

**LEADERSHIP STYLE AND EMPLOYEES ATTITUDE IN THE NIGERIA
TELEVISION AUTHORITY (NTA) BENIN**

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**DEPARTMENT OF PUBLIC ADMINISTRATION
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BENIN CITY,**

MARCH, 2025

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**BEING A PROJECT PRESENTED TO THE DEPARTMENT OF PUBLIC
ADMINISTRATION, FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF BENIN,
BENIN CITY, IN PARTIAL FULFILMENT OF THE REQUIREMMENT FOR THE
AWARD OF B.Sc DEGREE IN PUBLIC ADMINISTRATION**

MARCH, 2025

CERTIFICATION

I certify that this research work was carried out by Aoso Godwin Akor of the Department of Public Administration, Faculty of Social Sciences, University of Benin, Benin City. This research work is deemed adequate both in scope and quality in partial fulfilment of the requirements for the award of B.Sc Degree in Public Administration of the University of Benin, Benin City.

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Date

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Date

DEDICATION

This work is dedicated to my heavenly father you remain the best that has ever happened to me and to my parents Mr. & Mrs. Akor for the love, kindness shown to me all this year, May Almighty God richly bless you.

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ABSTRACT

The role of leadership is very important and it can have effect on the ecology of organization, business as well as employees. Consequently, effective leadership can affect the subordinates' satisfaction and influences the degree to which they absent from duty. Indeed, to be an effective leader, there is need for a multi approaches rather than a singular style. From literatures reviewed, the study explained that the goal of an effective leader is to transform the available human resource in order to meet organizational short and long term objectives. In achieving this, the leader has effect on employees' attitude (job satisfaction) which consequently reflects in their behaviour (absenteeism). Path- Goal theory provided the framework that helped explained the view of this study that there are certain factors that determine the choice of a style by a leader; nonetheless there are traits that define an effective leader. The study was a survey design and relied on questionnaire for generation of data. The findings of the study were that, leaders that adopt transformational style have effect on the job satisfaction and absenteeism of the employees. Hence, a manager's leadership style creates the climate within which employees work and influences the attitude and performance of his team.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Leadership has an important bearing on how effectively an organization reaches its objectives. This is especially true within extensions where individuals have major responsibilities and are in decision-making roles. In any organized group, the issue of leadership is crucial. Hence, leadership is an important resource of all organization that is exhibited by individual(s) through a broad scope of talent and qualities (Lok, 2016). It involves a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal. The term Leadership has long been in existence among people and it has so many interpretations; it has been defined in terms of traits, behaviours, influence, interaction, patterns, role, relationships, and occupation of an administrative position. Generally, leadership could be defined as an influence, art or process of influencing people so that they will strive willingly towards the achievement of group goals (Okpara , 2015; Lussier , 2014; Hoyle, et al, 2012; Rad, 2006). This implies that leadership is a social process in which one person or group of persons in an organized group harnesses the knowledge, skills and motivation of the other members in the attainment of the group goals.

In organization, there is need to acquire human resources in order to meet its objectives. Subsequently, when human resources have been acquired, there is need to maintain and keep them together. It should be noted that every individual has his personal expectation for working in an organization. To this effect, the leader must employ the various ways of making sure that

the employees stay at work, feel satisfied with their job and thus ready to put on their best. Employees have shown to be an important tool for achieving organization's goal towards the production of quality goods and services. These employees demonstrate a wide variety of positive and negative behaviours at work in the cause of carrying out the task at hand in their respective workplace.

This led Rachelle (2013) to posit that the type of relationship a leader forge with his employees plays a substantial role in how they behave. She stressed that to encourage productivity and positive work environment; the leader must pay attention to his own style. This implies that the type of leadership style of managers in an organization would have an effect on the employees' attitudes and behaviour such as employee turnover, absenteeism, counter-productive behaviours, job commitment and job satisfaction. This implies that leadership style has a very significant role to play in determining employee job satisfaction or dissatisfaction. Bamidele (2013) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. In an ideal world, leadership styles adapt to the need of an organization. Hoyle (2014) asserted that "leadership is imperative to any living human being; man or woman". She states further that leadership style is what differentiates between a business thriving, sinking, or soaring and that there are various leadership styles with each having its implication of effective implementation on profit, work culture, organizational and individual goals. This notion implies that there are certain qualities that defines leadership and must be embraced for effective leader-subordinate relationship in an organization.

