

ROLE OF LEADERSHIP IN ENHANCING WORKERS PRODUCTIVITY IN AN ORGANIZATION IN COLLEGE OF HEALTH TECHNOLOGY, OFFA, KWARA STATE

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ABSTRACT

This project examined the role of leadership in enhancing workers productivity in an organization, with a particular reference to Kwara State College of Health Technology, Offa. One hundred and fifty six (156) staff was randomly selected as study sample from among academic and non academic staff of the college. Structured questionnaires were used to the responses of the respondents. Data collected were analyzed using simple percentage distribution. The results revealed that, leadership and motivation, has great positive effect on success attainment of institution's objectives and workers productivity. Based on the findings, it was therefore recommended that, government should allocate adequate working material for workers to provide infrastructure for the institution, and improve on providing incentives and employee welfare services to the workers.

Keywords: Leadership, Role of Leadership, Enhancement of Workers Productivity, Organization/Institution.

1.0 INTRODUCTION

It has been observed that, many organizations are falling below the expectation of business society; this is due to lack of good leadership in guiding the activities of the organization, and many organizations are finding it difficult to achieve the set goals upon which the organization were built.

Leadership is a central feature of workers productivity, as well as organizations performances. This is an essential part of managing action ties to the people and directing their efforts towards the goals and objectives of the organization. There must be an appropriate form of behavior to enhance workers productivity. Leadership is equally important at levels within the organization. It is the moral and intellectual ability to visualize and work for what is best for the organization and its employees. Leadership helps to develop team work and integrate individual and group goals.

According to Mazazi (2002), leadership is capable of influencing individual and group behavior towards the optimal attainment of the organization goals. Leadership as a behavioral matter has drawn attention to the importance of leadership styles in workplaces. It has now been recognized that, in order to get the best results from subordinates the leaders must have regard for the needs of the workers, to encourage a spirit of involvement and cooperation, high morale and a willingness to work. This gave birth to consideration of leadership styles and analysis of leadership behavior. Udegbe (2000) stated that, thorough knowledge of leadership styles will help in an organization to predict the level of followers, employees and group productivity. Effective managerial leadership refers to the kind of direction which a person can give to group of people under him in such a way that, the group will accomplish its objectives with the most prudent and economic use of all the resources at the disposal of the group.

A good leadership is measured by the qualities possessed and how effective it is, in the performance of the job. Measurement of leadership effectiveness is the extent to which the group leader performs his task and achieves his objectives.

Productivity is an overall measure of the ability to produce a good or service. Most especially, stated in terms of quality and quantity. Productivity may also be defined as an index that measures output of goods and services relative to the input, labor, materials, energy, etc. used to produce the output. Hence, there are two major ways to increase productivity: increase the numerator output or decrease the denominator input, of course, but input decreases faster than output (Hsiao, J.L, 2012).

Organizations have many options for the use of this formula; labour productivity, machine productivity, capital productivity, energy productivity, a productivity ratio may be computed for a single operation, a department, a facility, an organization, or an entire country. According to Vora, Jay A. (2001), productivity is an objective concept, which can be measured, identified against a universal standard, as such, organizations can monitor productivity for

strategic reasons such as corporate planning, organization improvement, or comparison to competitor. It can also be used for functional reasons such as; project control or controlling performance to budget. Productivity is also a scientific concept, which can be logically defined and empirically observed. It can also be measured in quantitative terms, which qualifies it as a variable. Therefore, it can be defined and measured in absolute or relative terms. However, an absolute definition of productivity is not very useful; it is much more useful as a concept, dealing with relative productivity or as a productivity factor (Chen, R.F, 2012).

Productivity is useful as a relative measure of actual input of resources measured across time or against common entities. As output increases for a level of input, or as the amount of input decreases for a constant level of output, an increase in productivity occurs. Therefore, according to Murray (2013), “Productivity measure” describes how well the resources of an organization are being used to produce input. Productivity is often confused with efficiency.

Efficiency is generally seen as the ratio of the time needed to perform a task to some predetermined standard time. However, doing unnecessary work, efficiency is not exactly being productivity.

It would be more correct to interpret productivity as a measure of effectiveness in doing the right thing efficiently, which is outcome oriented than output oriented (Alkaraji A., 2011).

Statement of Problem

It has been observed that, many organizations /institutions, especially academic institutions have failed to record reasonable level of success achievement, which are as result of inability of the leaders in such institutions to aspire, motivate, incite and train their workers. Also, bad leadership style demonstrated by leaders in some institutions has posed negative effect on workers’ productivity.

