LEADERSHIP STYLE

Impact on employee

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                         Impact on employee

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ABSTRACT

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This thesis studies and discusses the impact leadership management has on employee creativity and output. In order to bring out the best in an employee, the role job satisfaction and performance appraisal play can't be underestimated in the working environment.

The research was approved by the human resources department of Lorna LTD, the case company, to ascertain the level of contentment of its employees. The purpose of this research is to maximize employee output at Lorna LTD and recommend effective solutions to address the situation.

In order to improve the level of performance, the level of employee satisfaction has to be identified. The author assisted the employers to carry out a survey to measure the level of dedication and commitment of the employees towards the organization. Data was collected by interviews, observations, questionnaire and content analysis of company's data base and website.

The outcome of the study indicated that half of the employees were dissatisfied while the rest were indifferent. The leadership style has to be analyzed and restructured to improve employee productivity and work place success.

Keywords: employee, management, satisfaction, performance, leadership, research.

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ABBREVIATION

LTD   : Limited

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1 INTRODUCTION

This chapter provides a general outlook of the research. The beginning of the chapter concentrates on the thesis background, followed by the objectives, research questions and scope of the thesis. The research strategy and methods are presented in chapter 1.3, while the theoretical frame-work is shortly presented in chapter 1.4 and the structure of the research is described in the preceding chapter as well.

1.1 Background

Leadership varies in definition due to its complexity and diverse contexts ranging from business to politics and organization. Most leadership gurus have discrepancies in their definition and none seem to share the same view about its actual meaning. However, one of the foremost thinkers of leadership and leadership development, John Adair, describes leaders as a fore shadow or reflection of what they expect from their subjects. He argued that leaders must personify the qualities desired; he noted that for a leader to be successful, one has to attend to the task at hand, the needs of the team and the needs of the individual. (John Adair's Definition of leadership, 2007)

The management of the case study company understands how imperative the research is and the benefits that can accrue from its accomplishment. Lorna LTD deals with manufacturing of Quality hair care products. As the pioneer of the business of hair extension, the company prides itself as the leading hair care products manufacturer in Nigeria. Its success can be attributed to been in touch with the latest trend across the globe, creating outstanding looks, quality and the reasonableness of its pricing. The author chose the topic of this thesis due to his flair for leadership and performance appraisal. Furthermore, the case company also contributed to the success of this thesis by providing all necessary prerequisites, this gave the writer further inspiration in conducting the study. (Lorna, 2013)

The case company, Lorna limited has over one thousand five hundred fulltime workers and it also provides training for amateurs in becoming professional beautician and hair dressing experts.

The Nigerian hair product sector is a free for all market, which means that there is no monopoly and there are lots of competitors. Therefore, improving the employee performance will be an added advantage and a cutting edge for Lorna LTD. Overtime,

Lorna LTD has come to realize that happy employees means happy products and services, which might be the key in remaining at the spotlight of hair care product manufacturing in Nigeria. (Lorna, 2013)

1.2 The objectives, research question and scope of the thesis

This thesis aims to improve employee performance by recommending the most suitable leadership style and substitute counterproductive styles for productive ones. The recommended style should be easily applicable and should attract acceptability.

The research question is:

How can the current leadership style be fine-tuned in order to maximize employee output at Lorna limited?

As in most research, the results generated from this research are limited to the confines of the case study only. This is as a result of the fact that the research was carried out under a closely monitored organization and the results might be different if done in another establishment. Also, the re-search does not encompass all the employees working in the case company. However, the principles of leadership remains the same, therefore there will be an element of connectivity wherever this research result is applied.

1.3 Research strategy and methods

A research strategy is a plan followed closely to find information on a particular subject, while a research method on the other hand is a detailed outline on how information will be retrieved, how data is collected and what instruments will be employed. The qualitative research that will be applied includes research methods that are: questionnaire, interviews, group discussions, observation and content analysis.

After juxtaposing various research approach that exist, the author concludes that inductive approach best suites this thesis as it moves from specific observations to broader generalizations and theories. Sometimes called the bottom up approach and might involve a degree of uncertainty, its conclusion is more likely to be based on its premises. (Burney, 2008)

Moreover, a compatible research method must be chosen in order to support the procedures of answering the research question. Qualitative research strategy seems very fitting as it explores perceptions, reviews information and evaluates programs such as interviews and observations. More so, qualitative research tends to intensively examine real life context and situations, which makes it appropriate for this thesis.

The figure below summates the research design of this thesis in a logical manner.
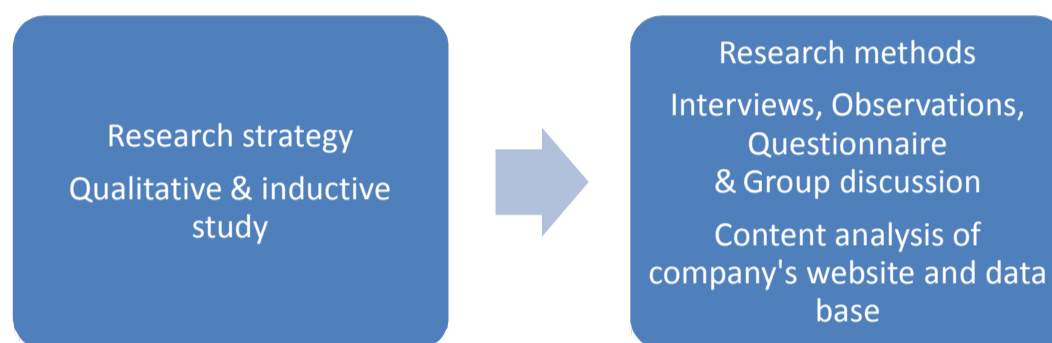
FIGURE 1: Research design of the thesis

This writer prefers qualitative research strategy for this research. One reason is due to the holistic approach and its ability to study a phenomenon in its natural setting .This research is an empirical qualitative study with an inductive touch. It will focus on interaction between employees of Lorna Ltd and its stakeholders. Below are brief explanations on the research methods to be used.