However, the concept of leadership may be simplified using existing categorizations. One of these is the distinction between **transactional leadership style** and **transformational leadership style**. Lund (2003) submitted that the **transactional leadership style** is characterized by contingent reward. Employing such a style, the leader gives rewards in exchange for effort and good performance. On the other hand, **the transformational leadership style** is a more personal style involving charisma, inspiration, intellectual stimulation, individualized consideration, and extensive delegation. Therefore, the transformational leader motivates people to participate in the process of change and encourages the foundation of a collective identity and efficacy. This eventually leads to stronger feelings of self-worth and self-efficacy among employees.

In sum, employees are critical tool in every organization. Having acquired the human resources, there is need to maintained and keep them together. Since every individual in the organization has his personal expectation for working in the organization, to this effect, the leader must employ means of making sure that the employees stay at work thereby reducing job dissatisfaction, make them feel satisfied with their job and as a result ready to put in their best in order for the organization to achieve its goal.

1.2 Statement of the Research Problem

The mystery of why one leader's style is more effective than another is unsolved. Leadership style consists of a leader's general personality, behaviour, and communication patterns in guiding others toward reaching organizational or personal goals. According to Okpara (2015), many organizations are over-managed and under-led. The difference is crucial, managers are

people who do things right, but leaders are people who do the right things always. In other words, the pattern of behaviours or the style of leadership employed by a manager goes a long way in influencing the organization. To this effect, problems are bound to occur within every noted organisation and decision making is bound to generate conflicts while initiating policies. In this light, the notions of leadership act are those which help a group in meeting those stated objectives.

Thus, there is need to understand various leadership styles in organisation that produces effectiveness. Having weak and ineffective managers in the workplace has many damaging effect on employees and the firm as a whole. It often creates vacuum for employees to absent from duties and obligations. The managerial style of a leader in an organization reflects his weakness or ineffectiveness and vice-versa.

Organisations with poor managers almost always perform below expectations; they lack vision, an adequate understanding of financing organisation and good communication skills. By recognizing if these characteristics are present in managers, organisations can make the necessary changes in order to prevent failure. As can be seen, many organizations under-value leadership. A number of factors may influence the style a leader uses.

1.3 Objectives of the Study

This study has its aim at investigating Leadership style and employees' attitude in the work environment. In achieving this, the research pursued the following objectives;

1. To examine the various leadership styles in NTA and how employees react to them.
2. To investigate the causes of absenteeism in NTA.
3. To highlights the important leadership behaviour of an effective leader in NTA.

4. To examine the leadership style that could lead to employees' job satisfaction in NTA.
5. To ascertain those factors responsible for employees' job satisfaction in NTA.

1.4 Research Question

The following research questions were drawn to guide the study:

1. What is the various leadership styles in NTA and how employees react to them?
2. What is the causes of absenteeism in NTA?
3. What is the important leadership behaviour of an effective leader in NTA?
4. What is the leadership style that could lead to employees' job satisfaction in NTA?
5. What are the factors responsible for employees' job satisfaction in NTA?

1.5 Research Hypotheses

Hypothesis is a tentative statement about two or more variable that are about to be tested. These hypotheses can either be confirmed or rejected. In this research work, the following hypotheses were formulated.

- H_R: Leaders who adopt transformational leadership style have significant effect on employees' absenteeism.
- H₀: Leaders who adopt transformational leadership style have no significant effect on employees' absenteeism.
- H_R: Leaders who adopt transformational leadership style have significant effect on employees' job satisfaction.
- H₀: Leaders who adopt transformational leadership style have no significant effect on employees' job satisfaction.