Lastly, lack of recognition of employees’ needs, especially those needs that affect their job performance and making provision to satisfy these needs is another problem.

It is in view of these that, the researcher has decided to conduct this research on the role of leadership in enhancing workers productivity in an organization.

Objectives of the Study

The broad objective is to carry out study on the role of leadership in enhancing workers productivity in an organization with particular reference to Kwara State College of Health Technology, Offa.

The specific research objectives are:-

- (1) To investigate into how leadership affects success achievement of the institution’s objectives.
- (2) To find out, whether or not, the management of the institution aspires, motivates, incites and trains the employees.

- (3) To suggest ways by which high level of workers productivity can be increased.
- (4) To identify reasons for not recognizing employees needs.

Research Questions

Specific research questions developed by the researcher are as listed below:

- (1) Can leadership affect the success attainment of institution's objectives?
- (2) How does leadership affect workers productivity in the organization?
- (3) How can level of workers productivity in the organization be increased?
- (4) What are the various ways by which the institution's management can recognize workers need and motivate its staff?

2.0 REVIEW OF LITERATURE

Leadership has been subjected to a variety of definitions in behavioral science. Leadership, according to Owen (1973) is defined as a social influencing process for the attainment of goals. Liker (1967) in his definition stated that, leadership is an act of influencing individual to strive willingly towards the objective of the group. He went further by describing leadership as an act of influencing the groups to accomplish the work necessary to achieve the objective. Allan and Robert (2001) said that, leadership is a process, where one person exerts social influence over others. He stated further that, leadership is the process whereby one person has power over others and exercise the power for the purpose of influencing their behaviors. This means that, the leader guides, directs and influences the group, who more or less willingly accept the influence.

It is safe to say that, all leaders have influence, they provide direction, and they help in achieving goals. The functions of leadership pervade all organizations. A good leader is one who is capable of persuading others to move enthusiastically toward the achievement of the organization's goals (Ambrose W.F, 1998).

Blumenson (1975) opined that, the way in which the leader uses personal influence to achieve the objective of the organization becomes important. Leaders have many ways to interact with individuals and work group. The interaction of individuals and groups represent the most critical relationship in an organization. He went further saying that, no matter how large or small the enterprise, each person involved is a part of one or more combinations of leader, follower and work situation. Leadership involves other people, and by their willingness to follow the group or organization's leader, group members help to make the leadership / management process possible.

Fundamental to the management of people is an understanding of the importance of leadership. Management must lead and as such, must accept responsibility for the activities and success of their departments; leader must exercise authority, but leadership styles vary. It is generally accepted that, a leader's style will affect the motivation, efficiency and effectiveness of the employees (Akinloye O. and Akinboye. O, 2003).

Leaders are not only those with position of authority, but those who influence others to achieve common goal. This will represent the work and contributions of anyone who serves in this capacity (Mc. Graw Hill, 1967). In Jossy (2009) statement, leadership is a mindset of total personal accountability without fault, blame, guilt or any manner of finger pointing when results are below expectation.

The researcher hereby concluded that, leadership effectiveness can be determined through the character of the followers. For example, if they are focused, committed, result oriented, happy and productive.

Traits / Qualities of a Good Leader are part of the criteria to good leadership in an organization. According to Eckles (1975), the earliest work on leadership attempted to isolate the traits of successful leaders. It was assumed that, if a set of traits could be identified, people could be trained to develop those traits.

Some of the traits considered important include:-

Intelligence: - Ability to handle the workers and situation, to coordinate the work force harmoniously.

Appearance:- A good leader must be good looking, must have a physique that portrays somebody as a good leader. He or she must be well dressed and neat.

Knowledge: - Leader must possess knowledge of the organizational objective and people he's leading.

Instructive:- A good leader must be creative and must be able to work conscientiously.

Honesty:- He/she must be honest to the subordinate, colleague and even, the people outside the organization.

Open Mindedness:- He/ she must not keep malice with the subordinate at work. He must be open-minded.

Courage:- Leader must be courageous and able to control fear in the face of danger.

Godliness:- He /she must have the fear of God and the love of his people.

Judgment:- Leader must have sense of judgment.

Discipline and Integrity: He must have the ability to follow established rules and regulation.

Vision:- Leader must be able to dream and set goals.

Perseverance:- He must have foresight about future and plan for future.

Age:- He must be mature in age.

Socio-Economic Background:- Leader must have reasonable level of educational qualification, must also be socially and financially balanced.