Questionnaire

As part of the research method, questionnaires will be employed to reach the hearts of the employees. The information that will be gathered from the questionnaire will be used to ascertain the current state of satisfaction of the employees of the case company.

Interviews

One outstanding way of collecting data is by interviewing, as it provides live contact with the interviewee. Live contact also gives a better opportunity to reach the mind of the interviewee than originally anticipated. Apart from the information collated from the questionnaire, the writer will interview the major stakeholders of the case company.

Observation

Observations consist of the integral part of this study; the writer will visit the case company during the writing process of this thesis. Therefore, the writer will be well informed about the affairs of the organization and its stakeholders. Observation was very effective for the writer as it gave instantaneous feedback and recommendations.

Group discussion

The next step after the completion of the aforementioned research methods is to sit on a round table and talk with some of those who must have taken part in the previous methods.

Content analysis

The case company has a functional website and data base where information can be gathered.

1.4 Thesis theoretical framework and structure

The theoretical framework of this thesis comprises of theories of leadership, job satisfaction and their impact on employees. The writer chose these theories because they will aid in answering the core research question and provide a deeper understanding of the subject study. The knowledge derived from the theoretical framework is going to be applied to the empirical part of the research by designing and executing the research methods used in the thesis.

Therefore, in order to make recommendations for a better employee performance, it is imperative to comprehend the core associated theories that surrounds this thesis. The thesis structure and theoretical frame work is illustrated in Figure 2
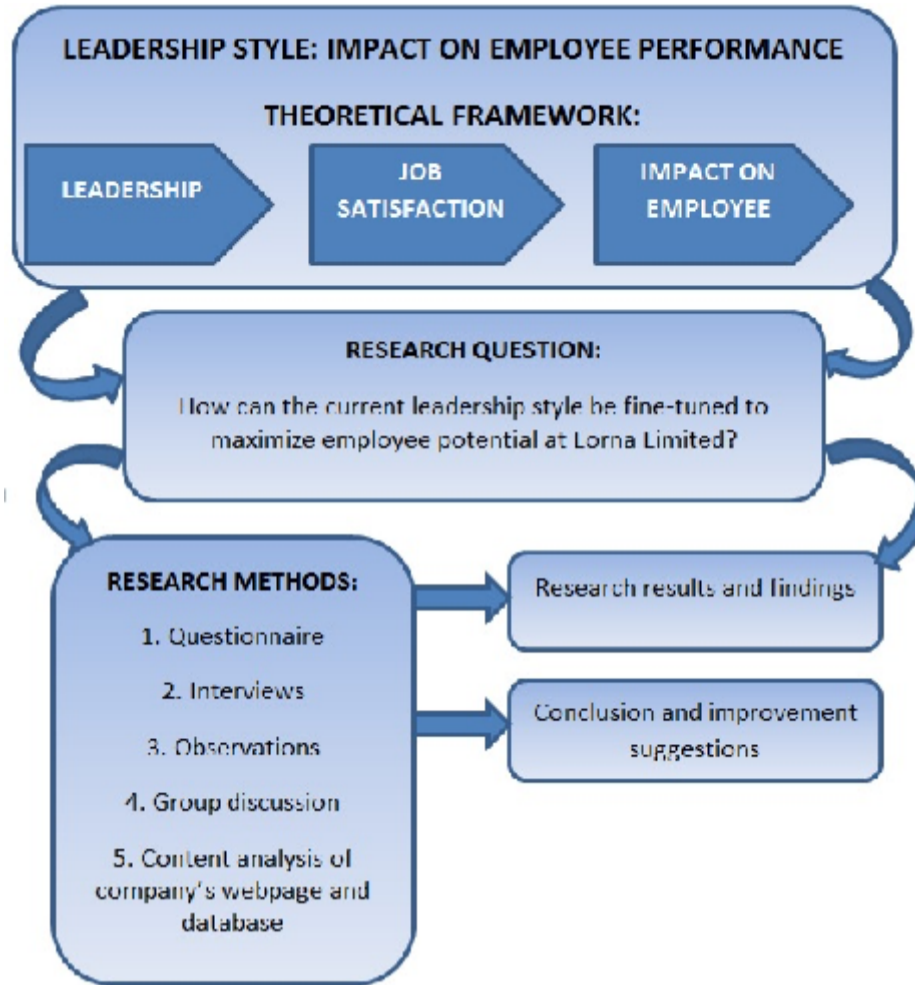
FIGURE 2. Thesis framework

This thesis is made up of two main parts, the theoretical and empirical part. Chapter 1 contains the introduction, chapter 2 makes up the theoretical part, while the remaining chapters consist of the empirical parts.

2 LEADERSHIP, JOB SATISFACTION AND THEIR IMPACT ON EMPLOYEES

In this chapter, the theoretical framework is presented. The theoretical framework has been chosen on the basis of the importance of topics which are related to the research subject. For instance, managerial approaches induce the actions of employees toward the organization and it affects productivity in the long run. However, as one of the most ambiguous topics, several leadership theories have emerged over the years. The theories of leadership will be discussed in length in this chapter; these theories are needed to be studied in order to attain the objective of this research. Moreover these theories support the writer in finding answers to the research question and interpreting of the research results.

