opined that the clarification of goals and objectives, and provision of recognition once goals are achieved should result in individuals and groups achieving expected levels of performance (Obiwuru et al. 2011, 100-111). Obiwuru et al. (2011, 100-111) stressed that active management by exception refers to the leader setting the standards for compliance as well as for what constitutes ineffective performance and may include punishing followers for non-compliance with those standards. This style of leadership therefore implies close monitoring for deviances, mistakes and errors, and then taking corrective actions as quickly as possible when they occur. Figure 3 below presents the elements of transactional leadership.
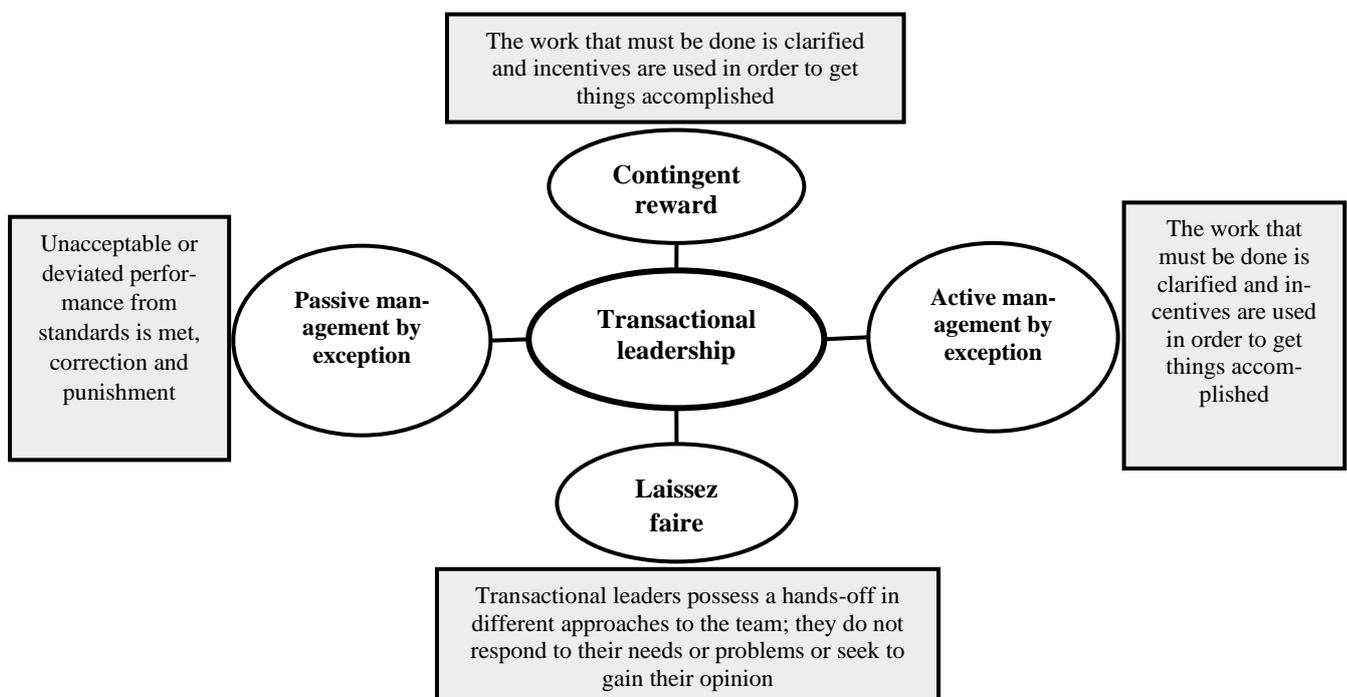

FIGURE 3. Elements of transactional leadership (adapted from Belmejdoub 2015, 8 [Hollander 1978])

3.3 Autocratic leadership style

The autocratic leadership style is also known as authoritative leadership style. According to Mgbeze (2014), while some input is sought from subordinates, the leaders regard their influence as the key element in any major decision or job outcome. Mgbeze (2014) further stressed that the authoritative leader accomplishes ends through imparting a clear, compelling vision, sees to it that the vision is built into strategic planning, and guides actions throughout the organization. The authoritarian sets clear directions, monitors progress closely and declares to subordinates the position they wish them to adopt by elucidating why certain things are expected, done or required and how individual actions adapt into the larger picture. Mgbeze (2014) opined that the feedback authoritarian offers may be positive or negative but clear, and treatment of subordinates tends to be firm but fair. It may shade over into a directive style when subordinates are given very little power or decision-making authority.

Autocratic leaders are classic, commanding and bossy in nature; they want their employees to work according to their orders. Typically, autocratic leaders preserve the rights to make decisions (Obiwuru et al. 2011, 100-111). Ebrahim (2018, 1-8) stressed that autocratic leaders force their followers to execute the services and strategies according to the narrow way in their views. A study by Iqbal, Anwar & Haider (2015, 1-6) to determine the effect of leadership style on employee performance showed that autocratic leaders are lacking in creativity and only promote one-sided conversation, which greatly affects the motivation and satisfaction level of the employees. The autocratic leadership style is however effective in the short term.

Autocratic leadership limits the workplace socialization and communication which is necessary for effective organizational performance. The autocratic leadership also enhances organizational conflicts which negatively affect the overall performance (Iqbal et al. 2015, 1-6). The study conducted by Bhargavi & Yaseen (2016, 87-117) revealed that the autocratic leadership style has a positive impact on the organizational performance. According to Bhargavi & Yaseen (2016, 87-117), this leadership style is more suitable when projects are to be completed within provided deadlines. Igbaekemen & Odivwri (2015, 1-7) conducted a study on the impact of leadership style on the performance of organizations; they concluded that an autocratic leader is the one who determines the activities, techniques and policies to the employees, and expects the employees to follow the same. They further stressed that such leaders do not have much faith on their followers.

Hint:
L = leader
F = follower
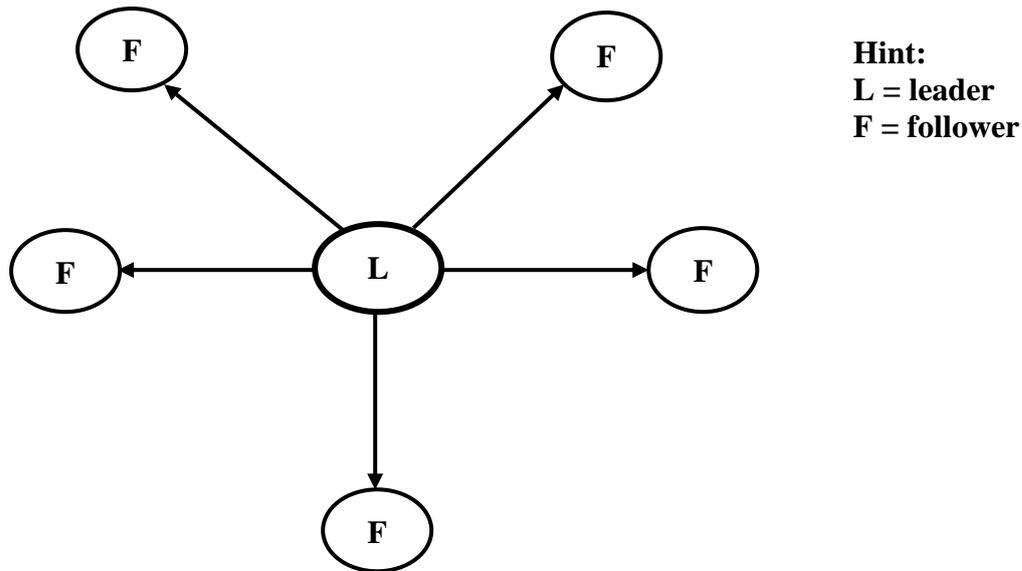
FIGURE 4. Autocratic leadership style demonstration (adapted from Iedunote 2017)

Figure 4 above demonstrates the relationship between autocratic leaders and their followers. It can be clearly seen that autocratic leaders depend on coercion for their leadership prowess and their style is arbitrariness, paternalism, command and compliance. Autocratic leaders give orders which must be obeyed by their subordinates at all cost.

3.4 Democratic leadership style

According to Mgbeze (2014), democratic leadership is the leadership in which the decision-making process is decentralized and shared by all the subordinates. A democratic leader believes in people and relies on the functioning of a group to achieve results (Mgbeze 2014). In democratic style of leadership, subordinates are involved in the decision-making process, and decisions result from a group consensus. There are frequently scheduled meetings, and subordinates are listened to by the leader. This leadership style aspires to nurture responsibility, flexibility and high morale. There is a tendency for staff to be more realistic about what is and is not possible, because they are involved in the decision-making process, as well as planning.

Mgbeze (2014) stressed that the democratic leader considers close supervision unnecessary after trust has been established, and negative feedback is offered sparingly. In democratic leadership style, the possibility of weak execution and poor decision-making is high. Therefore, the democratic leadership is also widely known to motivate the employees to perform better, as their views and opinions are valued,

and it gives them room for participation in crucial meetings, and are also carried along in the decision-making process. Rukmani, Ramesh & Jayakrishnan (2010, 365-370) hinted that a major problem with democratic leadership is the assumption that everyone involved has an equal stake in decision-making, with a shared level of expertise.

The study carried out by Elenkov (2000, 467-480) indicated that the democratic leadership has a positive impact on organizational performance and stressed that the leadership style allows the employees to make decisions along with sharing them with the group and the manager. Elenkov (2000, 467-480) opined that in democratic leadership system, praises and criticism are given objectively, and a sense of responsibility is also developed among the employees. Bhargavi & Yaseen (2016, 87-117) investigated the impact of democratic leadership on organizational performance; their findings revealed that this leadership style positively affects the performance of the organization, as it provides opportunities to the employees to express and implement their creative ideas, and take part in the decision-making process.