Types of Leader

Various types of leader exist, some of these types include the following:-

1. **Charismatic Leader:-** Leader of this type emerges as a result of genetic traits possessed by such leader. When this type of leaders talks among his group member, his words,

suggestions, opinions are always taken. Example of leaders of this type are: late Dr Nnamdi Azikwe, Late Chief Obafemi Awolowo, e.t.c.

2. **Traditional Leader:-** Leader of this type is by appointment by group of people in a particular community. Examples of leaders of this type are traditional ward chiefs and Obas.
3. **Political Leader:-** Leaders of this type are elected by other people of the same group, society or country. Here the leadership tenure is rotational. Duration of the tenure depends on the constitution that guides the operation of such group. Examples of leaders of this type are, party leaders, legislators, elected president and governors.
4. **Religion Leader:-** Leader of this type emerges as a result of training acquired in the chosen religion. Examples of leaders of this type are: Pastors, Reverends, Imams, and Priests etc.
5. **Legitimate / Career Leader:** Leaders of this type emerge on the basis of educational qualifications, working experiences and training acquired on specialized profession or field. Examples of leaders of this type are; General Managers, schools principals, permanent secretaries (Olubodun, 1994).

Styles of Leadership

The manner in which a manager interacts with subordinates will tend to reflect a cluster of characteristics that constitute a style of leadership. While any manager will use several styles of leadership, one will tend to emerge as the predominant mode of interaction. Style of leadership include autocratic, bureaucratic participative and laissez-a-faire.

1. **Autocratic:-** This style of leadership also termed authoritarian, boss centered or dictatorial is characterized by centralization of authority and decision making in the leader. Consultation with subordinates is rare. The leader takes full responsibility for work to be done. Autocratic leaders motivate their workers by forcing employees to rely on them for information, decisions, and all aspect of need satisfaction. In its interest, and perhaps most negative sense, autocratic leaders are dictators who wield the threat, punishment over the heads of their followers.
2. **Bureaucratic:-** The leader of this style derives authority from the organization's set of rules and regulations. This leader is synonymous with the holder of formal office. The predominant mode of leading is through reliance on rules and regulations and on the formal grant of authority derived from higher level of management.
3. **Participative/Democratic:-** This leadership style emphasizes the contribution the group makes to the organizational efforts. The leader involves group members in decisions to the fullest extent possible. Communication is a two way process, with the leader soliciting suggestions from the group while presenting idea and information to it. The democratic style of leadership is included in this participative type. It also may be termed "group centered" leadership. This style attempts to make full use of the talents and abilities of the group members with the leader seen as a facilitator of this process.

4. **Laissez -Faire or free-Reign:** - This leader allows the group to establish its own goals, makes its own decisions and carries them out. This style is individual centered or subordinate centered. It presumes group members to have a high degree of knowledge and skill. It is frequently associated with highly technical or professional teams, where members are selected because of their specialized ability and their capacity to work independently (Carmichael, 1975).

Obstacles to the Leader's Effectiveness

Any leader working within an organization has to be careful that his effectiveness is not dissipated by organizational restrictions. An organization is supposed, through the unification effort, to strength the effectiveness of leader. But frequently, organizational obstacles are placed in the leader's way.

Drucker identifies four obstacles to a leader's effectiveness (Drucker, 1976):

1. The executive's time tend to belong to everyone else (the leader has difficulty in controlling his time because of the organizational responsibility to be available to staff and constituency).
2. Executives are forced to keep on "operating" unless they take positive action to change the reality in which they live and work (direct control of organizational units dominates the leader's time and prohibits him from functioning as a coordinator, motivator, and creator).
3. The leader is pushed toward ineffectiveness because, he is within the organization (he is effective only when other people make use of what he can contribute).
4. The leader is within the organization (the organization is seen only from inside. The organization from the outside is seen only through distorted lenses. What actually goes on is only through reports, statistics, and second-hand information. The leader must get outside and view the organization as it really is).

Theories of Leadership

Researchers have developed a number of leadership theories over the year. These can be categorized into four main types.

Early thoughts on leadership suggest that, some people are born to lead. Trait theories argue that, leaders share a number of common personality traits and characteristics and that leadership emerges from these traits. Early traits theories promoted the idea, that leadership is an innate, institutive quality that you either have or don't have.

There have been many different studies of leadership trait and they agree only in the general saintly qualities needed to be a leader for a long period, inherited traits were sidelined as learned and situational factors were considered to be far more realistic as reason for people acquiring leadership positions (Akinboye, 2013). However, none of these traits, or any

combination of them, will guarantee success as a leader. You need more than that (Robert, 1984).