2.1 Leadership theories by gurus

Over time, several models of leadership have emerged, listed below are the main leadership theories: relationship, behavior, participation, management, situations, contingency, trait and the great man theory

Relationship theories

This theory is also known as the transformational theories; it concentrate (Northouse, 2007)s on the connection developed between leaders and their subordinates. These leaders (transformational leaders) inspire their subordinates by motivating them to realize the importance of the task at hand. These leaders possess high moral standards and want their subordinates to reach the peak of their potential. (Cherry)

Behavioral theories

This school of thought promotes the idea that great leaders are not born but made. With deep root in behaviorism, these leaders (behavioral leaders) concentrate on actions rather than internal state. In line with this theory, anyone can become a great leader either by teaching or by observing. (Cherry)

*Participative theori*es

This theory considers the input of its associates by stipulating the ideal leadership style and defining it. It promotes the inclusion from members by making them feel relevant and important, especially in the areas of decision making. However, the leaders reserve the right to object suggestions from any member. (Cherry)

Management theories

This theory can also be referred to as transactional theories; it concentrates on organization, group performance and supervision. The system of rewards and punishment is highly promoted by this theory. Most organization and businesses practice management theories, when employees succeed, they are rewarded, when they fail, punishment are meted out. (Cherry)

Situational theories

In this school of thought, situational variables are the bases of every action taken. For example, when a leader is the most experienced, the leader is in the position of calling all the shots. Different styles of leadership can be applied to different situations. (Northouse, 2007)

Contingency theories

This theory focus on variables that are environmentally related which determines the style of leadership that fits the situation best. It also promotes the idea that no single leadership style is the best, rather success are based on variables, subordinates and type of the situation. (Northouse, 2007)

Trait theories

With similarities in some ways to the Great man theories, it promotes the idea that leadership is inborn. It means that a successful leader must inherit certain quality that produces greatness. (Northouse, 2007)

Great Man theories

This theory assumes that great leaders are not made but born. It promotes the mentality that leaders inherit inborn leadership skills. In line with this theory, you can be a born leader or not. (Northouse, 2007)

Having studied the aforementioned theories, the researcher has a full comprehension of the topic and understands how to proceed about the research. Also, after a careful investigation of the topic, the researcher found out that some more theories still exist. However, most gurus stick and make reference to these theories.

2.2 Leadership and leadership styles

Since the 19th century, there have been two approaches to the definition of leadership, which are trait and process approaches. The trait approach has over the century proposed the idea that leadership is inherent while the process approach shows that leadership is a transactional event, which is modern and more logical. As cited in Northouse, 2007 pg 2, there exist uncountable classification systems in trying to figure out what leadership really is. These systems have theoretically tried to define and interpret leadership in a logical way of reasoning. According to Northouse, he outlined four different criteria pertaining to leadership, and they are: process orientation, influence, group context, and goal attainment. (Northouse, 2007)

Before proceeding to the leadership style that exists, the definition of leadership has to be understood. However, there are countless definitions of leadership by different gurus. This writer prefers one of the recent and acceptable definition by Northhouse, he defines leadership as a process in which a person influences a group of individual to achieve a common goal. Considering this definition, some major words standout, and they are: process, influence and goal. Referring to leadership as a process negates old assumptions that leadership is inherent. Also mentioning influence is noteworthy as it is practically impossible to make effective changes without the power of influence. And finally, goals are the motivation or driving force behind every organization or institution. These facts makes this definition concise yet comprehensive and acceptable. (Northouse, 2007)

An understanding of various leadership styles will let the researcher make the very best recommendation for the case company. Like leadership theories, there are also several leadership styles that are been practiced.. Below are the listed styles of leadership:

Transactional Leadership

This form of leadership promotes the idea that employees are in subjection to their superiors. It also operates under the rule of reward and punishment.

Bureaucratic Leadership: This form of leadership ensures absolute compliance to procedures and rules to the last letter. Employees usually appreciate this leadership in the long run especially in a high risk working environment such as a chemical plant or a factory. (Leadership Styles Choosing the Right Style for the Situation, 2012)

Charismatic Leadership

With resemblance to transformational leadership, charismatic leaders usually focus on themselves. Although employees might frown at this attitude, the difference between transformational leadership is the motive behind the method. (Leadership Styles Choosing the Right Style for the Situation, 2012)

Task oriented leadership

Under this leadership, attention is focused on accomplishing the task. One advantage of this leadership is that deadlines are usually met, however task oriented leaders don't usually care about their employees. (Leadership Styles Choosing the Right Style for the Situation, 2012)

People oriented Leadership

Team work and creative collaboration is encouraged under this style. Most employees prefer this style as it carries them along, however it is the opposite of task oriented leadership and it sometimes put team interest ahead of organizational goals. (Leadership Styles Choosing the Right Style for the Situation, 2012)

Servant Leadership

These leaders often lead by example, although it is usually admired in politics, employees prefer a servant leader. This form of leadership is often criticized as weak. (Leadership Styles Choosing the Right Style for the Situation, 2012)

Autocratic Leadership

With this form of leadership, employees are in absolute subjection to their superiors. Although decisions are made very quickly and work gets done faster, suggestions and opinions are rarely appreciated from employees. (Leadership Styles Choosing the Right Style for the Situation, 2012)

Democratic Leadership

These leaders allow employees in joint critical thinking, yet final decisions are made by the leaders. (Leadership Styles Choosing the Right Style for the Situation, 2012)

Laissez-Faire Leadership

Coined from the French phrase that means "allow to act", this leadership style allows employees to work on their own with little interference. (Leadership Styles Choosing the Right Style for the Situation, 2012)

Transformational Leadership

Arguably the most widely acclaimed leadership style as the best in business and organizational leadership. Although, it displays traits of other leadership styles, yet it remains unique by changing it mode of operation from time to time. That explains the reason it stood the test of time, in a nut shell, it breeds happy employees and happy leaders. (Leadership Styles Choosing the Right Style for the Situation, 2012)

2.3 Leadership approach

Northouse continued in his research on leadership and came up with approaches to leadership. These approaches give deeper understanding to leadership and make leadership concept easily comprehensible. Moreover, these approaches provide a direct understanding of leadership principles. The following are the approaches to leadership: style approach, situational approach, trait approach and skill approach. (Northouse, 2009) These approaches are explained below.