A major advantage of the democratic style of leadership is that it prepares future leaders and helps the organization in the long run. Choi (2007, 243-262) stressed that a democratic leader is the one who focuses on the group discussion and participation, and as a result, positively influences the performance of the subordinates. Thus, the democratic style of leadership can be used to advance the organizational performance, as well as the efficiency.
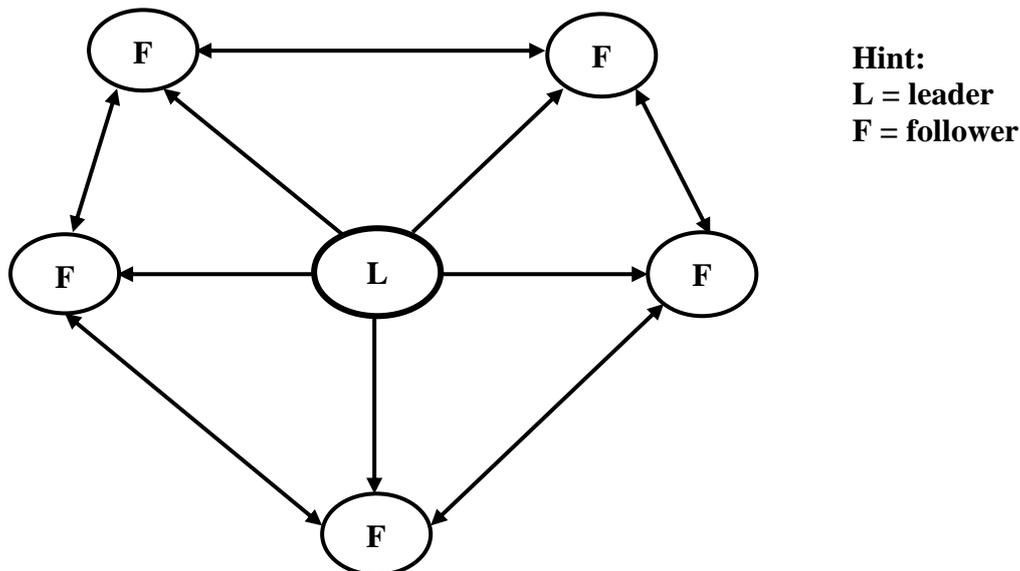
FIGURE 5. Democratic leadership style demonstration (adapted from Iedunote 2017)

Figure 5 above illustrates the democratic leadership style, where the subordinates are given participatory advantage, as well as air their views and contribute to the affairs of the group or organization at large. Unlike the autocratic leadership style, the democratic leadership style allows the direct influence of subordinates on relevant decision-making processes in the group or organization.

3.5 External factors affecting leadership styles

Selection and utilization of an appropriate leadership style helps an organization to achieve its aims and objectives faster. According to Finch (2019), leaders are able to influence and guide people under them, so that the organization can become more effective in achieving its goals. However, leaders' effectiveness is limited and affected by some external factors, which according to Finch (2019) include organizational environment, organizational resources, employees' roles, organizational culture and employees' diversity.

3.5.1 Organizational environment

Organizations have their own peculiar work environment with its own values and norms, which is a bequest of past leaders, as well as current leadership. These values are the concerns that the organization has for investors, customers, staff and the community, and they determine how the business' goals will be nurtured and accomplished. Goals are the personalities of the organization's values and concepts that define products or services. Leaders must carefully select the environment based on the concepts of the products or services being rendered. It must deliberately reflect the needs of the final consumers in the particular environment. However, some dangers must be put into consideration irrespective of the potentials of environment. An unstable or unsecure environment where there is usually unrest and riots or protests by citizens must be well structured and protected before embarking on businesses. (Beardwell & Thompson 2017.)

The condition of the work environment influences the activities of employees, while further affecting the implementation and completion of given tasks. The work environment can also affect the time of tasks completion, as well as the transition mode of tasks. According to Roberts & Hunt (1991), work environment can be physical elements that directly or indirectly affect the performance and productivity of employees. These physical environmental factors may include temperature, air circulation, sunlight,

light and weather condition. Some work environment conditions are also non-physical as they affect the functionality of employees, and these may include interpersonal relationships with co-workers, be it subordinates or superiors.

3.5.2 Organizational resources

Leaders rely on organizational resources such as finances, technology and staff to achieve their goals. The victory of the manager depends exclusively on how resources are successfully managed. Leaders must ensure unrestricted access to necessary resources, in as much as they are needed for the management of the business. Resources delivered late definitely have an impact on the smooth running of the organization. Hence, leaders must ensure early arrival of resources for the job ahead and make sure every resource is accounted for and used for the purposes meant for. Wastage of valuable resources is another factor affecting the effectiveness of leaders. Dissipated human resources, unaccountable funding and unmaintained equipment can limit the workforce and eventually minimize the productivity of the team (Finch 2019).

The resources at the disposal of the manager go a long way in dictating the success or failure of the leader. Salahuddin (2010, 1-6) opined that technological advancement and innovation through modernization is a major key to the success of a leader. Integration of Information and Communications Technology (ICT) into the operational system of the organization will massively increase the performance of the organization. However, a decline in technology will shrink the organizational effectiveness, thereby breaching the manager-subordinate synergy and showcasing the incompetency of the manager. Poor financial standing of the firm also reduces the effectiveness of the leader, as proposed aspirations can only be driven when financial obligations are met.

3.5.3 Employees' roles

Finch (2019) stressed that when employees take on a role in an organization, their position is defined by the tasks and responsibilities they must perform in relation with others. Employees have different levels of maturity in relating to, as well as executing tasks and relationships that impact the style of leadership needed to guide them. Employees also affect the organization by their work norms and personal values. Organizational functions have pitfalls and roadblocks that leaders must identify and minimize in order

to help staff accomplish their tasks. Subordinates should stick to their assigned duties and perform every job assigned to them diligently and with high sense of responsibility.

In structuring the participation of employees in the functionality of the organization, three different structural dimensions can be adopted. The first structural dimension is formalization, which entails the degree at which an organization illustrates the functionality of employees using rules and procedures. This describes some basic determinant factors guiding a given task such as when to, how to and who take(s) part in a given task. The second structural dimension is centralization which is the extent to which some personnel are embedded with the responsibility of making decisions. In this mode, delicate decisions are made at the top management level. The third structural dimension is complexity, and this is the bulky interconnected aspects of an organization. (Ford & Slocum 1977, 561-575.) All these factors influence the functionality of employees, which directly affect the output of the organization.

3.5.4 Organizational culture

An organization's culture consists of a combination of its founders, past and current leaders, history and crises. Culture is difficult to alter, since it is as a result of long-held information and formal systems, traditions, customs and rules that represent the self-image and shared expectations of the organization. Established rites, routines and a set way of doing things influence a company's norms such as how a worker can be in good standing and how a worker can respond appropriately for various circumstances. Leaders must understand the demographic structure and cultures of the clients of the organization and strength in the marketplace to design products and services for particular populations. (Salahuddin 2010, 1-6.)

The culture of an organization influences the decision of leaders, since they are basically bound to follow the principles they inherited. However, it is their duty to periodically review the decisive measures taken by past leaders to solve specific problems. According to John & Chattopadhyay (2015, 1-5), for the performance of the employees and leaders to improve, there is need for the recognition of the organizational structure. They further stressed that simplification of organizational culture, alignment and modernization of the organization's concept will help improve the performance of the leaders and employees, thereby advancing the values of the organization. The human resources section of the organization should be restructured to reflect the induction of new personnel that truly reflect the present need of the organization in a changing environment.

3.5.5 Employees' diversity

Since an organization hires employees of diverse upbringing and makeup, the diversity of the subordinates tends to pose a threat to the leader of the organization. A company reasonably employs people of different cultures, gender, ages and races. Leaders must react to this diversity with a vision for their staff and by developing a multi-cultural approach to their work. According to Mooney (2018), the style of management that is most compatible with a diverse set of workers include a participatory method, in which the leader works closely with employees to help them assimilate and succeed. Mooney (2018) also stressed that another successful style that works with individuals of different backgrounds is servant leadership, where the manager dedicates his efforts to providing the employees with everything they need so that in principle, these workers mature and pass along the servant attitude to other employees, and to their customers.

Employees' diversity has become an important feature in managing series of employees. A leader is bound to gather different employees from diverse educational background, different cultural locales and different work experience. Managing individual differences of the workforce can be very tasking and complicating for a leader, and if not properly managed can limit the performance and productivity of the firm. However, Qasim (2017, 1-4) opined that if employees' diversity is well managed by the management, it can be an added strength to the workforce. The diversity of the employees can be harnessed by allowing the employees display their individual arsenal of positive experience such as skill transfer, decision-making prowess, creativity and motivation, while submitting to the principles of the leadership style in place.

4 LEADERSHIP STYLES AND PERFORMANCE

In a simple term, a leader is anyone assigned to pilot the affairs of a team. In the quest to achieve an organization's goals, leadership style is an important aspect in the field of organizational behavior. Leadership process involves the use of non-coercive influence to shape a group or organizational goals, ignite behavior towards achieving the firm's objectives as well as define the group's culture. According to Ukaidi (2016, 25-34), leadership is the process of influencing people and providing an enabling environment for them to achieve team or organizational goals and objectives. Also, Fry (2003, 693-727) defined leadership as the use of leading strategy to offer inspiring motives, and to enhance the staff's potentials for growth and development. Furthermore, Mitonga-Monga et al. (2012, 5389-5398) maintained that leadership is the pattern associated with managerial behavior, which is designed to integrate the organization or personal interest and effects for achieving particular objectives.

From the above reviews, it is evident that leadership occurs when one individual influences others to perform optimally and voluntarily above the average requirement of their work. Output of the organization is dependent on the leadership style adopted. A leader's enthusiasm, willingness, commitment and selfless act is done in a peculiar manner in order to bring forth increase in the profit margin of the organization, productivity, performance and effectiveness. Mgbeze (2014) conducted a research on the impact of leadership style on organizational performance, and concluded that a strong relationship exists between the adopted style of leadership and the organizational performance. According to Ukaidi (2016, 25-34), leadership style should be dependent on the task and the people being led, the environment and the leader's initiative. Even as leadership is a process engaged in by certain individuals, people are still needed to form subordinates who by their willingness are influenced by the leader. Hence, leader-subordinate coherent relationship brings forth organizational effectiveness.

Execution of collaborated effort depends on the leader's capabilities as well as managing the aftermath of an execution, be it positive or negative. A leader must explore the potentials of the subordinates using appropriate means as well as taking advantage of it. An excellent leader does not only inspire the subordinates' potentials to enhance efficiency, but also meets the requirements in the process of achieving organizational goals (Obiwuru et al. 2011, 100-111 [Lee & Chuang 2009]).

4.1 Concept of organizational performance

According to Venkataraman (1997, 119-138), organizational performance is a sign of the capacity of a company to effectively achieve independent goals. The level of productivity of employees is one of the elements that are assessable in employee performance. The methods of evaluating organizational performance include quality, quantity and knowledge or creativity of the individuals towards the accomplished work that is done in relation to the responsibility assigned during a specific period of time (Wong & Wong 2007, 361-381). In other words, some standard parameters must be relied upon during assessment.

Organizational performance enables an enterprise to achieve such objectives as high profits, market share and product quality in relation to other enterprises in the same industry. It is however a reflection of productivity of employees in an organization which is measured in terms of profit, revenue, growth, development and expansion. (Obiwuru et al. 2011, 100-111.) According to Muecke (2005, 433-439), there are different factors that affect employees' performance, and these include job stress, motivation and communication.