Behavioural Theories

It focuses on how leaders behave. Do they dictate what needs to be done and expect cooperation, or do they involve the team in decision to encourage acceptance and support? (Fredrick, 1967)

Behavioural theories of leadership do not seek inborn traits or capabilities; rather they look at what leaders usually do. If success can be defined in terms of described actions, then it should be relatively easy for other people to act in the same way (Buchanan and Haczys, I, 1997).

Contingency Theories (Situational Theories)

The realization that, there isn't one correct type of leader led to theories that, the best leadership style is contingent. These theories try to predict which leadership style is best in which circumstance.

When a decision is needed fast, which style is preferred? When the leaders need the full support of the team, is there a better way to lead? Should a leader be more people oriented or task oriented? These are all examples of questions that contingency leadership theories try to address (Frellder, 1974).

Generally, to be effectively applied, this theory requires that leaders must be able to correctly diagnose their situations, select the most appropriate leadership style and effectively adjust to meet the task and relationship needs of followers. Effective leaders must also be constantly changing to meet the changing needs of the followers, as their level of motility increases or changes. Very little research has been used to train leaders such as large corporate organization, such as Mobil Oil, Xerox and U.S military services (Udegbe 1997).

Power and Influence Theories

Raven (1981): These theories of leadership take an entirely different approach. They are based on the different ways in which leaders use power and influences to get things done and the leadership styles that emerge as a result. Perhaps, the most well known of these theories in French and raven's five forms of power. This model distinguishes between using your position to exert power and using your personal attributes to be powerful.

French and Raven (1981): Identified three types of position power legitimate, reward and coercive and two sources of personal power; expert and referent (your personal appeal and the model suggest that, using personal power is the best alternative and because expert power (the power that comes with being a real expert in the job) is the most legitimate of these that you should actively work on building this similarly, leading by example is another highly effective way to establish and sustain a positive influence with your team.

Concept of Motivation

According to Gregor (1970), around the world people work, they expend effort to achieve some goals. The goal may be of little value, or of high scientific or cultural significance, but, energy is put forth to accomplish a task. If McGregor indicates in theory x, work is unnatural and repugnant to man, why are millions of people involved in work?

In many cultures, work is a group activity entire family or group of families cooperate in growing and harvesting food. All the men of the group participate in the defense of the group. The pressure of the group causes some people to work, perhaps harder and more conscientiously, or, perhaps slower and at the group's tempo. Group pressure is a strong motivating force, as identified in the Hawthorne studies. Not to be of the group is to lose social contact with one's peers. The social man needs the group and the social contacts and safety it offers.

According to Harmsburg B. (2000), all organizations are composed of units established to perform specific tasks. While these units vary in size, each has its own supervisor. Each unit is in reality a group of workers striving to achieve specific goals and objectives. Many supervisors look at their subordinates as individuals, each of whom has his own problems and attitudes. They forget that these employees constitute a group and that the group can be used positively to help establish and achieve the unit's goals and objectives.

New theories of motivation place emphasis on the power of groups to make workers want to work. Likert (1999) believes that, each organizational unit functioning as a group must interrelate with other groups until it becomes one large group, all striving to achieve common goals.

Thus, the organization becomes an integrated whole. Likert says further that, an organization will function not as individuals but as members of highly effective work group with high performance goals. A supervisor following this philosophy should deliberately endeavor to build these effective groups, linking them into an overall organization by means of people who hold overlapping group membership.

It is this philosophy of supervisor that has led to such development as participative management, where the group has the power of decision making. Also, since the goals of the group are determined by the group decisions, each individual tend to have a high degree of ego identification with the goal and will strive harder to achieve them. His motivation to achieve is increased. This is the philosophical base for management by motivation. Likert stretched further that, man is motivated to work, if he views his supervisor as supportive, fair and constructive and if he is able to maintain his sense of personal worth and importance.

Fredrick Herzberg (1970) asserts that money itself is not the major motivator. He stretched that, an extreme study is reported showing that, an individual's morale affects his attitude towards work. High morale indicates a high job attitude; low morale indicates a low attitude to a job. Herzberg developed a questionnaire which required lengthy descriptive reports

of events which made the workers feel good or bad. The answers were analyzed to identify the elements of high job attitudes. Middle management personnel of diversified construction company were used as the testing groups.