Situational approach: Although this approach focus mostly on event as it occurs, it extensively applied during training and development. In this approach, the leader examines the situation and applies the desired style to the followers. Moreover, the leaders have the responsibility of determining the level of development of employees on a particular task. The table below shows the strength and weakness of situational approach. (Northouse, 2009)

TABLE 1. Strength and weakness of Situational approach

STRENGHTH	WEAKNESS
The flexibility of the leader is highly stressed.	It is criticized for not addressing the issue of one to one

STRENGTH	WEAKNESS
Mostly used in training and development	Obscurity of development levels.
The prescriptive value is very high	Obscurity of commitment
It is practically applicable in all contexts	The prescription of models not fully substantiated.
The style of operation makes it unique	Unsubstantiated published research findings.

Style approach: This approach is concentrated on the action of the leader, how the leader leads and the leaders behavior. Most researchers studying this approach conclude that there are two main behaviors of leaders under this approach. The first behavior is the task behavior which facilitates goal accomplishment. The second is the relationship behavior, this makes subordinates feel at home with themselves and their co workers. Moreover, style approach also provides framework for assessing leadership behavior. It also reminds leaders that the task they perform and the relationship they create make lots of impact. The strength and weakness of style approach is listed below. (Northouse, 2009)

TABLE 2. Strength nd weakness of Style approach

STRENGTH	WEAKNESS
Application is easy.	The approach is not employee oriented.
It is applicable to every	It provides no replacement

action of the leader.	system for future leaders.
Leadership studies give credibility to the approach	Lack of consistency in behavior.
It focus on organizational goal	Employees interest is limited

Trait approach: Known as one of the oldest approach yet coined from the Great mans theory. This approach assumes that the effectiveness of a leader is dependent on psychological, physiological or appearance traits. Although it focus on the leader, yet it selects the right people. The researchers who came up with this approach often make a list of attributes that they believe must be possessed by a great leader. However, trait approach has done little in contributing to the understanding of leadership as a concept. Below are the strength and weakness of trait approach. (Northouse, 2009)

TABLE 3. Strength and weakness of Trait approach

STRENGTH	WEAKNESS
It provides benchmark	There is no end to list of traits
It focus on the leader	Lack of situation consideration
It was one of the pioneer of leadership study	Failed the test of time

Skill approach: This approach concentrates on skills and abilities that can be developed. Under this approach, the leader use ability and skill to solve problems and accomplish

goals and objectives. Skill acquisition is the major yardstick for measuring a successful leader under this approach. Below are the strength and weakness of skill approach. (Northouse, 2009)

TABLE 4. Strength and weakness of Skill approach

STRENGTH	WEAKNESS
Leadership is centered on skill.	Less precision due to boundless skill
It makes leadership available to everyone as it is attainable.	Skills can be trait-like
It produces an expert leader.	Fails to explain the relationship between skill and leadership
It is a consistent approach	There is more to leadership than just skills.

2.4 Job satisfaction as explained by scholars

Before we proceed with job satisfaction approach, a clear picture of job satisfaction, its definition and its concept will make it more understandable. Job satisfaction can be examined from various perspectives depending on the examiner; the more reason job satisfaction has to be viewed in depth to get a perfect knowledge on the subject. Moreover, job satisfaction has to be properly viewed so as to realize its impact on the employees. The succeeding paragraphs explained in depth definitions gathered from various scholars.

Job satisfaction definition varies from one scholar to another, its concept keep changing over the years as different jobs started emerging in the markets. It can be argued that an

employee's state of mind towards the nature of the work, fellow workers relationship, working environment and the degree of fulfillment at work brings about job satisfaction.

In line with the Conference Board job satisfaction survey of the US in 2011, indicators reveal that job dissatisfaction is rampant among workers of all ages across all income brackets. There are several reasons behind employee satisfaction and contentment, a good career opportunity, making a living and perfect working condition makes most employees satisfied. Coming up with a general and acceptable definition for job satisfaction has always been a herculean task for most scholars. This is due to the fact that occupation differs and the working conditions are always different. This factor makes it imperative for employers to make sure employees are satisfied, the more satisfied the employees the more productive and committed to the organization they become. (Ray, 2012)

According to some scholars, job satisfaction is described as the emotional state of enjoyment that is derived by an employee from performing a task or duty. However, other scholars took into consideration expectations that were met by employees during the process of getting the job done. Frederick Herzberg is a renowned American psychologist who contributed to the understanding of job satisfaction. He based his theory on conducted interviews in the 50s with engineers and accountants. These employees were asked about their attitude to work and the reason behind it, Herzberg realized two dimensions of job satisfaction from the interviews: motivation and hygiene. The motivation dimension has to do with achievement, recognition, responsibility and promotion employees get at work. While the hygiene dimension has to do with corporate social responsibility, salary, organizational policy, working environment and interpersonal relations. (Herzberg, 1993)

2.5 Kinds of Job satisfaction

At this stage, it is imperative to know the different kinds of job satisfaction that exist:

Overall job satisfaction
This is experienced when employees considers a whole job and everything about it. It is also the combination of both Intrinsic and Extrinsic job satisfaction. (Herzberg, 1993)

Intrinsic job satisfaction

This is also experienced when employees considers only the work they do and the tasks that makeup the job. (Herzberg, 1993)

Extrinsic job satisfaction:

This is experienced when employees considers their working conditions such as salaries comfort, supervision and performance appraisal. (Herzberg, 1993)