1.6 Scope of the Study

The study's focus on employees' attitude and behaviour was restricted to job satisfaction and absenteeism respectively in NTA. Similarly, there are numerous styles of leadership; however, while this study examined few of these styles, emphasis was placed on the transformational leadership.

1.7 Significance of the Study

The study suggests the importance of leadership in the debate and the complexity of purpose within corporate contexts. Hence, this research work is significant in many aspects;

Firstly, it will serve as a source of policy guidance to the study of leadership styles in organization and provide necessary incentive for combating absenteeism among employees in an organization.

The research study will also help to enlighten the management of organization on the need and importance of having effective leaders in the organization.

Similarly, the study will also enlighten employees on their roles and obligations to the leadership in the organization and other related matters.

This study will also identify the reason why employees react positively or negatively to a particular leadership style adopted by manager(s) in the organisation.

The study is also aim at discovering the factors that make workers to be dedicated and committed to their duties in the organisation.

In addition to all the aforementioned and determined effects, problems and solutions will be critically viewed to serve as possible recommendations to today's manager who may be willing

to employ a particular leadership style towards employees' absenteeism and job satisfaction. This will forestall a better situation for the leader to select the best type of leadership system. Finally, this work would be of immense benefit to researchers as it will be of good aid and guide to future researcher who will like to cast their beam of research light on "Leadership style and employees' attitude in the work environment".

1.8 Operational Definition of Terms

Absenteeism: This refers to the habitual pattern of absence from duty or obligation.

Absenteeism as used in this study will mean employees' behaviour.

Job Satisfaction: This means the collection of feelings and beliefs that employees have about their jobs. In this study job satisfaction means employees' attitude.

Leadership style: refers to the pattern of behaviours that leaders display during their work with and through others.

Transformational leadership style: Transformational leadership style refers to leadership style whereby the leader uses a combination of styles such as, autocratic, delegative, participative, etc. depending on the situation, so as to achieve remolding the behaviour and attitude of the employees.

Transactional leadership style: this leadership style involves a situation whereby the leader gives rewards in exchange for effort and good performance. This leadership style involves the use of reward system by the leader.

Communication: This involves the process of passing a message (instruction or directives) from one person (sender) to another person (receiver).

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This aspect will be of great importance to this research work and it focuses on the review of relevant literatures that were of critical and crucial importance to this research topic. In this aspect, literatures were reviewed with respect to objectives of the study. Issues considered in this section include the concept of leadership, leadership styles, qualities of leadership, absenteeism, factors that determines choice of style, inter alia. Furthermore, the study was situated within the path-goal theoretical framework. In the light of these diversities, general literature review and theoretical framework are presented as follow;

2.2 MEANING AND CONCEPT OF LEADERSHIP

Leadership is a process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal. The term Leadership has long been of existence among people and it has so many interpretations; it has been defined in terms of traits, behaviours, influence, interaction, patterns, role, relationships, and occupation of an administrative position. Leadership has also been seen as a dynamic process in a group where one individual influences the others to contribute voluntarily to the achievement of group tasks in a given situation.

The topic of leadership has generated excitement and interest since ancient times. Conventionally, when people think about leadership, images come to mind of powerful dynamic individuals who command victorious armies, shape the events of nations, develop

religions, or direct corporate empires (Babbie, 2011). However, there was sharp interest from the 20th century as researchers attempted to scientifically generate answers to many questions surrounding the mystery of leadership. Leadership today, is increasingly associated with the concept of team work, getting along with other people, stimulating and creating a vision which others can identify rather than command and control. Leadership, like other business terms, has no singular definition. This made Bamidele (2013) to posit that ‘there are almost as many different definitions of leadership as there are persons who have attempted to define the concept’. The term leadership means different things to different people. Although no ultimate definition of leadership exists (Avolio, 2011), the majority of definitions of leadership reflect some basic elements, including “group”, “influence” and “goal” (Choi, 2007)

From an organizational perspective, Daft (2015) believed that leading is a process used to motivate and to influence others to work hard in order to realize and support organizational goals, while Hersey et al. (1993) believed that leadership influences individuals’ behaviour based on both individuals’ and organizational goals. David, (2009) sees leadership as the process of directing and influencing the task-related activities of group members towards achieving the organizational goals. Leadership is therefore the capacity to inspire others to adopt corporate vision as their primary priority and it entails seeing ahead and going ahead of others, and its baseline is information.