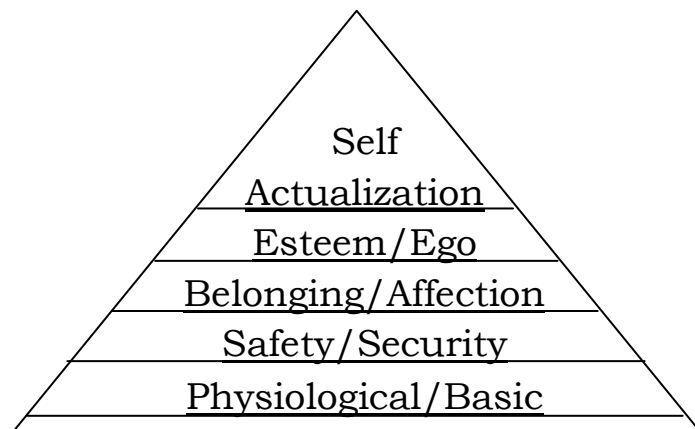
The analysis of data showed that, the most frequent factor in a high job attitude is achievement. Success in the completion of a job created the highest job attitude. Beginning with achievement, factors that were identified are ranked from high to low.

1. Achievement
2. Recognition by supervisors, peers and subordinates of work accomplished
3. Work itself-aspects of the job that gave the worker personal satisfaction
4. Responsibility: Being able to work without supervision and being responsible for one's own effort.
5. Advancement: a promotion indicates growth, recognition, achievement and more responsibility.

Abraham Maslow (1970) defined motivation as means of influencing people's attitudes and behaviors toward the performance of their duties. It is of fundamental importance in the management of human resources. No matter how carefully the management may plan, forecast, formulate policies and plan elaborate organizational structures, the success of its planning depends on accurate planning. It must lead and inspire the people he relies on, in the implementation of policies. This is regarded as motivation. He made three basic observations when interpreting human behaviors. These three observations are as follows:

- (a) All human behaviors have a cause each, which itself is the consequence of the combined efforts of hereditary and environment.
- (b) At the root of human behavior are needs, wants or motion. Need is the term employed in this connection.
- (c) Human behaviour is goal seeking, people try to achieve objectives or goals, which when reached will satisfy their needs. He (Abraham Maslow) has also classified human needs into five categories which are as illustrated below.

Abraham Maslow' hierarchy of human needs



- (a) **Physiological or basic needs:** People must satisfy those needs just to keep them active, they include food, water, clothing and shelter. In working environment, the fundamental purpose of a wage/salary is to provide the means of satisfying basic needs.
- (b) **Security or safety needs:** These are concerned with satisfaction with avoidance of harm and in some with provision for the future. Examples are the needs for shelter, self defense in the working situation, the wish for security of tenure, the existence of restrictive practices and many aspects of trade unionism show how the needs of this kind are satisfied.
- (c) **Belongingness or affection needs:** Everyone in various degrees wishes to give and receive friendship, companionship and association with others for recreational purpose are examples of these needs. Note that, for example, people mainly join with other party to satisfy affection needs and partly for greater security.
- (d) **Esteem or Ego needs:** These include the needs to become independent, to receive esteem of others, to dominate and to acquire possession. As it is possible for needs of this kind to be satisfied through social activities. There is overlapping between needs of group (C and D). At work, a position of authority, a company car, an office rugged carpet, or a special type of overall are means by which these needs are satisfied.
- (e) **Self-actualization:** This final group comprises the needs to make the fullest use of one's capabilities to develop one-self and to be creative in the working environment; the majority of employees find few opportunities to satisfy needs in this class. Skilled professional workers and managers are the most likely to be satisfied in these ways.

Douglas Mc Gregorie's Theory X and Y

Another group of assumptions about workers was developed by Douglas Mc Gregor (1970). By using the symbols X and Y, he makes no symbolic difference between the assumptions. X and Y are simply labels to designate contrasting management assumptions. Mc Gregor does not imply that, all assumptions in either theory X or theory Y are always right or always wrong. They may change according to the reality of a specific organization. However, unrealistic assumptions about people have caused many good plans to fail. Its planned activity lies in the face of human nature, its success will be only as great as the non-human factors can insure. Not infrequently, when plans begin to fail, management tightens controls and applies more pressure. Mc Gregor found that, such action only increases the potential for future, for what is needed is a lessening of control and a feeling of initiative.

Mc Gregor defined theory X as follows:-

- (1) The average human being has an inherent dislike of work and will avoid it, if he can.
- (2) Because of the human characteristics of dislike of work, most people must be coerced, controlled, directed, threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.

This assumption follows the concept hard supervision as compared to self (permissive, humanistic) supervision. The implication is that, the dislike of work is so strong that more force than the promise of reward must be exercised to get work accomplished.