Herzberg theory suggests that for an organization to promote job satisfaction, it has to put into consideration the nature of the work, improvement in supervision, adequate reimbursement and good working condition. This theory is still popularly used for creating a survey on analyzing job satisfaction and channeling it into employee motivation. As the theory depicts, job satisfaction is dependent on the extent to which the employees need match with the job characteristics. The variety of skill, task identification and task significance helps employees to experience the meaningfulness of work. In line with this theory, all the three aforementioned requirements results into motivation, productivity, effectiveness and satisfaction. (Herzberg, 1993)
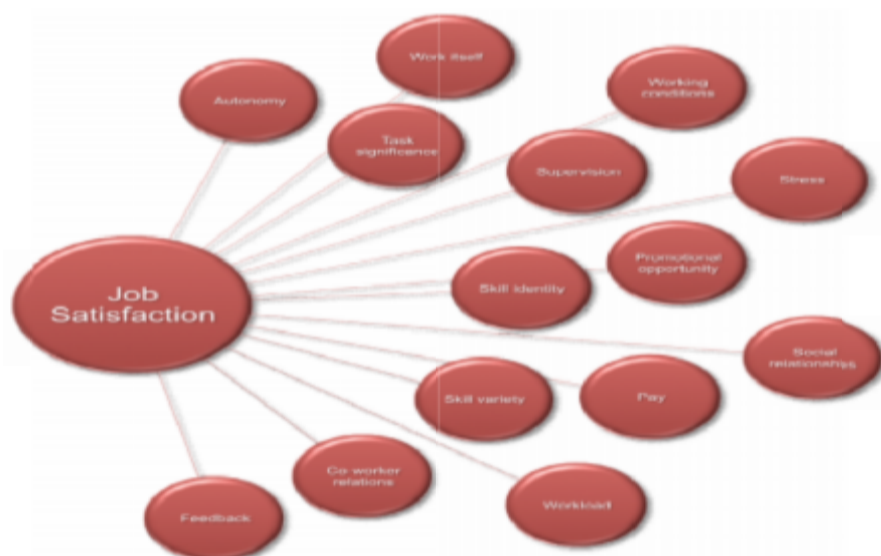
Figure 3.Facets of job satisfaction (Hackman & Oldham, 1980)

As seen in figure 3, when employers ensure job satisfaction, it becomes profitable for the company in the long run by saving cost on training, recruitment, absenteeism and retraining. Another reason why employees lose interest in their jobs can be as a result of monotonousness of work load, work place conflict or inadequate payment of salaries. Moreover, the sole responsibility of ensuring employee happiness rests with the managers and leaders. Work must match employee capability and performance ability in order to be productive. A conducive working condition also plays a vital role in employee job satisfaction; also the comfort an employee enjoys at work enables the

employee to contribute the best that can be offered. As it is becoming clearer by the day that increment in pay is not a prerequisite for job satisfaction, rather salaries should be comparative to position and work been carried out. This is where feedback comes into play as leaders and employers can determine if all is well with the employees.

2.6 Impact on employee

Arguably, employees are the most vital assets of any organization. However, getting the very best out of the employees remains an arduous task.
As it were, the attainment of increased level of performance and efficiency has been the priority of any organization. Thus satisfied employees display positive attitude towards their job. Hence, the positive attitude will increase the quality of employee performance and vice versa. It can be illustrated that when an employee feels satisfied about the job, the employee is motivated to input greater effort and in turn help in the attainment of organizational goal.

Alternatively, the result of job dissatisfaction can cause an organization an unmatchable loss such as resignation, recruitment cost, disruption of work flow and retraining.

2.7 Improved productivity

A perfect state of mind of an employee always results into better output and increased productivity. Conventionally, a happy employee always results into a satisfied customer. As part of the employee's role to reflect the good image of its organization, by doing this, the employee gets both intrinsic and extrinsic accolade which results into satisfaction. (Faragher, 2005)

FIGURE 4.Job satisfaction (About Employee Climate Survey)

Figure 4 shows that better efficiency of employees translates into a healthy base line for a company and in the long run huge profitability. Punctuality is another factor that has to be taken into consideration, there is an interrelationship between job satisfaction and absenteeism at work. The more employees keep turning over, the more working activities keep getting disrupted and also increasing cost of training and recruitment. Thus, the employee turnover is been reduced to the minimum to save cost and promote normal working operations. (About Employee Climate Survey)

2.8 Increased Commitment

The level of commitment of employees in an organization will determine the success of the organization in today's competitive world. By performing at the peak of their abilities, employees emulate their employers and contribute to the growth of the company. However, in order to earn the commitment of any employee, job security has to be ensured alongside safe working conditions. Commitment itself is defined as the degree to which an employee identifies with the goals and values of an organization and is willing to exert effort to help it succeed. (Meyer & Allen, 1991)

In line with Meyer and Allen's (1991) commitment model, commitment has three different approaches that correspond with various psychological situations. These approaches were formed to help in understanding pre existing research and serve as a model for further research. The approaches include: Affective, Continuance and Normative commitment. In its explanation, it is clear that commitment to an organization is a psychological state. (Meyer & Allen, 1991)

Affective Commitment

This refers to employees positive emotional attachment to an organization. This commitment is often influenced by demographical factors such as: sex, education, age, tenure and so on. Meyer and Allen (1991) further mentioned that this type of commitment is neither strong nor consistent. (Meyer & Allen, 1991)

Continuance Commitment

This refers to the perceived potential consequences that may result from leaving an organization. An employee whose sole reason of staying in an organization is continuance commitment, ponder on matters such as wasted time, employment

uncertainty, accumulated pension, organizational affiliation and personal relationships.
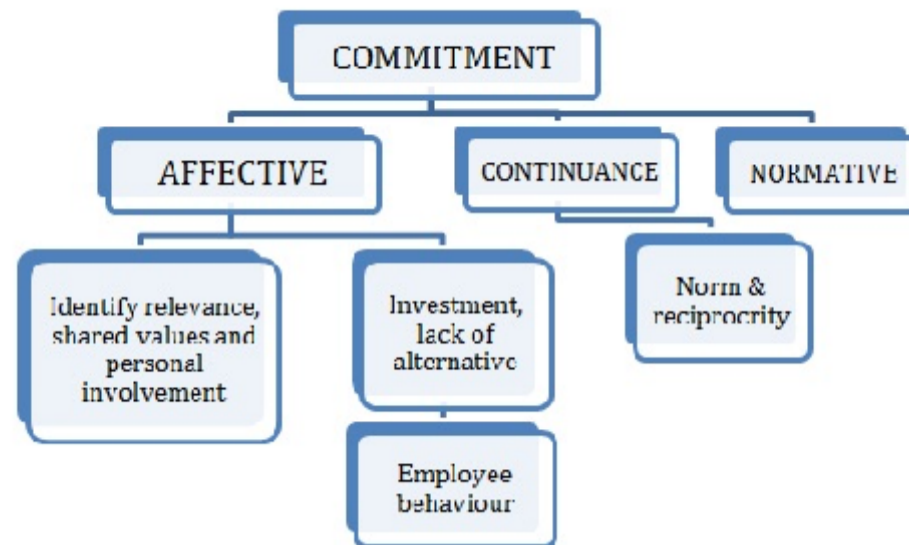
(Meyer & Allen, 1991)