Okpara (2005) stated that leadership entails an unequal distribution of power between leader and group members. He argued that group members have power, but the leaders usually have more powers. Leaders are agent of change; persons who affect other people more than the other

people's act affect them. Fry (2003) shared this view when he stated that leadership has a use of leading strategy to offer inspiring motives and to enhance the staff's potential for growth and development in the organization. From these positions, Leadership could be generally seen as an influence, the art or a process of influencing people so that they will strive willingly towards the achievement of group goals. It encompasses a process of exerting positive influence over other persons. David (2009) averred that leadership is the ability of a manager to influence subordinates to work with zeal and confidence; zeal reflects order, earnestness and intensity in the execution of work; confidence reflects experience and technical ability.

The foregoing notions imply that Leadership is a social process in which one person or group of persons in an organized group harnesses the knowledge, skills and motivation of the other members in the attainment of the group goals. This process implies the consent-willing or grudging- of the group. According to David (2009), leadership is an important aspect of management. The ability to lead effectively is one of the keys to being an effective manager. This position was backed by Lussier (2007) when they posited that leadership is the influencing process of leaders and followers to achieve organizational objectives through change.

2.3 MEANING OF LEADERSHIP STYLE

Findings from literatures reveal that there is no universal definition of leadership style. This is because leadership itself is complex, and because leadership is studied in different ways that require different definitions. According to Ejimofor (2007), leadership is a process of persuasion or example by which an individual (or a team) induces a group to pursue objectives held by the leader or shared by the leader and his or her follower. Thus, if we accept that

definition, then leadership style is the way in which that process is carried out. Leaders' style encompasses how leaders relate to others within and outside the organization, how they view themselves and their position, and to a large extent whether or not they are successful as leaders.

Leadership style is defined as the pattern of behaviours that leaders display during their work with and through others (Emmanuel, 2012). Leadership style could also be seen as the pattern of interactions between leaders and subordinates. According to Hamidifar. (2010), the term "leadership style" can be interpreted as leadership behaviour with two obviously independent dimensions: task and interpersonal relationships. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader. Thus, leadership style is a leader's style of providing direction, implementing plans, and motivating people.

Studies on classical leadership style submit that a manager's style is very important in a company or a firm. During this epoch, Leadership style is seen to explain many different approaches that can be taken to be an effective leader. For example, Bass 1997; Burns, 1978; Tharenou, 1993; Howell and Avolio, 1993) observed that leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Avolio (2011) led a group of researchers to identify different styles of leadership. This early study has been very influential and established three major leadership styles: autocratic, democratic, laissez-faire.

In the past several decades, there has been a significant revolution in how the leadership is defined by management experts. Their approach has changed from a classical one to a very innovative, democratic approach. Nonetheless, it was determined that some old ideas were still good whereas some of the new ones were not perfect. The key is to use different styles depending on each situation so leaders have to approach every case in a different way. According to Okpara (2005), contemporary studies on leadership behaviour and styles identified four primary leadership styles, many of them we can find within most businesses or organizations around the world. These styles are:

1. Autocratic
2. Democratic
3. Laissez-faire
4. Bureaucratic

Each of the leadership styles has impact on employees' attitude and behaviour. There are short and long-term effects of each style. These styles are examined in details below;

1. Autocratic style

This is also referred to as Authoritarian style. It is a style of leadership that is task driven. This style implies a high degree of task direction from the leader with minimum or no participation in decision making process on the part of the subordinates (Okpara, 2005). The autocratic leadership style is very often regarded as an old fashioned technique. It was a very popular style among managers commanding subordinates and it is still used around the world. This style basically comes natural to many leaders and brings many benefits, thus many managers start to

lead using this style and try to improve it when pursuing their own leadership development. This style is used when leaders inform their employees what they want done and how they want it attained, without being advised by their followers. Furthermore, when leaders are short on time, they have all information needed to achieve a goal and employees are enthused, autocratic still is also common. Autocratic leaders insist on doing it all themselves. They have all the power, make all the decisions, and do not often tell anyone else about what they are doing. Okpara (2005) submitted that if you work for an autocratic leader, your job is usually to do what you are told.