- (3) The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, wants security above all. The knowledge about human behavior in many specialized fields, however, has made it possible to create another generalization about the management of human resources.

Mc Gregor called this assumption theory Y.

- (1) The expenditure of physical and mental efforts in work is as natural as play or rest. The average person does not basically dislike work, but may gain satisfaction from it or attempt to avoid it, depending on past experience.
- (2) External controls and the threat of punishment are the only means for bringing about efforts toward the organizational objectives. Man will exercise self direction and self control in the service of objectives to which he is committed.
- (3) Commitment to objectives is a function of the rewards associated with their achievement. Such positive rewards as ego satisfaction and self actualization are the most significant and can be direct products of efforts directed toward organization objectives.
- (4) The average human being learns, under proper conditions, not only to accept, but to seek responsibility.
- (5) The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly distributed to the population.
- (6) Under the conditions of modern industrial life, the intellectual potentialities of average human being are only partly utilized. These assumptions are much more challenging to management strategy. They are dynamic, not static. They indicate that human beings have the possibilities of growing and developing. Most importantly, it makes the management responsible for creating the environment that will permit the positive development of its human resources.

2.9 Enhancing Workers Productivity

According to Joseph (2007), productivity is a relationship between the output generated by a production or service system and the input provide to create this output.

Peters and Waterman saw productivity as the rate at which goods or services are produced by a standard population of workers. They revealed that, excellently managed organization see average worker ”as the root source of quantity and productivity gain” such organization do not look to “capital investment as the fundamental source of efficiency improvement” instead, employees are considered the source of ideas for improvement.

Nightingale (1970) stated that, profit sharing has led to productivity enhancement in thousands of firms. Firms’ wide profit sharing plan can be particularly effective in situations

where supervising individual performance is not viable. Profit sharing can lower internal resistance to technology change and foster teamwork between employees.

The use of financial incentives to motivate performance has been a part of management theory for quite some time. For example, Fredrick (1967) said that, the best type of management in ordinary use is the management of an initiative and incentive. Scientific management arose in part from the need to increase productivity. To expand productivity, ways had to be found to increase the efficiency of workers.

James (2005) stated that, the means to increase productivity have become a major focus of leaders' attention today. The possible actions that may be taken to improve workers productivity in an organization are many and these include:

- Providing good job description for the organization workers, as it will give them satisfaction on their job.
- Leaders / management can provide job security for their staff in form of confirmation of appointment, security of tenure of office, life and health insurance, e.t.c
- Existence of two way communication, whereby, management / worker relationship and interaction can flow.
- Adoption of effective style of leadership, most especially, democratic leadership style that will permit the subordinate to participate in making decision, especially on matters that affect them or their work.
- Co – ordination of staff efforts.
- Provision of employee welfares services. For example: arranging for education programme for the workers, giving legal backing to the staff organized co-operative society, provision of staff canteen within the work place, e.t.c.
- Recognition of staff efforts and reward them for good job performance.
- Providing good incentive for workers, subsidized meal at work, and other allowances that will make workers to feel happy.
- Self Expression: That is, workers should be allowed freedom of expression, in order to air their views concerning their observations on what is going on in the organization.

3.0 METHODOLOGY

The methodology adopted in carrying out the research on role of leadership in enhancing workers productivity in Kwara state College of Health Technology, Offa is descriptive research design. The population for this study is made up of two hundred and twenty four (224) non- academic staff and one hundred and eight (108) academic staff, making the total staff population to be three hundred and thirty two (332).

One hundred and twelve (112) people were randomly chosen out of the total two hundred and twenty four (224) non – academic staff. These represent fifty percentages (50%) of the entire population of non – academic staff. Also, fifty four (54) people, representing (50%) of the entire

academic staff population were also chosen. This made the sample size to be one hundred and sixty six (166). Simple random technique was used in the sample selection.

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

The statistical procedures used for data analysis are frequency count and simple percentage. One hundred and sixty –six (166) copies of questionnaire were printed and distributed to selected respondents out of which One Hundred Fifty- Six (156) copies were filled, completed and returned.

Table 4.1

SECTION B: Effect of leadership on success attainment of institution’s objectives.