FIGURE 5 Three dimensions of organizational commitment (Meyer & Allen, 1991)

Normative Commitment

This is a feeling of compulsive continuity which emanates from pressures prior to joining the organization. For instance, if an organization has invested heavily in an employee, the feeling of obligation sticks within the employee to remain in the organization. (Meyer & Allen, 1991)

3 RESEARCH CONTEXT, APPROACH AND METHODS

The research approach and methods are presented comprehensively in this chapter. Firstly, the research context and the case company are presented in 3.1, followed by the gathering of research materials, carrying out the research and how the outcome of the result was handled are discussed in 3.2.

3.1 Research context: Lorna Ltd briefly

Lorna Nigeria limited (formerly known as Ayman) is the leading manufacturer of quality hair care products and hair extensions in Nigeria. The company (Lorna Ltd) also prides itself as the pioneer of hair extension in the Nigerian hair care industry. In order to remain the leading brand and stay afloat in the competitive market, the company made a partnership with Kaneka, makers of Kanekalon quality fibers. Kaneka is a world renowned maker of synthetic fibers for hair and beauty, with its headquarters in New York and branches in the Americas. (Lorna, 2013)

Lorna Ltd started operation as a new entity in September 1 2011 but was incorporated in March 23rd 2011. Located in the commercial capital of Nigeria, Lagos, Lorna Ltd range of product has grown over the years to be a house hold name in Nigeria. The company's product range consist of two major products (Amigos& Darling quality weave on) and five other sub products, these products are sold through wholesalers and retailers across the country. The numbers of its permanent staffs are 1540 while the casual workers are 2234, and the numbers of fixed casual worker's are 75 respectively. (Lorna, 2013)

As part of Lorna Ltd corporate social responsibility, the company has really proved to be responsible by empowering over a thousand youth and also training women across the nation to set up their own stylist and hairdressing business. More importantly, Lorna Ltd products (Amigos& Darling quality weave on) has remained the number one selling hair product in Nigeria till date due to its quality, variety, affordable cost of maintenance and been in touch with the latest trend across the globe. (Lorna, 2013)

The present leadership style practiced at Lorna limited is the authoritarian style, also known as the autocratic style. Under this style, absolute ideas and judgments are generated from the managers, stakeholders or leaders. This style has been very efficient especially in the areas of quick decision making and establishing deadlines for project to be accomplished.

However, like every other leadership styles, authoritarian leadership style has its downsides as well. Most employees usually view their superiors as bossy or controlling, thereby holding resentment or dislike.

The leadership style is derived from the results generated from the questionnaire as it will be later revealed. Below is the organizational chart of Lorna limited

FIGURE 6 Lorna Ltd organizational chart (Lorna intranet 2012)

The organizational chart of Lorna Ltd in fig 6 depicts the hierarchy of responsibilities in the organization. As depicted in the organizational chart, chain of command is top down. The chief executive officer makes the final organizational decisions, while the executive manager alongside the administrative manger are responsible for the coordination of the marketing, production, finance, sales, purchasing and industrial departments. All the departmental managers, alongside the chief executive officer are responsible for the entire operation of Lorna limited.

3.2 Acquisition of research materials

To address the research question, empirical information were gathered via interviews, questionnaire, observations and group discussion. These four main tools were used to carry out the research and answer the research question. The researcher began by analyzing the background of the problem, interviews and questionnaires were designed to ascertain the leadership method from the employee perspective. Before the research was carried out, the case company employees and some stakeholders were informed about the research topic and the expectations of the researcher. During the first phase of the research, questionnaires were sent out to some stakeholders and employees. The respondents were from different departments and managerial levels, and then the researcher analyzed the feedbacks of the respondents using percentage as a tool of measurement. Thereafter, the researcher used his initiative in determining which manager needed to be interviewed.

Table 5 Activity Table

	Questionnaire	Interview	Observation
Research question	X	X	X

In the second phase, interviews were conducted with few selected employees and stakeholders due to time and busy schedule. The purpose of the interview was to comprehend the response given in the questionnaire and also listen to firsthand information from those concerned. The researcher conducted a real life interview with the selected employees and stakeholders, meaning that the researcher visited the premises of Lorna limited and met with those concerned in person. The interview sessions yielded fruitful results as the researcher made it very flexible by presenting himself very approachable and less formal. Another reason for the success of the interview sessions was that, the researcher briefed the interviewees about the research topic and questions to be asked beforehand. The researcher made sure the interview structure was very detailed as it was based on the response from the questionnaires, the theoretical framework and advice from the thesis supervisor.

Table 6. Selection of stakeholders for interviews

Respondents	Managerial level	Status
Interviewee 1	High	Answered
Interviewee 2	Medium	Answered
Interviewee 3	Low	Answered

The questions directed to the employees were the same while the questions directed to the stakeholders were also the same. However, the researcher had some special questions for the stakeholders in order to reach a reasonable conclusion. The interview questions were structured under the following topics, decision making, and performance appraisal, relationship between subordinates and stakeholders and welfare.

Observation was also employed by the researcher to have a firsthand knowledge of the relationship between the employees and their stakeholders. Through observation, the researcher saw the connection between real life and theory

The researcher found it noteworthy to mention that some topics and issues that couldn't be covered by the questionnaire and interviews were captured via observation. Observation made sure that no stone was left unturned and all matters were attended to. Although observation had it downturns, as it requires tenacity, patience, time and effort, the researcher also had to make sure working activities were uninterrupted. And finally, group discussion was organized with two employees and two managers to discuss how leadership can be improved from the employee's perspective.