4.1.1 Job stress

French [1975] opined that job stress is produced when one cannot properly coordinate available resources and job demands with personal abilities, and further described that job stress is gotten from a situation of a workplace environment that possesses threat to the employees (Noor 2017). As a result of job stress, some employees may be unable to meet up given targets, since some companies demand a certain level of input. It further results to a scenario where demand exceeds the capacity of an individual, which invariably fails to satisfy the top management. According to Mizuno, Yamada, Ishii & Tanaka (2006, 167-170), job stress has been known universally as a social problem that has a combination of factors that disrupt the workers physically and psychologically, and further affect their health as a whole.

Conway, Companini, Sartori, Dotti & Costa (2008, 630-639) stressed that an amount of pressure can bring about an increase in personnel's performance, while too much pressure leads to mental and physical challenges. Job stress could arise from aspects such as environmental factors, organizational factors

(leaders) and individual factors (employees). The probability of stress affecting an employee's effectiveness is high, as each employee is exposed to some extent of stressors both in the workplace and in their personal life, which definitely affect work performance and productivity.

4.1.2 Motivation

Motivation is simply the willingness and desire to perform an action which is stipulated by the activity, or ability to satisfy an identified need. Motivation is being widely observed in all sectors of industries today, irrespective of the size and location. Leaders and managers have realized that the action of motivating their employees is decisive in the quest to achieve and realize organizational goals effectively. The motivated employees in the long run exhibit the traits of self-satisfaction, self-fulfillment and commitment that are needed to produce better quality and quantity of work, and faithfully observe the organizational policies which relatively materialize efficiencies, competitive advantage and reputation of the firm. Motivation enlarges the job involvement of employees by making the work more valuable and interesting, as well as keeps the employees more productive and responsive to organizational calls. (Mizuno et al. 2006, 167-170.)

Berman, Bowman, West & Wart (2015) opined that motivation is one of the essential factors for the achievement of employees, and ultimately the organizational targets and goals. Ololube (2006, 1-19) identified that motivation to work, whether intrinsic or extrinsic, is very essential in the lives of workers because it forms the fundamental reason for working in life. It conforms to the complex needs and zeal which provides the energy for employees to perform a particular task. In addition, motivation serves as an important component of business operations, whereby high motivation coincides with job performance, a sense of conceit in one's work, a long-life loyalty and commitment to the organization, which enhances performance and productivity.

4.1.3 Communication

According to Nebo, Nwankwo & Okonkwo (2015, 131-148), communication is the impartation of ideas or thoughts, and making oneself understood by others. It is simply the process by which one party (sender) transmits information or message to another (receiver). With effective communication, a firm

is able to have a great coordination among the teams and units in an organization. Meanwhile, the absence of it results to problems in managing business operations, or judgmentally causes the damage between individuals in a team. People who are involved in communication processes need to possess both basic skills and abilities needed for effective communication, otherwise the information could be misunderstood. Also, effective information depends on the facilities available in an organization and the actions of leaders and managers to ensure acceptability of information in order to have an accurate delivery of it (Mangal & Mangal 2009).

Communication enhances easy transition of modules, missions and orders between the management levels in an organization. The effectiveness of the employee-leader relationship is determined by how well the information passed is understood and interpreted by the target employees. Shonubi & Akintaro (2016, 1904-1914) opined that communication breach between managers, employees and customers leads to futile efforts and unachieved visions. Hence, to remain profitable and competitive in the contemporary challenging world, all factors of production which include materials, machines and personnel, need to be carefully managed. Mangal & Mangal (2009) hinted that amongst the factors of production, personnel constitute the biggest challenge because their skills, talents, thoughts and emotions must be harnessed to correlate with the visions of the organization.

4.2 Leadership style and employee performance

According to Ukaidi (2016, 25-34), leadership style and systemic behavior shifted away from the characteristics of the leader to the style the leader adopted. According to Rowe (2001, 81-94), records from the style approach recommend that leaders who are devoted to democratic or participatory leadership style seem more successful, compared to managers that adopt autocratic or laissez faire leadership style of management. Complementing Rowe (2001, 81-94), Yukl (2012) opined that participatory leadership is the best style of leadership in managing an organizational system of any type, and maintained that people react favorably to it in organizations by increased productivity, lower unit cost, good morale and improved labor management relation. However, Yukl (2012) hinted that the worst style of leadership is autocratic or authoritative leadership style which gives rise to high labor management conflicts.

There are different reasons why there should be relationship between leadership style and organizational performance. Today's intensive and dynamic markets characterize innovation-based competition, price-

performance rivalry, decreasing returns and the creative destruction of existing competencies (Venkata-raman 1997, 119-138). Several studies have suggested that effective leadership behaviors can facilitate the improvement of performance when organizations face these new challenges (McGrath & MacMillan 2000; Teece, Pisano & Shuen 1997, 509-533). Reviewing the effects of leadership on performance is paramount because leadership is viewed by some scholars as one of the key driving forces for improving a firm's performance and productivity. According to Avolio [1999] and Rowe [2001, 81-94], effective leadership is seen as a major source of management development and sustained competitive advantage for organizational performance improvement (Obiwuru et al. 2011, 100-111).

Zhu, Chew & Spangler (2005, 39-52) opined that transactional leadership assists firms to actualize their objectives more efficiently by relating job performance to valued rewards and by guaranteeing that employees have the resources needed to get the job done. McShane & Von-Glinow [2001] stressed that visionary leaders create a strategic insight of some future states, communicate that vision through framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision (Obiwuru et al. 2011, 100-111). Zhu et al. (2005, 39-52) recommended that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in the new organizational environments.

Mehra, Smith, Dixon & Robertson [2006, 232-245] argued that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership (Obiwuru et al. 2011, 100-111). According to Obiwuru et al. (2011, 100-111), team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective actions. The leader-centered perspective provides valuable insights into the relationship between leadership and team performance (Guzzo & Dickson 1996, 307-338). Several studies have explored the strategic role of leadership to investigate how to employ leadership paradigms and use leadership behavior to improve organizational performance (Judge, Bono, Ilies & Gerhardt 2002, 765-780; Judge & Piccolo 2004, 755-768; Yukl 2012).

Purcell, Kinnie, Hutchinson, Rayton & Swart (2003) opined that it is because intangible assets such as culture, skill, competence, motivation and leadership styles are seen appreciating as a major source of strength and zeal in those firms that can combine processes, people and organizational performance. Prior studies revealed the expectations that leadership paradigms have significant effects on staff satisfaction, financial performance and customer satisfaction. A research by House & Aditya (1997, 409-

473) criticized leadership studies for focusing extremely on leader-follower relationships to the exclusion of several other duties leaders perform, and to the segregation of environmental and organizational variables that are vital to mediate the leadership-performance relationship. The study also revealed that the results, depending on the level of analysis are other problems of existing research on leadership.

House & Aditya [1997, 409-473] differentiated between micro-level research that focuses on the leader in relation to the subordinates and immediate superiors, and macro-level research that focuses on the total organization and its environment (Obiwuru et al. 2011, 100-111). Tarabishy, Solomon, Fernald & Sashkin (2005, 20-29) also recommended that leaders and their leadership styles influence both their subordinates and organizational outcomes. Jing & Avery (2008, 67-78) carried out a study on the missing links in understanding the relationship between leadership and organizational performance; they concluded that despite a hypothesized leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

5 THEORIES OF LEADERSHIP

Many theories have been formulated and designed on leadership style, by other great scholars and academicians. However, for the purpose of this thesis, three different theories will be discussed, and these include great man theory, trait theory and contingency theory.

5.1 Great man theory

Great man theory proposes that the aptitude for leadership is inborn and inherited. According to this theory, it is either you are born naturally as a leader or you are not. The term 'great man' was adopted because it was thought then that leadership was majorly for males, particularly in the military. The great man theory of leadership became well known in the 19th century. The legends behind some of the world's most famous leaders such as Mahatma Gandhi, Abraham Lincoln, Alexander the Great and Julius Caesar helped contribute to the conception that great leaders are given birth to and not made. Historian Thomas Carlyle also had a key sway on this theory of leadership at one point, stating that the history of the world is but the biography of great men. He stressed that efficient and productive leaders are those with inspiration and the right characters and features (Belmejdoub 2015, 1-29).

Over the years, there has been an unconvincing debate about whether leaders are born or made. Sarros & Butchatsky [1996] conducted a study about leadership by asking senior leaders of many organizations about their opinions on whether leaders are born or made (Belmejdoub 2015, 1-29). Predictably, their findings revealed that majority of the senior leaders saw leaders as not being born because they are humble people, and certainly as not being made because they think there is more to life than circumstances; they saw leadership as a combination of both. They further revealed that there is an element of their psychology, but there is also an element of context, or of circumstance within leadership.

Belmejdoub (2015, 1-29) described under what is called 'the noble lie', that the average persons are not smart enough to organize themselves and to take appropriate direction that would lead to a successful society. According to Belmejdoub (2015, 1-29), there are only a few category of people called the 'philosopher kings', who are smart enough to lead the flocks to success. This result is described by the fact that a person is born a king, a farmer or a laborer. There were only a few special people who had particular aspects of their personality that would allow them to lead. By 'the noble lie', Belmejdoub (2015, 1-

29) meant a concept that would keep the system in place. This concept of the outstanding quality of a leader has been a part of most of the leadership theories over the centuries. In a common sense, that makes leadership, especially a politically ordering of society concentrated into the hands of the great men.

Early researches on leadership looked at people who were already successful leaders. These individuals often included rulers who acquired their positions through inheritance. Because people of a lesser social status had fewer opportunities to achieve leadership roles, it contributed to the idea that leadership is an inherent ability. Today, people frequently describe prominent leaders as having the precise qualities or personalities for the position, implying that innate characteristics are what make these people effective leaders.

According to Cherry (2020), one of the major problems with the great man theory of leadership is that not all people who possess the so-called natural leadership qualities actually become great leaders. If leadership was merely an inherited quality, then all people who inherited the necessary traits would eventually find themselves in leadership roles. Cherry (2020) further stressed that research has instead found that leadership is a surprisingly complex subject, and that numerous factors influence how successful a particular leader may or may not be. Characteristics of the group, the leader in charge and the situation or environment all interact to decide what sort of leadership is needed, and the performance and productivity of this leadership.

5.2 Trait theory

Trait approach theory of leadership is one of the earliest theories of leadership. It focuses on the personal attributes of leaders, which comprise physical and personality characteristics, competencies and values. It views leadership mainly from the perspective of the individual leader. Basis of this approach is the assumption that traits produce patterns of behavior that are coherent amidst the situations. Therefore, leadership traits are considered to be embedded characteristics that people are born with and that remain relatively stable over time. (Mumford, Zaccaro, Harding, Fleishman & Reiter-Palmon 1993, 1-135.)