(I) Effects of autocratic leadership style on the organization

Autocratic leaders often leave fear and mistrust in their wake. Others in the organization tend to copy their protection of their position, and their distrust of others' ideas and motives. Often, autocratically led organizations are not particularly supportive of personal relationships, but much more keyed to chain-of-command. Everyone has her own sphere, and protects it at all costs. Communication tends to go in only one direction - up - as a result of which rumour can become the standard way of spreading news in the organization. At its best, autocratic leadership style provides a stable and secure work environment and decisive, effective leadership. All too often, however, it can sacrifice initiative, new ideas and the individual and group development of staff members for the predictability of a highly structured, hierarchical environment where everyone knows exactly what he is supposed to do, and follows orders without question.

Although the above paints a pretty bleak picture, many autocratic leaders are not hated and feared, but rather esteemed, and even loved. It depends on their own personalities - like anyone else, they can be nice people, or even highly charismatic. Autocratic style clearly defines the division between leaders and workers. Pirraglia (2005) submits that managers who employ autocratic leadership style are supremely confident and comfortable with the decision-making responsibility for company operating and strategic plans. Although research (Lussier et al 2007; Yukl, 2002) indicates that autocratic leaders display less creativity than more contemporary styles, this style still works when fast decisions must be made without employee involvement. Employees may feel some disconnect with this style.

2. Democratic Style

The democratic leadership style is also called the participative style due to the fact that it encourages one or more employees to be part of the decision making process (determining what to do and how to do it). Nevertheless, it is the leader who makes the final decision and maintains authority. Definitely, this style strengthens the position of the leader which is respected by his employees. When information and data is divided between the leader and employees, democratic style is used very often. Managers are not expected to be familiar with everything; this is why they employ knowledgeable and competent employees. Democratic leadership style invites the participation of staff members and others, not only in decision making, but in shaping the organization's vision. It allows everyone to express opinions about how things should be done, and where the organization should go. By bringing in everyone's ideas, it enriches the organization's possibilities. However, it still leaves the final decisions

about what to do with those ideas in the hands of a single person. (Okpara, 2005; Lussier, et al, 2007; Pirraglia, 2005). Summarily, using this style is of mutual benefit, because employees can become a part of the team and on the other hand leaders can make better decisions.

(I) Effects of democratic leadership style on the organization

Democratic leadership, with its emphasis on equal status, can encourage friendship and good relationship throughout the organization. In more hierarchical organizations, clerical staff and administrators are unlikely to socialize, for instance; in a democratically-led organization, such socialization often happens. This helps people feel valued when their opinions are solicited, and even more so if those opinions are incorporated into a final decision or policy.

Okpara (2005) opined that what a democratic leadership does not necessarily do - although it can – is to establish staff ownership of the organization and its goals. Although everyone may be asked for ideas or opinions, not all of those are used or incorporated in the workings of the organization. If there is no real discussion of ideas, with a resulting general agreement, a sense of ownership is unlikely. Thus, democratic leadership may have some of the drawbacks of autocratic leadership - a lack of buy-in - without the advantages of quick and clear decision-making that comes with the elimination of consultation.

3. Laissez-Faire Style

The laissez-faire leadership style is also known as the “hands-off” style. This style is based on making the decisions by employees whenever the leader let them; even though, he is still responsible for all the decisions. According to Okpara (2005), the main characteristic of this style is that the leader derives responsibility and abdicates authority to group or individuals.