3.3 Research data processing and analysis

Qualitative analysis was used in analyzing and processing the gathered information, the research data and background was studied in depth. By analyzing the qualitative information using inductive approach, the researcher started off by converting all the research data into an electronic form. Through the use of excel spreadsheet, the research data was typified and categorized. As regards the information gathered through the questionnaires and interviews, a thematic analysis was created. Firstly, the information from the questionnaires was analyzed, succeeded by the interviews. The researcher sorted the information under the following topics: decision making, performance appraisal, relationship between subordinates and stakeholders and welfare. The topics from the interview assisted in structuring the data, as they were analyzed using tables. At the end of the research, the researcher assembled all the results and responses, carefully considered them before interpretation and conclusions were reached.

4   RESEARCH FINDINGS AND RESULTS

This chapter summarizes the answers to the research question and explains the research findings in more detail. At the beginning of this research, it was obvious that the employees were yearning for a better delivery of managerial approach. Previous employee satisfaction survey reveals that more can be done in bringing out the best in the workers and stakeholders. The research results and findings are reliable and comprehensive in the sense that the respondents are from both top and low managerial positions: HR, Administrative department and finance.

The leadership issue table is shown below

Table 7. Leadership issue table

Leadership issue	Finance	Admin	HR
Communication	5	3	1
Decision making	5	3	1
Remuneration	1	1	1
Job satisfaction	1	3	5

1= Highly important to the employee

3= Somewhat important to the employee

5= Not so important to the employee

Table 3 depicts the employee's reaction towards the current state of leadership issues at Lorna Ltd. The information in table 3 was gathered based on the responses from the questionnaire, interviews and personal observation of the writer.

Interview results

The research respondents also agreed to be anonymous thereby bringing out the best in them. The stakeholders were concerned that the employees were not carried along to the

fullest when it comes to decision making. According to one of the respondents, employees should be part of the decision making process, especially when it affects them.

"Decisions are made over night and we have to adjust the following day, it will be better if we are more involved"

Another respondent also discussed about the lack of cooperation in the organization, which cause segregation, and can affect organizational unity.

"The senior staffs do things with themselves because we are low in the organizational chain, they communicate to us what the feel we should know, I feel its wrong"

The researcher spoke with one of the senior staffs and he has this to say:

"We are a big organization and we are the number one in this line of business. We try to carry all our employees along but it can be difficult a times"

The researcher feels more work has to be done in areas of cooperation, all employees must be carried along in the affairs of the organization.

The response from one of the lowest employee of the organization reveals that there is no need for alarm when it comes to progression.

"Yes we are promoted according to our years of experience and also our qualification level"

Like every organization, carrer development is an on going process and employees must be equipped with powerful tools and strategies to get promoted.

On leadership, employers and bosses must evaluate at intervals how their approach to ascertain their level of efficiency. It can be infered from the coment of one junior employee who noted a need for change.

" I just do my work and go but I feel there is a need for improvement of our leadership style"

Questionnaire results

Most times, it is usually sufficient to calculate all proportion of respondents answering each category. However, using an excel speadsheet to generate a pie chart will be much easier and quicker. This method of result viewing is an effective way to ascertain information, as it has the ability to display group results from the questionnaire in a way that makes their relationship to one another apparent. Represented below is a chart displaying the results from the questionanaire.
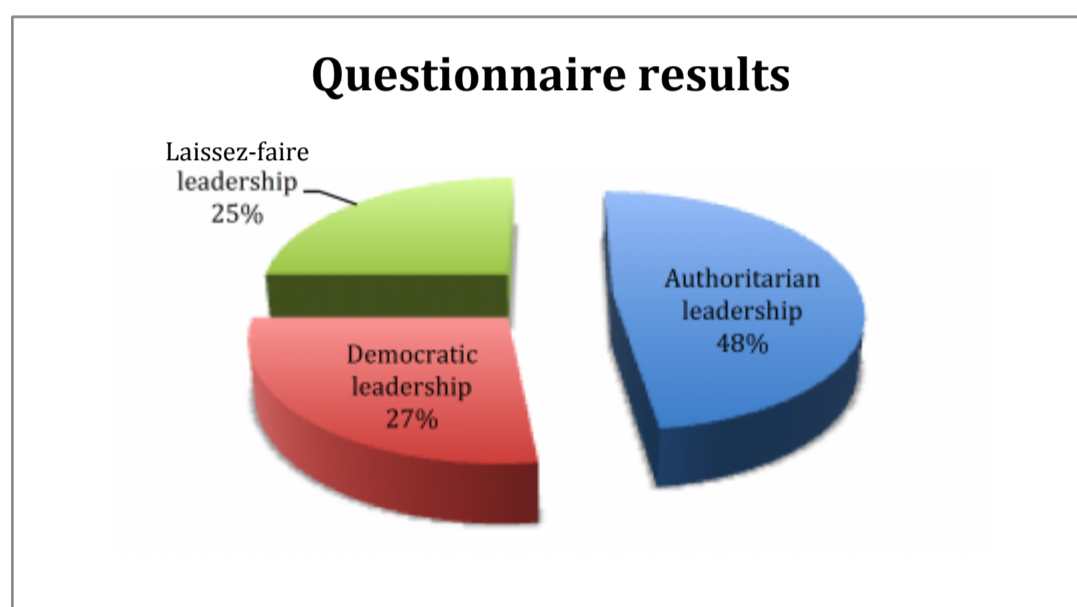
As seen, there exist a clear evidence of change in leadership style, outdated leadership style must be substituted for current ones. The above result shows that authoritarian or autocratic leadership is being practiced, therefore from the leadership theories point of view, this style is outdated and cannot fully exploit maximum potential of employees. Also, in the long run it can prove counterproductive as it is fullly focused on organizational goals and less concerned about employee welfare.

Answer to the research question

The results to the questionnaire and answers to the interviews are discussed in this paragraph. The response from the interviews were related with that of the questionnaire.