Prior trait scholars studied the personality attributes that they believed were related to leadership effectiveness; an interest on researching exceptional historical figures. According to Fleenor (2011, 830-832), early researchers viewed leadership as a unidimensional personality trait that could be reliably measured

and was distributed normally throughout the population; that is an individual difference variable. Many of the early studies on the trait approach focused on the systematic investigation of the significant differences between leaders and followers. It assumes that individuals in higher-level positions possess more leadership traits than those in lower-level positions. To further buttress the fact, a large number of studies were conducted in an attempt to develop reliable and valid measures of leadership traits.

However, researchers discovered that only a few traits appeared to differentiate leaders and followers. Leaders tended to be slightly higher on traits such as extroversion, adjustment, self-confidence, intelligence, dominance and height, compared to non-leaders. The little differences between leaders and non-leaders were attributed to the failure to measure critical attributes, errors in leader selection and errors in measuring leadership traits. Early trait scholars had assumed that irrespective of the situation, there was a set of characteristics that distinguished a successful leader. These scholars believed that the leadership traits would be productive, both in the boardroom and on the battlefield. However, the differences between leaders and followers were found to vary widely across different situations (Fleenor 2011, 830-832).

Trait researchers frequently developed lists of characteristics they believed were related to successful leadership. In creating the lists, some researchers mixed together very contradicting attributes. For instance, lists included some leadership traits that were known to be aspects of behaviors and skills, in addition to other traits that were related to character and intellectual ability. These lists of traits generally included features such as emotional stability, self-confidence, assertiveness, creativity, motivation, intelligence, ambition and perseverance. The lists, however, were not exhaustive and typically missed some important leadership attributes. (Fleenor 2011, 830-832.)

Today, many books on leadership continue the tradition of providing lists of traits that are thought to be fundamental to effective leadership. The simple idea remains that if an individual possesses such traits, they will be successful leaders in any situation. Gardner [1989, 58] published a study of a large number of leaders and concluded that there are some attributes that appear to make a leader successful in any situation (Fleenor 2011, 830-832). These traits included strength and stamina, cleverness, accepting responsibility, proficiency, having knowledge about the subordinates' needs, adequate interrelation skills, zeal for achievement, motivating people, valor, conviction, determination, boldness and adaptability. One of the criticisms of the list is that the attributes typically associated with successful leaders are often perceived as 'male' traits.

Zaccaro, Kemp & Bader (2004,122) created a model to comprehend leaders' traits and their relevance on leaders' effectiveness, performance and productivity, as shown in figure 6. The model is based on other models of leaders' traits and effectiveness or performance, and depends on two basic features about leaders' traits (Mumford et al. 1993, 1-135; Mumford, Zaccaro, Harding, Jacobs & Fleishman 2000, 11-35). The first feature is that leadership originates from the influence of numerous features as opposed to emerging from the independent assessment of traits. Zaccaro (2001) further argued that efficient leadership is derived from an incorporated set of cognitive capacities, social abilities and dispositional tendencies, with each set of traits adding to the influence of the other. The second feature is that leaders' traits vary in their proximal influence on leadership.

The model shown in figure 6 is a multi-stage one in which certain distal attributes such as dispositional attributes, cognitive abilities and motives or values, serve as precursors for the development of proximal personal characteristics such as social skills, problem solving skills and expertise knowledge (Barrick, Mitchell & Stewart 2003, 60-82; Chen, Gully, Whiteman & Kilcullen 2000, 835-847). Adopting this categorization approach is based on several comprehensive reviews or meta-analysis of trait leadership over the years (Derue, Nahrgang, Wellman & Humphrey 2011, 7-52; Hoffman, Woehr, Maldagen-Youngjohn & Lyons 2011, 347-381; Judge et al. 2002, 765-780; Zaccaro 2007, 6-16). However, Zaccaro (2007, 6-16) opined that the investigations of leaders' traits are always by no means exhaustive.
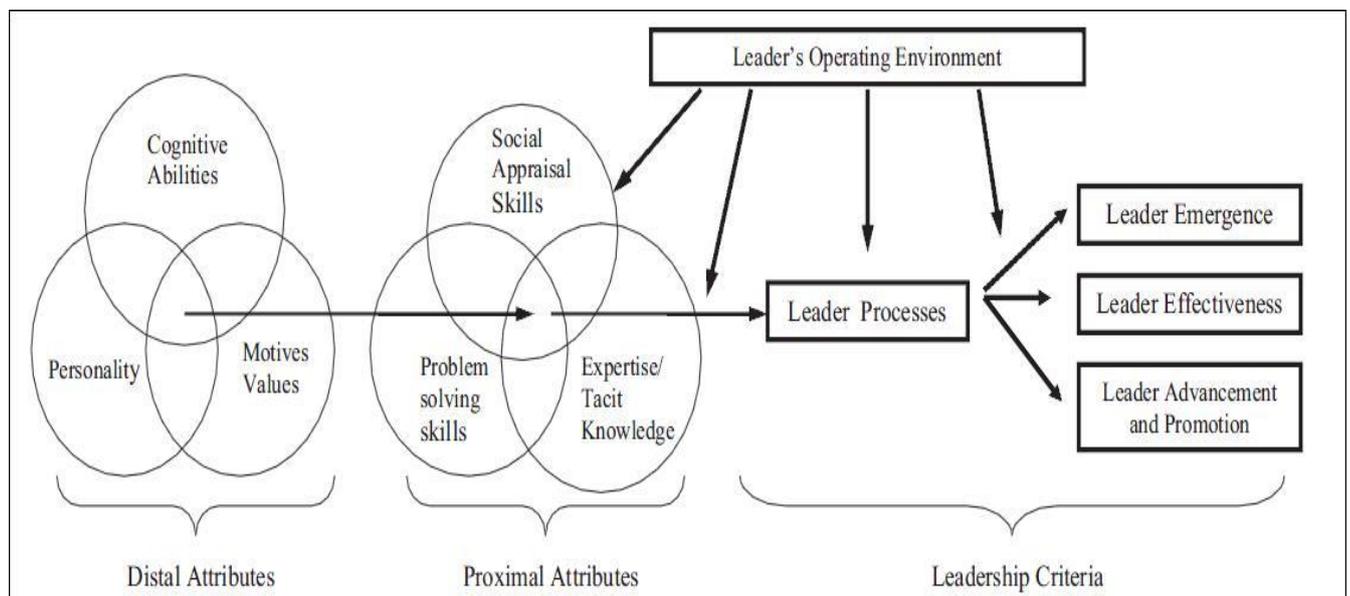

FIGURE 6. Leader attributes and performance model (adapted from Zaccaro et al. 2004, 122)

5.3 Contingency theory

Contingency theory centers on adapting situational variables to better fit into a leader's style. Contingency theorists agree that leadership theories must take into consideration the situation in which leaders operate. For instance, Fred Fiedler's contingency model assumes that a leader's preferred style is effectively set and suggests adapting situational elements to achieve better outcomes. Tested through a variety of field research, the model's basic principle according to Mitchell, Biglan, Oncken & Fiedler (1970, 253-267) is that the performance of interacting groups is contingent upon the interaction of leadership styles and the favorability of the situation for the leader.

According to Fiedler (1964, 149-190) who proposed contingency theory, a person would be appropriate for certain situations that a group might find itself in. For every demanding scenario, the group would go and inquire a leader to fit. The main limitation in this theory is that people possess certain personality aspects and there are different situations. Sarros & Butchatsky [1996] reported that a person does not necessarily become productive later because he had leadership qualities (Belmejdoub 2015, 1-29). They linked the fact to certain circumstances; some people with leadership qualities may never be given the right circumstances. So, they think life is rather a case of luck. Another concern with this approach is that the situation and people will acclimatize, and people are not necessarily a rigid personality nor is the situation itself rigid and unchanging, which makes it opened to psychological inquiry. So, once the theory has been widely applied in practice, there seem to be the idea in veracity, that people do adapt to the situations they find themselves in.

Mitchell et al. (1970, 253-267) stressed that the leader's style is measured using a scale called the least preferred co-workers' (LPC) scale, in which leaders rate the co-workers they have least enjoyed working with on a variety of factors. A good score shows a relation-orientated leader, while a low score indicates a leader more concerned with task performance (Mitchell et al. 1970, 253-267). The reason behind this is that relation-oriented leaders are more inclined to view individuals with whom they least enjoyed working in more positive terms than task-oriented leaders (Bass & Bass 2008). According to Chemers (2000, 27-43), the second element of the model is the situational favorableness dimension which considers three factors; the degree of support and cooperation offered by the followers, whether the task is structured or unstructured, and the leader's formal authority to direct or reward followers.

According to Mitchell et al. (1970, 253-267), in combination, these factors result in different types of situations, which according to the contingency model, differ in the degree to which a leader can influence

and control group members. According to Fiedler's model, a situation is advantageous to the leader if the leader is respected by the group, if the task is structured, and if the leader has legitimacy and power by virtue of their position. Chemers (2000, 27-43) further stressed that the task-oriented leaders are most likely to be effective in situations that are most promising or most unfavorable to them. Fiedler's research and theory recommended that instead of developing adaptable leaders, leaders ought to be placed in situations best suited to them, and failing that, situations ought to be manipulated to suit leaders' orientation (Bass & Bass 2008).

Fiedler (1964, 149-190) argued that effective leadership style is dependent on situational contingencies such as the nature of the task specifically, and how certain or uncertain it is. Chemers (2000, 27-43) also stressed that leadership depends on four contingent factors which include leaders' power and influence and their chosen goals; followers' expectations; the complexity of the organization; and the certainty or uncertainty of the task.

6 EMPIRICAL RESEARCH METHODOLOGY

This chapter discusses the empirical research methodology used during the course of writing this thesis. It includes the research design adopted, the population of the study, the sampling technique used in selecting the sample size, the method used to gather the data, and the reliability and validity of the study. The study was limited by several factors. Firstly, there was the problem of collection of data via the primary source. Secondly, the un-cooperative nature of respondents posed a major threat to the study as some respondents were not eager to disclose relevant and vital information. Thirdly, the study was limited by the problem of generalities; since the research was carried out on Guinness Nigeria Plc, Benin City, Edo State, Nigeria, the results obtained from the firm may not work effectively for another, hence its dynamism.