S/N	Effect of Leadership	SA	A	D	SD
1	It improves the workers attitude to their work	115 73.7%	29 18.6%	07 04.5%	05 03.2%
2.	It brings about staff motivation	109 69.9%	34 21.8%	09 05.8%	04 02.5%
3	It helps the workers to have the knowledge and understanding of the management and institution at large	81 51.99%	60 38.5%	10 6.4%	05 3.2%
4.	It promotes success of academic programmes	83 53.2%	76 46.8%	0	0

The Table 4.1 reveals how leadership affects the success attainment of the institution’s objectives. 115 (73.7%) of the respondents strongly agreed that leadership improves workers attitudes to their work, 29 (18.6%) agreed, 07 (04.5%) disagreed, while, 05 (03.2%) strongly disagreed with the statement. 109 (69.9%) respondents strongly agreed that leadership brings about staff motivation, 34 (21.8%) agreed, 09 (05.8%) disagreed, while, 04 (02.5%) strongly disagreed.

81 (51.9%) respondents strongly agreed that workers have the knowledge and understanding of the management and institution at large. 60 (38.5%) agreed, 10 (06.4%) disagreed, while, 05 (3.2%) strongly disagreed. Also 83 (53.2%) respondents strongly agreed that, leadership

promotes success attainment of academic programmes, 76 (46.8%) agreed, while, no respondent disagreed or strongly disagreed with the statement.

Table 4.2

SECTION C: Effect of leadership on workers' productivity in the organization

S/N	Importance of Leadership	SA	A	D	SD
1	It helps in improving workers attitudes towards job performance	80 (51.3%)	62 (39.7%)	09 (05.8%)	05 (03.2%)
2.	It provides basis for workers direction guidance and persuasion	82 (52.6%)	60 (38.5%)	08 (05.1%)	06 (03.8%)
3	It improves the knowledge of the management on its roles and responsibility to the workers	80 (51.3%)	60 (38.5%)	10 (6.4%)	06 (03.8%)
4.	It promotes success of academic programmes	84 (53.8%)	56 (35.9%)	09 (05.8)	07 (04.5%)

The above Table 4.2 has shown that, 80 (51.3%) of the respondents strongly agreed that, leadership helps in improving workers attitude towards job performance, 62 (39.7%) agreed, while 09 (05.8%) disagreed and 05 (03.2%) strongly disagreed. 82 (52.6%) of the respondents strongly agreed that importance of leadership provides basis for workers direction guidance and persuasion, 60(38.5%) agreed, while 08 (05.1%) of them disagreed and 06 (03.8%) strongly disagreed .Furthermore, 80 (51.3%) of the respondents strongly agreed that, leadership improves the knowledge of the management on its role and responsibility to the workers, 60 (38.5%) agreed, while 10 (06.4%) disagreed and 06 (03.8%) strongly disagreed. 84 (53.8%) has strongly agreed that leadership promotes success of academic programmes, 56 (35.9%) just agreed, while 09 (05.9%) disagreed and 07(04.5%) strongly disagreed.

Table 4.3

SECTION D: Increasing level of workers productivity in the organization?

S/N	Increasing Workers Productivity	SA	A	D	SD
1	Encouraging workers to undergo training	96 (61.5%)	42 (26.9%)	10 (06.4%)	08 (05.2%)
2.	It increases workers efficiency	94 (60.3%)	46 (29.5%)	09 (05.8%)	07 (04.4%)
3	Providing adequate working tools for workers	90 (57.7%)	44 (28.2%)	12 (07.7%)	10 (06.4%)
4.	Involving workers in decisions that affect workers or their job	96 (61.5%)	46 (29.5%)	08 (05.2%)	06 (03.8%)

The above Table 4.3 has revealed how level of workers productivity can be increased; 96 (61.5%) of the respondents strongly agreed that level of workers productivity can be increased by encouraging workers to undergo training, 42 (26.9%) agreed, while 10 (06.4%) disagreed and 08 (05.2%) strongly disagreed.

94 (60.3%) of the respondents strongly agreed that workers' productivity can be increased by organizing seminar and workshop to improve the knowledge and skill of the workers. 46 (29.5%) agreed, 09 (05.8%) disagreed, while 07 (04.4%) strongly disagreed.

Also, 90 (57.7%) of the respondents strongly agreed that, providing adequate working tools for workers can increase the level of workers' productivity, 44 (28.2%) agreed, 12 (07.7%) disagreed, while 10 (06.4%) strongly disagreed.

96 (61.5%) of the respondents strongly agreed that by involving workers in decisions that affect them on their job increase the level of workers productivity 46 (29.5%) agreed, 08 (05.2%) disagreed, while 06 (03.8%) strongly disagreed.