The main research question is: How can the current leadership style be fine-tuned in order to maximize employee output at Lorna limited?

The research result shows that there exist a little discrepancy in the objective of the organization and its employees. The management now has the responsibility of leveraging its key resources on unison of objective between the organization and its employees. More so, the research result also indicated that the stakeholders are not fully harnessing the absolute potential of its employees. And lastly on the research result, the employees must concentrate on what they can contribute to the organization and not only what they can benefit from it.

The key findings show the relationship between observation and the theoretical framework. The research findings are shown in the table below

Table 8: Key findings of the research

1. JOB SATISFACTION
Business is successful when employees are happy with what they do. Moreover, employee productivity lies on the job.
2. REMUNERATION
Employees anticipate that the reward for their work must be commensurate with their pay check.
3. COMMUNICATION
Effective communication makes instant feedback process possible.
4. LEADERSHIP STYLE
Current situations require current approach, outdated leadership style is counterproductive in today's world.

5 CONCLUSION

This chapter concentrates on improvement suggestions and personal assessment of the research work done so far. This chapter also summarizes briefly the theoretical framework and the data acquisition method. The improvement suggestions are based on the analyzed research findings. The purpose of this research was to find out ways of maximizing output at Lorna LTD and proffer effective solution to address the situation.

The researcher needed to find out at first what the expectations of the employees towards the organization are and vice versa. Then the researcher needed to ascertain the missing link between the employees of Lorna LTD and its stakeholders. One key factor in solving the research question was the alignment of the employee expectation and organizational objectives. Several literature review on the topic highlighted that leadership has a bearing on the productivity of the employees.

The first step taken by the researcher was to discuss and seek advice from the thesis supervisor on how to proceed, then studying the theories that existed on the topic such as: leadership, job satisfaction and impact on employee. Based on the theoretical framework, the researcher designed a simple yet efficient questionnaire, while the research process was going on, an observation note was compiled.

The answer to the main research question is that employees are the core element of organizational success, therefore it is imperative that they are integrated in the decision making process. Among the missing elements of a world class organization at Lorna LTD include: sufficient and updated employee resources, cooperation, upgraded working environment, seamless communication and standard remuneration.

5.1 Improvement suggestions for Lorna Limited

Having understood the concept of leadership in relationship with the impact on employee, the researcher made the improvement suggestions in the table below.

Table 9: Improvement suggestions list

1. The organization must provide standard remuneration and improved working environment if absolute potential of employee is desired
2. Employees must be integrated in the decision making

process, more importantly on issues that concerns them.
3. Quarterly meetings should be set up to get leadership feedback.
4. More cooperation must be fostered between stakeholders and employees.

The writer recommends Transformational leadership style for Lorna Nigeria Limited as it transcends most leadership style and has stood the test of time.

5.2 Assessment of the research

The researcher can confidently attest that based on the findings of the research, the research question was answered and the recommendations will prove to be effective. The researcher covered the scope the thesis as the stakeholders acknowledged the efforts and recommendations of the researcher. The data collated from the interviews, questionnaire and observations really reflected the situation at Lorna LTD. Furthermore, the research strategy was very fitting as it was qualitative on both side's i.e. strategy and case. The research results and findings are reliable because research was carefully planned and the methods applied were accurate.

Although leadership at Lorna LTD changed hands in September 1st 2011 and some new fresh hands were injected into the existing employees, very little has changed in terms of leadership. The results attained now will help in restructuring and implementing positive changes at the aforementioned areas. It is noteworthy to mention the level of cooperation of the stakeholders and the employees of Lorna LTD. The time frame set for the completion of the research was met, and the researcher felt contented about the study and the case company. The choice and decision couldn't have been better as it was challenging yet interesting to combine theory and practice together.

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APPENDICE

QUESTIONAIRE FOR THESIS

Case company: Lorna Nigeria Limited.

Objective: To recommend effective leadership style that will maximize employee output at Lorna LTD.

Instruction: For each of the statements below, circle the number that indicates the degree to which you agree or disagree.

Note: There is no right or wrong answers and interviewee identity will be anonymous.

STATEMENTS	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Employees must be monitored closely for efficiency.	1	2	3	4	5
2. Employees must be part of the decision making process	1	2	3	4	5
3. In some situations, employees must be independent	1	2	3	4	5
4. Employees must be rewarded or punished when necessary to accomplish	1	2	3	4	5

organization goals.

5. There must be frequent communication between leaders and employees	1	2	3	4	5
6. Leaders should allow employees appraise their own work.	1	2	3	4	5
7. Efficient leaders provide instructions and clarify procedures	1	2	3	4	5
8. Most times, employees need little input from leaders	1	2	3	4	5
9. As an employee you possess all the necessary tools for job accomplishment.	1	2	3	4	5
10. Leaders are the judge of employee accomplishment.	1	2	3	4	5
11. Leaders must assist employees in accomplishing their tasks.	1	2	3	4	5
12. Employees and leaders must meet	1	2	3	4	5

often for feedback
and discussions

13. Leaders must pressurize employees to attain results.	1	2	3	4	5
14. Competent employees must be left alone	1	2	3	4	5

Assessment

1. Sum of the responses on numbers 1,4,7,10,11 and 13 (Authoritarian leadership)

2. Sum of the responses on numbers 2,5,12 and 14 (Democratic leadership)

3. Sum of the responses on numbers 3,6,8,9. (Laissez -faire leadership)

Total Assessment

Authoritarian leadership_____

Democratic leadership_____

Laissez-faire Leadership_____

Assessment Interpretation

This questionnaire was designed to ascertain the leadership style used at Lorna limited and recommend the most efficient, to maximize employee output and achieve organizational goals.

APPENDIX 2: Interview questions

1) How satisfied are you with your job?

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2) Are you involved in the decision making process as an employee?

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3) Does your job offer you progression?

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4) Is there a cordial relationship between the high ranking employees and the junior ones?

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5) Are you satisfied with the leadership style of this organization?