6.1 Research design

Research design is the use of evidence-based procedures, protocols and guidelines that provide the tools and framework for conducting a research (Majid 2018, 1-7). It is the general strategy chosen to incorporate the different components of the research into a logical and articulate manner, so as to efficiently tackle the research problem of the study. It also entails the design of data collection, measure and analysis of data. For the purpose of this thesis, the quantitative research method was adopted. Quantitative research is the analysis and quantification of variables in a bid to get valid and decisive results (Apuke 2017, 40-47). This method of research highlights the purposeful measurement and the mathematical, numerical or statistical analysis of data gathered through surveys, or using computational methods to analyze data. Quantitative survey centers on collating statistical data through a pre-selected sample size, while generalizing the results obtained across the groups of people in order to explain a particular variable across a specified phenomenon. (Apuke 2017, 40-47.)

Quantitative survey gathers information from respondents, using an appropriate sampling technique which is determined by the statement of the research problem, through questionnaires and polls of which results can be illustrated in numerical forms, and further demonstrated in tables and graphical means. A careful understanding of the data can be used to forecast the future occurrence of events or form the basis of concluding a previous outturn of events. Quantitative survey patterns are purposeful, elaborate, continuous and investigational. The results gathered from this method of research are statistical, logical

and impartial; this is because, the data gathered from this method cannot be sentimental or marred by favoritism of the researcher. Data are gathered having adopted a structured method, and conducted on smaller sample that gives a true and fair representation of the entire population. (Balnaves & Caputi 2001.)

The survey research is the basic tool for all quantitative research methodologies. It gets information from the grassroots, while focusing on the very elementary details. The survey is used to ask questions to a predetermined sample of respondents using diverse means such as questionnaires, online surveys and web-intercept surveys. Through the adoption of survey research, a researcher can ask numerous research questions, while depending on a pool of respondents for answers so as to collect numerical results. The survey can be selected across diverse groups or within specifically targeted respondents. However, a condition for the survey method of research design is that the sample must have been randomly selected using a competent method that closes the ranks to favoritism and unprofessional manipulations. (Balnaves & Caputi 2001.)

6.2 Population of the study

The population of a study is the sum total of the elements of the target area the researcher intends to investigate. It is the universe in which a research is interested, and it represents the entire elements in a specified boundary at a particular period of time. It is not always possible to carry out an empirical research on the entire population of interest, hence a suitable sampling technique is used to select a sample size for the study. (Majid 2018, 1-7.)

The population of a study also refers to a whole collection of people, about which some information is required to be determined by the researcher. It is an entire group of people with a distinctive set of features. (Banerjee & Chaudhury 2010, 60-65.) For the purpose of this study, the population comprises the entire staff of Guinness Nigeria Plc, Benin City, Edo State, Nigeria which range from the management staff to supervisors, secretaries/receptionists, factory workers and others.

6.3 Sample size and sampling technique

A sample is a selected subset of the universal population being investigated by the researcher, while maintaining the true representation of the entire population. Since the entire staff strength of Guinness Nigeria Plc, Benin City, Edo State, Nigeria cannot be used as the respondents for this study, a sample size of 35 was adopted. The technique adopted in this research work is the random sampling technique because it gives equal opportunity to all the respondents. (Banerjee & Chaudhury 2010, 60-65.)

Sampling is the act of selecting a typical number of individuals from the entire population of interest to be investigated by the researcher. It is a very vital tool for all empirical research, since the entire population of interest to be investigated by the researcher always comprises too many people to be included as respondents for any research. However, the adopted sample size must be reasonably large enough to give a true representation of the entire population. (Majid 2018, 1-7.)

6.4 Method of data collection

The data for this study was obtained using the quantitative research method, which is the primary source of data collection for this thesis. This method involves gathering firsthand information for the purpose of research. The questionnaire method was used for this study because it is very practical, since it can be sent to targeted respondents to gather the needed information from them. Also, the questionnaire is fast and easier to get data from large respondents, considering the sample size of 35. The questionnaire which is comprised of 17 questions was created on 31 October 2020 using Google Forms (an online survey developed by Google), and the link to the survey was sent to the respondents via email and WhatsApp the same day. By 14 November 2020, the results from all 35 respondents had been obtained. However, the type of questionnaire used for the empirical research of this thesis is the closed-ended and open-ended questionnaire.

The closed-ended questionnaires are questionnaires that contain questions that can simply be answered by a 'yes' or 'no', or a rating scale such as strongly agree, agree, disagree and strongly disagree. The reason for the adoption of closed-ended questionnaire is that the respondents are limited in their answers, thereby giving room for only relevant answers and staying within the scope of the survey. Also, the closed-ended questionnaire is easy to compare answers from different respondents, which makes

analysis and computation of the data collected very easy. For the purpose of this study, 15 closed-ended research questions are contained in the questionnaire.

The open-ended questionnaire on the other hand is the questionnaire that gives room to the respondents to express their true feelings about the questions asked. The respondents give more insightful and useful contextual feedback. The open-ended questionnaire was adopted for this study because it gives room for better understanding of the concept being researched, since the respondents are not limited by responses and options; hence they give freewill answers. For the purpose of this study, the last two research questions in the questionnaire are open-ended.

6.5 Reliability and validity of the study

Questionnaire is one of the most extensively utilized tools used in collecting data for quantitative research design. The questionnaire is designed to gather relevant information that can effectively reflect the true position of variables in the selected sample. However, before a questionnaire can be certified effective, it must possess two qualities which are reliability and validity. Reliability and validity induce and enhance the transparency of a research, while limiting opportunities for the researcher to be bias and sentimental (Singh 2014, 77-84). Reliability and validity are indispensable in research methodology to showcase the quality and authenticity of the research instruments adopted by the researcher while carrying out an independent research.

Reliability is the extent to which a questionnaire, test or measurement process can produce the same results when carried out at a later date, irrespective of the date and time of the research. It is however regarded as the consistency and stability of results over a period of time. While validity is the extent to which the data gathered by the researcher truly represents the trend being studied. It is however the coherence of the results gathered through the questionnaire and the real nature of things in the real world. When the reliability and validity of a research are not ascertained, depicting the outcome of measurement errors on the theoretical relationships being measured becomes difficult. (Mohajan 2017, 1-20.)

In the course of this study, the administered questionnaire was first cross-checked and certified by the supervisor of this thesis to ascertain the competence of the questions, and to reflect the true purpose of the survey. To further strengthen the reliability and validity of the questionnaire, a notice was given to the management of Guinness Nigeria Plc, Benin City, Edo State, Nigeria before the link to the online

survey was sent, with the help of the instructor of this thesis who is an employee of the company, so as to help sensitize its employees of the survey. The implication of this action was to give every subject of the survey the needed time to adequately satisfy the obligation of the research.

7 PRESENTATION AND ANALYSIS OF RESULTS

This chapter focuses on the presentation of data gathered through the questionnaire, and analysis of the results obtained. The data are presented using tables and figures, and Microsoft Excel was extensively employed for the graphical presentations.

TABLE 2. Sex of respondents

Sex	Number of Respondents	Percentage
Male	26	74
Female	9	26
Total	35	100

Table 2 above shows that 26 respondents representing 74% of the sample size are male, while the remaining 9 respondents representing 26% are female.

TABLE 3. Marital status of respondents

Marital Status	Number of Respondents	Percentage
Single	12	34
Married	19	54
Divorced	3	9
Widowed	1	3
Total	35	100

Table 3 above reveals that 12 respondents representing 34% of the sample size are single, 19 respondents representing 54% are married, 3 respondents representing 9% are divorced, while the remaining 1 respondent representing 3% is widowed.

TABLE 4. Age of respondents

Age	Number of Respondents	Percentage
Below 20 years	6	17
21 – 30 years	18	51
31 – 40 years	8	23
41 years and above	3	9
Total	35	100

Table 4 above indicates that 6 respondents representing 17% of the sample size are 20 years or below, 18 respondents representing 51% are between 21 and 30 years, 8 respondents representing 23% are between 31 and 40 years, while the remaining 3 respondents representing 9% are 41 years and above.

TABLE 5. Length of employment of respondents

Length of Employment	Number of Respondents	Percentage
Less than 2 years	8	23
2 – 5 years	19	54
6 – 10 years	6	17
11 years and above	2	6
Total	35	100

Table 5 above displays that 8 respondents representing 23% of the sample size have been employed at Guinness Nigeria Plc, Benin City, Edo State, Nigeria for less than 2 years, 19 respondents representing 54% have been employed between 2 and 5 years, 6 respondents representing 17% have been employed between 6 and 10 years, while the remaining 2 respondents representing 6% have been working in the company for 11 years and above.

TABLE 6. Position occupied by respondents

Position	Number of Respondents	Percentage
Manager	2	6
Supervisor	4	11
Secretary/Receptionist	3	9
Factory worker	18	51
Others	8	23
Total	35	100

Table 6 above points out that 2 respondents representing 6% of the sample size are managers at Guinness Nigeria Plc, Benin City, Edo State, Nigeria, 4 respondents representing 11% are supervisors, 3 respondents representing 9% are secretaries/receptionists, 18 respondents representing 51% are factory workers, while the remaining 8 respondents representing 23% occupy other positions in the company.

Leadership style significantly influences organizational performance

- Strongly Agree
- Agree
- Disagree
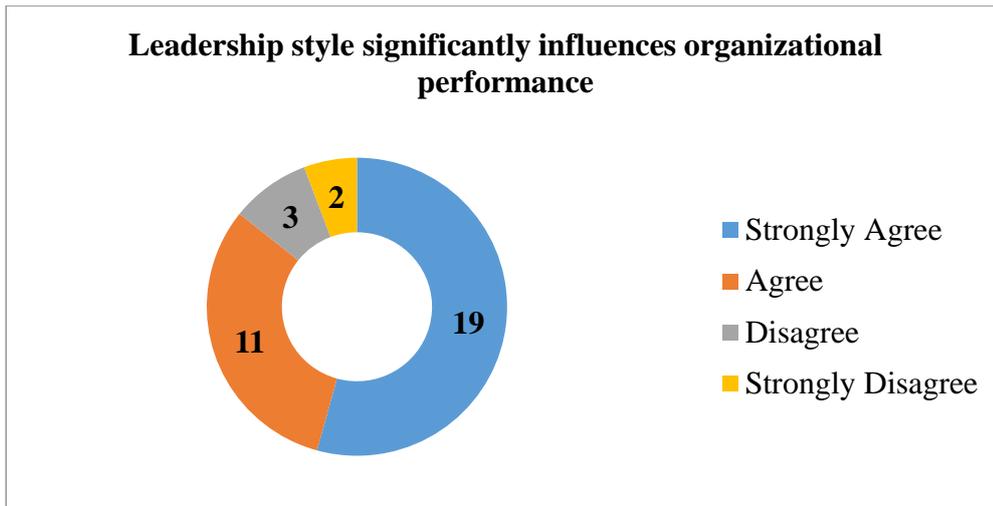- Strongly Disagree

19
11
3
2

FIGURE 7. Leadership style significantly influences organizational performance

Figure 7 above shows that 19 respondents representing 54% of the sample size strongly agree that leadership style significantly influences organizational performance, 11 respondents representing 31% agree, 3 respondents representing 9% disagree, while the remaining 2 respondents representing 6% strongly disagree with the research question.