Table 4.4

SECTION E: Various ways of recognizing workers' needs and motivating them by the institution's management

S/N	Means Of Motivating workers	SA	A	D	SD
1	By providing good job description for workers	82 (52.7%)	62 (39.7%)	12 (07.6%)	00
2.	By providing good working environment for workers	80 (51.3%)	62 (39.7%)	09 (05.8%)	05 (03.2%)
3	Adoption of good leadership style	80 (51.3%)	76 (48.7%)	00	00
4.	Providing good incentives for workers	84 (53.8%)	60 (38.5%)	12 (07.7%)	00
5.	Allowing workers freedom of expression	80 (51.3%)	62 (39.7%)	10 (06.4%)	04 (02.6%)
6.	Providing employee welfare services for workers	86 (55.1%)	60 (38.5%)	06 (03.8%)	04 (02.6%)

The above Table 4.4 has revealed the various ways by which institution's workers can be motivated. 82 (52.7%) of the respondents strongly agreed that, providing good job description for workers is a way of motivating workers, 62 (39.7%) agreed, while 12 (07.6%) disagreed.

80 (51.3%) of the respondents strongly agreed that, providing good working environment for workers is a way of motivating workers, 62 (39.7%) agreed, 09 (05.8%) disagreed, while, 05 (03.2%) strongly disagreed. 80 (51.3%) of the respondents strongly agreed that adoption of good leadership style as a way of motivating workers, with the statement, while 76 (48.7%) agreed. On providing good incentives for workers, 84 (53.8%) of the respondents strongly agreed, 60 (38.5%) agreed, while 12 (07.7%) disagreed. Also, 80 (51.3%) of the respondents strongly agreed that, allowing workers freedom of expression is a good way to motivate workers, 62 (39.7%) agreed, 10 (06.4%) disagreed, while, 04 (02.6%) strongly disagreed.

Lastly, 86 (55.1%) of the respondents strongly agreed that, providing employee welfare services for workers will motivate them. 60 (38.5%) agreed, 06 (03.8%) disagreed, while, 04 (02.6%) strongly disagreed.

5. Summary

The study revealed that, leadership improves the workers attitudes to their work, it brings about staff motivation and helps the workers to have the knowledge and understanding of the management and institution at large, as well as promoting the success of academic programmes. It was also discovered that, there is leader-subordinate relationship between the management and the institution's workers, the management organizes meeting with staff on regular basis and operates participative style of leadership.

Furthermore, the result showed that, success has been achieved on academic programmes of the college and this was due to the fact that, the management provides adequate working materials for the workers, recognizes and stratifies the workers' needs, takes care of their welfare and provides adequate motivation for the staff.

Leadership provides basis for workers direction, guidance and persuasion. It also increases the worker effectiveness and efficiency, and helps in the achievement of the institution's objectives, it was found out that level of workers' productivity can be increased by encouraging workers to undergo training, by organizing seminar and workshop to improve the knowledge and skill of workers, by providing adequate working tools for workers and involving them in decisions that affect them or their job, that increased good reputation, of the organization, increased patronage of the organization, increased revenue generation in the organization and boosted morale of both the staff and management of the organization, that workers needs are being recognized by engaging in dialogue with the workers on their requests in order to change their bad attitudes toward job performance.

Conclusion

The researcher concludes that, leadership plays important role in enhancing workers productivity in an organization, leadership has great positive effect on the success attainment of the institution's objectives. Leadership has positive effect on workers productivity, increases workers effectiveness and efficiency, helps in the achievement of the institution's objectives and enables the institution to attain success on the academic programmes.

Level of workers productivity in the organization can be increased by encouraging workers to undergo training, organizing seminar and workshop to improve the knowledge and skill of workers, as well as providing adequate working tools for workers and also, involving them in decisions that affect them or their job. Providing good job description for workers, good working environments, good leadership styles, freedom of expression, good incentives and employee welfare services are the ways of motivating workers. Also, by studying the workers attitudes toward job performance and by engaging in dialogue with the workers on their request to settle the differences as a means of recognizing workers needs and established industrial harmony in an organization.

Recommendations

Based on the findings made in this research work, the following recommendations were made:

- ❖ Government should allocate adequate fund/subvention to the institution in order to pay the workers good salary, provide adequate working material for workers and to provide infrastructure for the institution.
- ❖ Workers should be sponsored on in-service training to further improve their knowledge and skill.
- ❖ Seminar and workshop should be organized on more regular basis to acquaint the workers with the latest methods of job performance.
- ❖ Incentives for workers should be more intensified to encourage them put more efforts in the discharge of their duties.
- ❖ Management of the institution should improve on the employee welfare services rendered to the workers.
- ❖ Management of the institution should also improve on workers needs recognition and satisfaction, in order for the management to get best from the workers.

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