It is appropriate for leaders to inspire their subordinates, as well as stimulate their intellect

- Strongly Agree
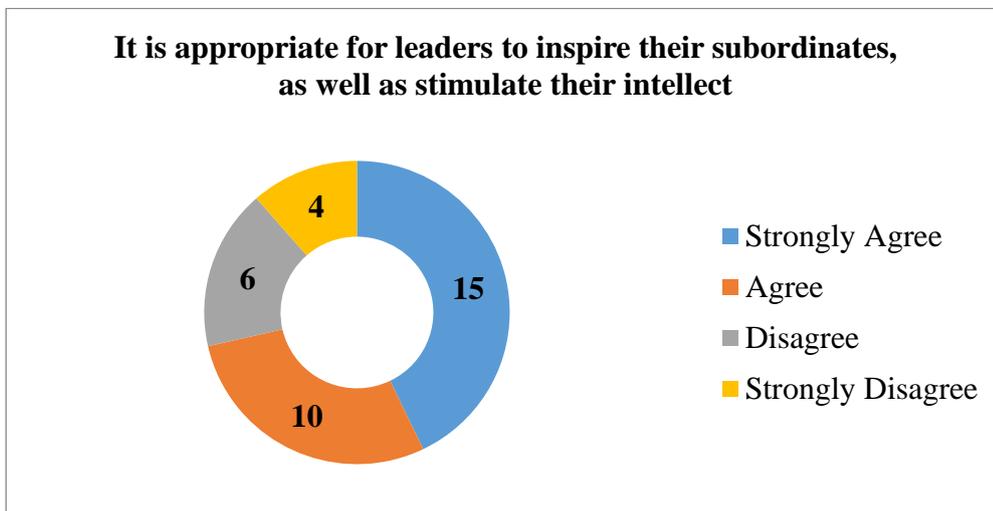- Agree
- Disagree
- Strongly Disagree

15
10
6
4

FIGURE 8. It is appropriate for leaders to inspire their subordinates, as well as stimulate their intellect

Figure 8 above reveals that 15 respondents representing 43% of the sample size strongly agree that it is appropriate for leaders to inspire their subordinates, as well as stimulate their intellect, 10 respondents representing 29% agree, 6 respondents representing 17% disagree, while the remaining 4 respondents representing 11% strongly disagree with the research question.

It is proper for a leader to use rewards and punishments to motivate followers

9

20

5

1

■ Strongly Agree
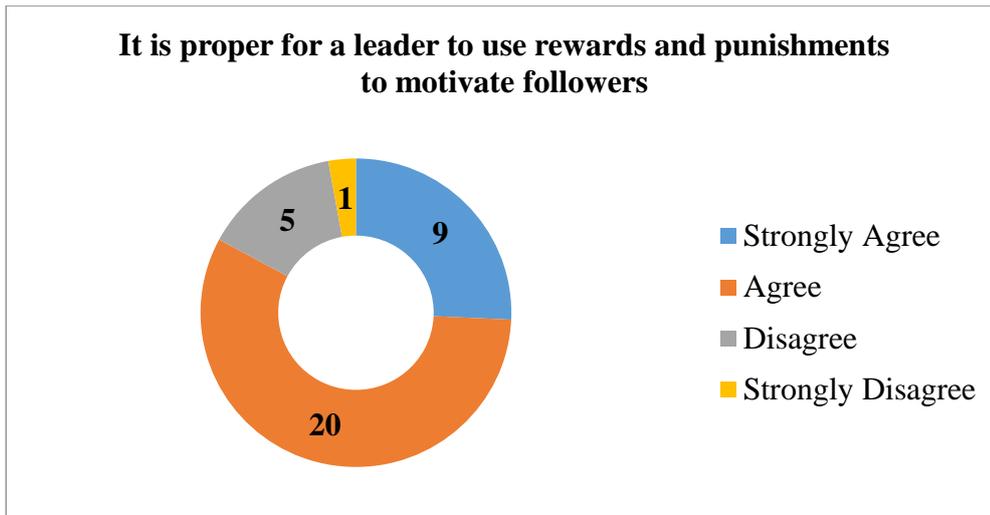■ Agree
■ Disagree
■ Strongly Disagree

FIGURE 9. It is proper for a leader to use rewards and punishments to motivate followers

Figure 9 above indicates that 9 respondents representing 26% of the sample size strongly agree that it is proper for a leader to use rewards and punishments to motivate followers, 20 respondents representing 57% agree, 5 respondents representing 14% disagree, while the remaining 1 respondent representing 3% strongly disagrees with the research question.

It is appropriate for a leader to make all decisions alone and rarely accept advice from followers

2

6

14

13

■ Strongly Agree
■ Agree
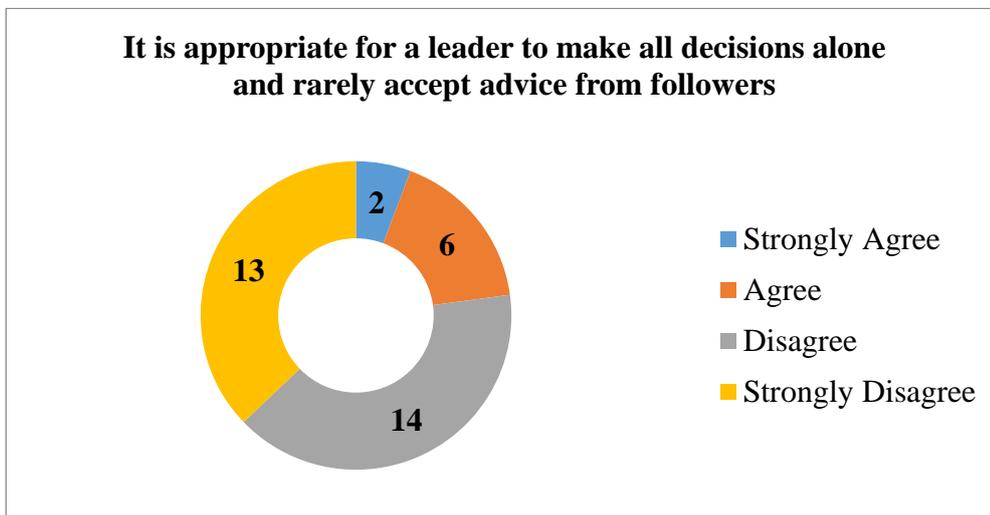■ Disagree
■ Strongly Disagree

FIGURE 10. It is appropriate for a leader to make all decisions alone and rarely accept advice from followers

Figure 10 above reveals that 2 respondents representing 6% of the sample size strongly agree that it is appropriate for a leader to make all decisions alone and rarely accept advice from followers, 6 respondents representing 17% agree, 14 respondents representing 40% disagree, while the remaining 13 respondents representing 37% strongly disagree with the research question.

It is proper for subordinates to share ideas and opinions, as well as partake in decision-making processes
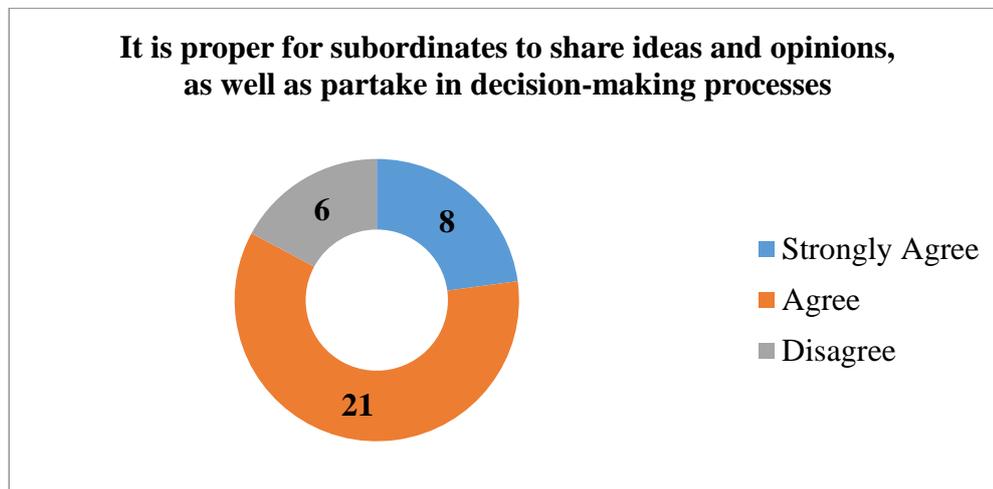
■ Strongly Agree
■ Agree
■ Disagree

FIGURE 11. It is proper for subordinates to share ideas and opinions, as well as partake in decision-making processes

Figure 11 above reveals that 8 respondents representing 23% of the sample size strongly agree that it is proper for subordinates to share ideas and opinions, as well as partake in decision-making processes, 21 respondents representing 60% agree, 6 respondents representing 17% disagree, while none of the respondents strongly disagrees with the research question.

It is appropriate for a leader to delegate responsibilities to subordinates

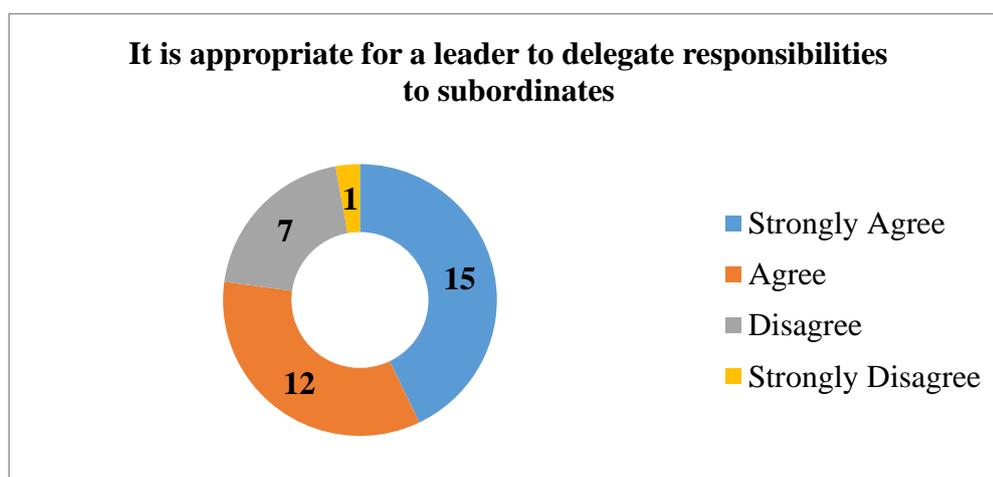■ Strongly Agree
■ Agree
■ Disagree
■ Strongly Disagree

FIGURE 12. It is appropriate for a leader to delegate responsibilities to subordinates

Figure 12 above displays that 15 respondents representing 43% of the sample size strongly agree that it is appropriate for a leader to delegate responsibilities to subordinates, 12 respondents representing 34% agree, 7 respondents representing 20% disagree, while the remaining 1 respondent representing 3% strongly disagrees with the research question.

Motivating employees is a major responsibility of leaders to enhance organizational productivity

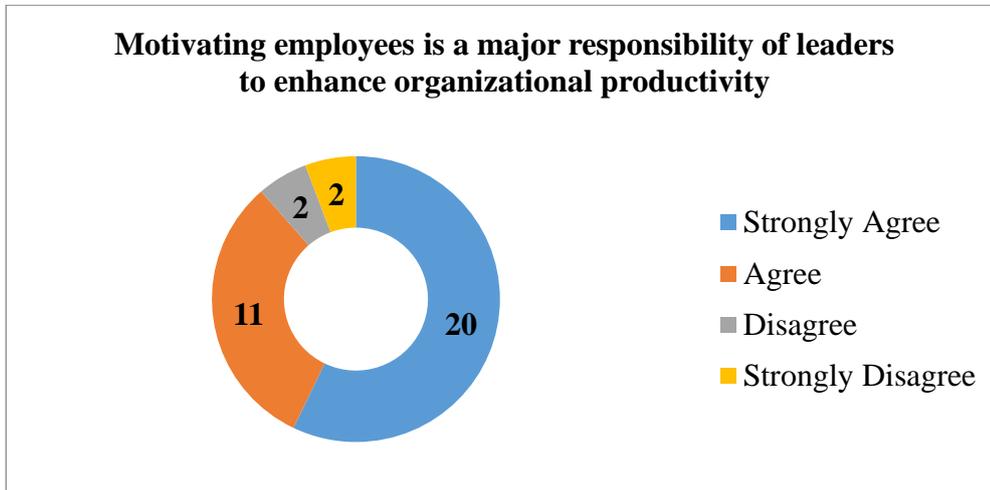Strongly Agree | Agree | Disagree | Strongly Disagree

20 | 11 | 2 | 2

FIGURE 13. Motivating employees is a major responsibility of leaders to enhance organizational productivity

Figure 13 above indicates that 20 respondents representing 57% of the sample size strongly agree that motivating employees is a major responsibility of leaders to enhance organizational productivity, 11 respondents representing 31% agree, 2 respondents representing 6% disagree, while the remaining 2 respondents representing 6% strongly disagree with the research question.

Accurate leadership style helps maximize profit in the organization

Strongly Agree | Agree | Disagree | Strongly Disagree

18 | 10 | 4 | 3

FIGURE 14. Accurate leadership style helps maximize profit in the organization

From figure 14 above, it is evident that 18 respondents representing 51% of the sample size strongly agree that accurate leadership style helps maximize profit in the organization, 10 respondents representing 29% agree, 4 respondents representing 11% disagree, while the remaining 3 respondents representing 9% strongly disagree with the research question.
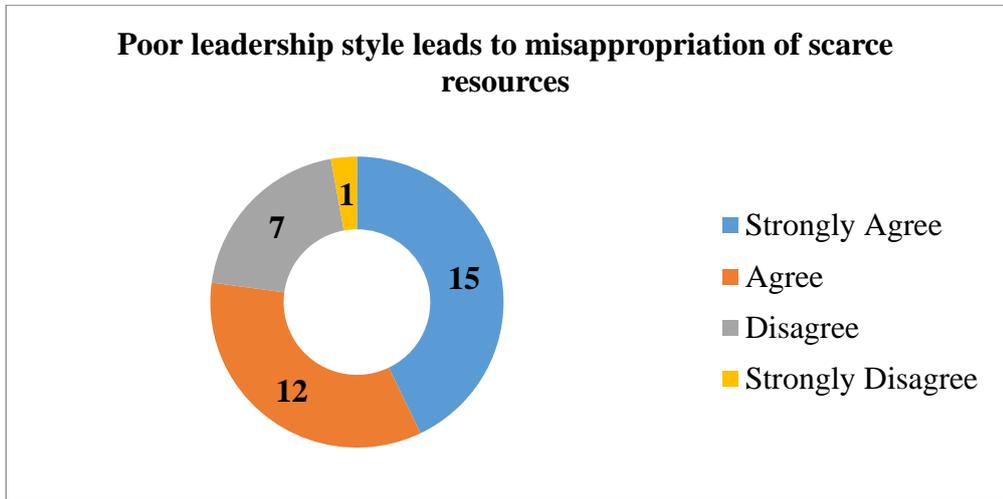

FIGURE 15. Poor leadership style leads to misappropriation of scarce resources

Figure 15 above shows that 15 respondents representing 43% of the sample size strongly agree that poor leadership style leads to misappropriation of scarce resources, 12 respondents representing 34% agree, 7 respondents representing 20% disagree, while the remaining 1 respondent representing 3% strongly disagrees with the research question.
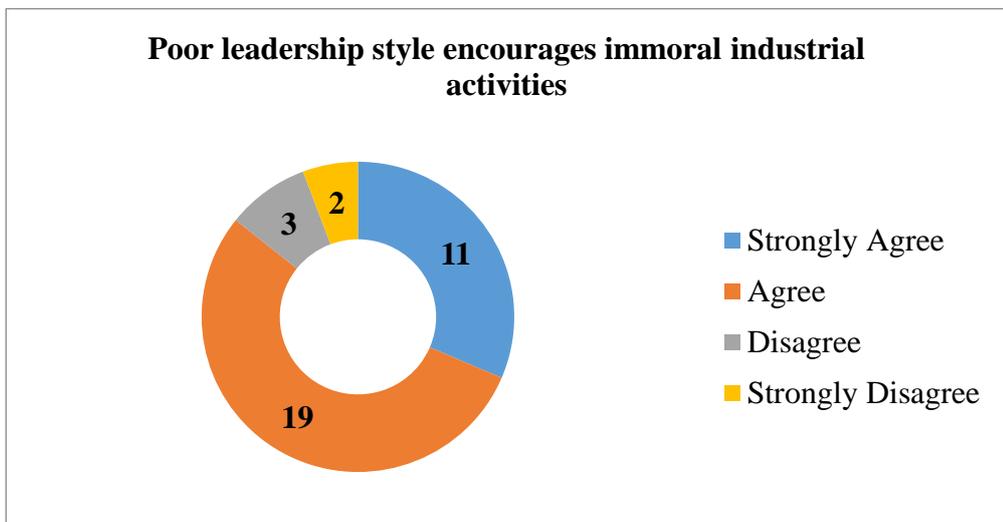

FIGURE 16. Poor leadership style encourages immoral industrial activities

Figure 16 above indicates that 11 respondents representing 31% of the sample size strongly agree that poor leadership style encourages immoral industrial activities, 19 respondents representing 54% agree, 3 respondents representing 9% disagree, while the remaining 2 respondents representing 6% strongly disagree with the research question.

For the purpose of this study, the questionnaire also contained two open-ended research questions, that were intended to obtain freewill answers and personal thoughts from the respondents. However, 15 out of the 35 respondents did not provide answers to these research questions as they were left blank. The remaining 20 respondents that have provided answers to the questions are numbered A to T, of which respondents A to O are males, while respondents P to T are females.

For the most preferred leadership trait, respondents A, Q, R and S went for intelligence. Respondents B, C and T stated that competence is their most preferred leadership trait, with respondent B adding that the success of any organization depends on how competent the leader is. Respondents D and E opted for leader's decision-making ability, respondent F opted for honesty, respondent G went for integrity, respondent H went for self-confidence, respondent I went for ability to inspire others, and respondent J opted for commitment. Furthermore, respondent K opted for good communication skills, respondent L opted for accountability, respondent M went for delegation ability, respondent N went for creativity and innovation, respondent O stated that humility is his most preferred leadership trait, while respondent P stated that her most preferred leadership trait is transparency.

For the least preferred leadership trait on the other hand, respondents A, B, J, R and S went for self-confidence, with respondent A stating that an excess of this trait can lead to arrogance. Respondents C, D, K, L and M opted for extroversion, while respondents E and O stated that dominance is their least preferred leadership trait, with respondent E adding that when dominance is not well handled, it can lead to arrogance which will eventually limits the productivity of the organization. Furthermore, respondents F and P went for humility, respondent G went for delegation ability, respondent H opted for supervising ability, while respondents I, N, Q and T stated that their least preferred leadership trait is introversion.

8 DISCUSSION AND RECOMMENDATIONS TO THE COMMISSIONER

This thesis tended to investigate leadership style and its impact on organizational performance, with respect to Guinness Nigeria Plc, Benin City, Edo State, Nigeria. The results of the empirical research revealed that leadership style significantly influences organizational performance, and this is in line with the research conducted by Mgbeze (2014), whose results showed that there is a strong relationship between leadership style and organizational performance. Also, Ukaidi (2016, 25-34) stated that leader-subordinate coherent relationship brings forth organizational effectiveness. This is evident in figure 7, as a total number of 30 respondents representing 85% of the sample size both strongly agree and agree that leadership style significantly influences organizational performance.

The results showed that it is appropriate for leaders to inspire their subordinates, as well as stimulate their intellect. A good leader is one who can be looked up to, and it is the responsibility of managers to inspire their subordinates and massively harness their intellectual capacity. This leads to a quality leader-subordinate relationship, which eventually improves performance of the employees, thereby increasing productivity. This can be seen from figure 8, as a total number of 25 respondents representing 72% of the sample size both strongly agree and agree with the research question, showing that most of the respondents are in favor of the transformational leadership style.

The results of the empirical research also indicated that it is proper for a leader to use rewards and punishments to motivate followers. Motivation is a valid means of inciting the intellectual and psychological capacity of employees. Rewards through incentives like increase in pay, bonuses, paid trips and awards, help motivate employees to put in their best while delivering official duties. Also, punishment to defaulting employees will help motivate them to perform better, so as to avoid the repetition of such punishments which may include deduction from salary, lack of bonuses and lack of promotion. This is shown in figure 9, as a total number of 29 respondents representing 83% of the sample size both strongly agree and agree with the research question, indicating that most of the respondents also favor the transactional leadership style.

From figure 10, it could be clearly seen that a total number of 27 respondents representing 77% of the sample size both strongly disagreed and disagreed that it is appropriate for a leader to make all decisions alone and rarely accept advice from followers. This indicates that most of the respondents are not in support of the autocratic leadership style. Also, figure 11 revealed that a total number of 29 respondents

representing 83% of the sample size both strongly agreed and agreed that it is proper for subordinates to share ideas and opinions, as well as partake in decision-making processes. This shows that most of the respondents prefer the democratic leadership style.

Figure 12 indicated that a total number of 27 respondents representing 77% of the sample size both strongly agreed and agreed that it is appropriate for a leader to delegate responsibilities to subordinates, which is one of the features of the democratic leadership style, hence showing their preference for this style of leadership. In addition, figure 13 revealed that a total number of 31 respondents representing 88% of the sample size both strongly agreed and agreed that motivating employees is a major responsibility of leaders to enhance organizational productivity. Motivation increases employees' performance, which in turn enhances productivity in the organization.

Furthermore, figure 14 showed that a total number of 28 respondents representing 80% of the sample size both strongly agreed and agreed that accurate leadership style helps maximize profit in the organization, while figure 15 indicated that a total number of 27 respondents representing 77% of the sample size both strongly agreed and agreed that poor leadership style leads to misappropriation of scarce resources. Also, figure 16 revealed that a total number of 30 respondents representing 85% of the sample size both strongly agreed and agreed that poor leadership style encourages immoral industrial activities.

For the purpose of this thesis, it is hereby recommended to Guinness Nigeria Plc, Benin City, Edo State, Nigeria that leaders should adopt a good management style that can accommodate all subordinates, irrespective of their personal and individual differences. This is because, leaders do not only manage the scarce resources of the organization, but also the people underneath them. It is recommended that the democratic leadership style should be adopted, rather than the autocratic leadership style. This is to ensure that the employees are well carried along and that they have a sense of belonging and responsibility to the organization. It is also recommended that the communication channel between the management and the employees should always be in harmony. Information gap between the upper, middle and lower management should be avoided at all costs, so as to ensure coherency and synergy amongst the hierarchy of the firm.

In addition, it is recommended that leaders should devise effective ways of motivating subordinates. Motivation goes a long way in influencing the morale and dedication of the employees, which directly influence the performance and productivity of the firm. Positive work environment should be created in a bid to motivate employees, and certain incentives should be given when benchmarks are hit. This not

only encourages employees to give their best, but also creates a sense of belonging. Leaders should also deploy discipline in the right proportion. An executive order can be rendered impotent when discipline is absent in the organization. The workforce should therefore be bound together by discipline, in order to be able to achieve the desired results at the appropriate time.

It is further recommended that leaders should consistently engage the employees in result-oriented training. On-the-job training should be done periodically to keep the workforce in its best position, and to maintain optimum performance. Special professional sessions such as workshops and seminars should also be organized for the workforce, so as to maintain excellence in productivity. Also, leaders should ensure that only employees that are qualified for a particular job are entrusted with it. They should ensure that sentiment and favoritism does not cloud their judgement while assigning relative duties to subordinates.

9 CONCLUSION

To effectively and successfully manage the affairs of an organization, leadership is a determinant factor. The success or failure of an organization depends largely on the style of leadership being adopted in the organization. Under the right leadership style, employees are ready to go the extra mile in contributing their best to the growth and sustainability of the organization, whereas under the wrong leadership style, they lack the zeal and motivation to contribute the best of their quota to the organization, and invariably, a low output is experienced.

Leadership skill to a great extent is the bedrock of any business or organization. Therefore, only people who can manage other people of different races, who are highly creative and innovative, and can successfully savage dire situations in case of emergencies, are worthy to be called leaders. In this vain, being a leader is personal, because it emerges from individual's personal qualities and actions. However, to successfully lead an organization which is result-oriented, the actions of the employees must also be put into consideration. Absolute scrutiny of personnel's traits will enable the leaders to make informed decisions on the type of leadership style to be adopted, so as to yield the desired results that will enhance the growth and sustainability of the organization.

The studies carried out by Wang et al. (2011, 223-270); Jyoti & Bhau (2015, 1-13); Sofi & Devanadhen (2015, 31-45) revealed that transformational leadership style has direct positive impact on organizational performance. A study conducted by Longe (2014, 68-83) showed that transactional leadership style positively impacts organizational performance. Furthermore, Iqbal et al. (2015, 1-6) conducted a research on the effect of leadership style on employee performance, and concluded that autocratic leadership style enhances organizational conflicts which negatively impact the overall performance of the organization. Also, the studies carried out by Elenkov (2000, 467-480); Bhargavi & Yaseen (2016, 87-117) indicated that democratic leadership style has direct positive impact on organizational performance.

According to Rowe (2001, 81-94), records from the style approach recommend that leaders who are devoted to democratic leadership style seem more successful, compared to managers that adopt autocratic leadership style. Yukl (2012) opined that democratic leadership style is the best style of leadership in managing an organizational system of any type, and maintained that people react favorably to it in organizations by increased productivity, lower unit cost, good morale and improved labor management

relation. However, Yukl (2012) hinted that the worst style of leadership is autocratic leadership style which gives rise to high labor management conflicts.

From the results of the empirical research of this thesis, it can be concluded that leadership style has both positive and negative impacts on organizational performance. The type of leadership style adopted by an organization directly influences the performance of the employees, which directly relates to the profitability and productivity of the organization. Organizations will effectively function when management adopt competent and proper leadership style. Hence, it is paramount that harmony and synergy is created between management, employees and the work environment.

A major quality of a good leader is the ability to think fast and be creative, especially in non-routine situations, as well as influencing others. The ability to sustain these qualities is what makes the difference between an effective and an ineffective leader. However, instead of leaders to focus on a single style of leadership in all situations, they can differ their styles of operation depending on three factors: leader factor, subordinate factor and situation factor. The effectiveness of a leader is also measured by their ability to effectively manage the forces surrounding them, and by how well they are able to manage both human and material resources in the process of attaining organizational goals.

From the results of the empirical research, it can also be concluded that the most preferred leadership styles for the correspondents of the survey are the transactional leadership style and the democratic leadership style, as revealed in figures 9 and 11 respectively. On the other hand, the least preferred leadership style is the autocratic leadership style, as indicated in figure 10. This implies that the leadership style currently adopted by the management of Guinness Nigeria Plc, Benin City, Edo State, Nigeria is either the transactional leadership style, the democratic leadership style or both.

This thesis has investigated leadership style and its impact on organizational performance, with respect to Guinness Nigeria Plc, Benin City, Edo State, Nigeria, and the aim and objective of the thesis has been achieved, as the impact each leadership style has on organizational performance in the above-mentioned company has been determined. Also, the empirical research of this thesis is in correlation with the theoretical framework.

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Cover Letter

Centria University of Applied Sciences

Runebergsgatan 8

68600 Jakobstad

Finland

Dear respondent,

I am a student of the above-named school and I am presently carrying out a research work for my final thesis, on the topic "Leadership style and its impact on organizational performance", with respect to Guinness Nigeria Plc, Benin City, Edo State, Nigeria.

It is imperative to let you know that this research work is purely an academic exercise, leading to the award of Bachelor of Business Administration (BBA) in International Business. I can assure you that the information you are to provide will be used for academic purposes only and will be treated with strict confidentiality.

Thanks for your anticipated cooperation.

Yours faithfully,

Osakpamwan Moses Aghahowa

Questionnaire

Instruction: Please tick [√] in the most appropriate option.

Section A: Biodata

1.   Sex of respondent

    a.   Male   [   ]

    b.   Female   [   ]

2.   Marital status of respondent

    a.   Single   [   ]

    b.   Married   [   ]

    c.   Divorced   [   ]

    d.   Widowed   [   ]

3.   Age of respondent

    a.   Below 20 years   [   ]

    b.   21 – 30 years   [   ]

    c.   31 – 40 years   [   ]

    d.   41 years and above   [   ]

4.   Length of employment of respondent

    a.   Less than 2 years   [   ]

    b.   2 – 5 years   [   ]

    c.   6 – 10 years   [   ]

    d.   11 years and above   [   ]

5.   Position occupied by respondent

    a.   Manager   [   ]

    b.   Supervisor   [   ]

    c.   Secretary/Receptionist   [   ]

    d.   Factory worker   [   ]

    e.   Others   [   ]

Section B:

1.   Leadership style significantly influences organizational performance

    a.   Strongly agree   [   ]

b. Agree   [   ]

c. Disagree   [   ]

d. Strongly disagree   [   ]

2. It is appropriate for leaders to inspire their subordinates, as well as stimulate their intellect

    a. Strongly agree   [   ]

    b. Agree   [   ]

    c. Disagree   [   ]

    d. Strongly disagree   [   ]

3. It is proper for a leader to use rewards and punishments to motivate followers

    a. Strongly agree   [   ]

    b. Agree   [   ]

    c. Disagree   [   ]

    d. Strongly disagree   [   ]

4. It is appropriate for a leader to make all decisions alone and rarely accept advice from followers

    a. Strongly agree   [   ]

    b. Agree   [   ]

    c. Disagree   [   ]

    d. Strongly disagree   [   ]

5. It is proper for subordinates to share ideas and opinions, as well as partake in decision-making processes

    a. Strongly agree   [   ]

    b. Agree   [   ]

    c. Disagree   [   ]

    d. Strongly disagree   [   ]

6. It is appropriate for a leader to delegate responsibilities to subordinates

    a. Strongly agree   [   ]

    b. Agree   [   ]

    c. Disagree   [   ]

    d. Strongly disagree   [   ]

7. Motivating employees is a major responsibility of leaders to enhance organizational productivity

    a. Strongly agree   [   ]

    b. Agree   [   ]

    c.   Disagree   [   ]

    d.   Strongly disagree   [   ]

8.   Accurate leadership style helps maximize profit in the organization

    a.   Strongly agree   [   ]

    b.   Agree   [   ]

    c.   Disagree   [   ]

    d.   Strongly disagree   [   ]

9.   Poor leadership style leads to misappropriation of scarce resources

    a.   Strongly agree   [   ]

    b.   Agree   [   ]

    c.   Disagree   [   ]

    d.   Strongly disagree   [   ]

10.   Poor leadership style encourages immoral industrial activities

    a.   Strongly agree   [   ]

    b.   Agree   [   ]

    c.   Disagree   [   ]

    d.   Strongly disagree   [   ]

11.   What is your most preferred leadership trait? ---

12.   What is your least preferred leadership trait? --