This style is used usually when employees are able to decide what needs to be done and how. They also should have good analytical skills. In this style, leaders only set most of the priorities for their team and divide tasks between employees. This style should be used only when leaders are confident about his people and trust them no matter what. It should not be used as a way of blaming employees for mistakes made.

4. Bureaucratic Style

The bureaucratic leadership style follows the rules rigorously and guarantees that staff follows procedures accurately. In this kind of style everything must be done according to the rules or policy. There is a high degree of reliance on rules and regulations and the use of procedures to which the leader and subordinates subscribe. (Okpara, 2005; Lussier, et al, 2007; Pirraglia, 2005). This is a very appropriate style for work involving serious safety risks (such as working with heavy equipment, with toxic substances, or at dangerous heights) or where large sums of money are involved (such as handling cash). If manager is not capable of making decision on his own, he refers to the next level above him or her. The role of the leader in this case is very similar to a police officer.

2.4 QUALITIES OF AN EFFECTIVE LEADER

Hoyle (2012) opined that studying the characteristics of leadership is useful because as humans, we tend to break things into characteristics in order to make big concepts easier to handle. In this sense, there are common traits that define leadership, and finding them only takes some

study of those who have been successful. Some of the most common qualities of an effective leader include but not limited to the followings;

- **Empathy:** Creating a legitimate rapport between leaders and staff makes it less likely that personal issues and resentment can creep in and derail the group. When employees know that leaders are empathetic to their concerns, they will be more likely to work with the leader and share in his vision, rather than foster negative feelings. Effective leaders praise in public and address problems in private. The best leaders guide employees through challenges and always on the lookout for solutions to foster the long-term success of the organization. Rather than making things personal when they encounter problems, or assigning blame to individuals, effective leaders look for constructive solutions and focus on moving forward.
1. **Accountability: Effective leaders take** responsibility for everyone's performance, including their own. They follow up on all outstanding issues, check in on employees, and monitor the effectiveness of company policies and procedures. When things are going well, they praise; when problems arise, they identify them quickly, seek solutions, and get things back on track.
 2. **Communication:** Effective communication helps keep the team working on the right projects with the right attitude. When leaders communicate effectively about expectations, issues and advice, employees will be more likely to react and meet these goals.
 3. **Honesty:** Strong leaders treat people how they want to be treated. They are extremely ethical and believe that honesty, effort, and reliability form the foundation of success. They embody these values so overtly that no employee doubts their integrity for a minute. This notion implies that effective leaders share information openly and avoid spin control.

2.4.1 IMPORTANCE OF LEADERSHIP

In a competitive business environment, effective leadership is an essential requirement in order to achieve organisational goals. To do this, leaders must be able to provide inspiration, motivation and clear direction to their team. For any type or size of business, effective leadership provides many benefits and will assist the organisation to achieve success and stability. In the absence of effective leadership, organisations often grow slowly and may lose their direction and competitiveness. Therefore, effective leadership is important for the following reasons:

1. A clear vision: setting a clear vision and communicating it effectively provides employees with an understanding of the organisational direction and allows them to clearly understand their roles and responsibilities.
2. Effective planning: a structured approach is able to generate a plan of action that will most effectively meet the organisational goals. An inclusive planning process also provides the opportunity for people to identify, contribute to, understand and achieve well defined objectives.
- 3.** Inspiration and motivation: the commitment and enthusiasm of a business leader shapes the common goals of the organisation and provides inspiration and motivation for people to perform at a high level.
4. New ideas: encouragement of people to openly contribute and discuss new ideas in a positive environment makes use of their diverse experience and ideas to improve a business.

5. Employee relations: an open and engaging relationship between a leader and their team members demonstrates that they are valued as an integral part of the organisation, creating a sense of ownership among team members and developing a closer alignment between individual and team objectives.

Crisis management: Good business leadership can help a team remain focused during a time of crisis, reminding the team members of their achievements and encourage them to set short term, achievable goals. These are just some of the ways in which good leadership can have a positive impact on employees and business. Understanding these skills and applying the strategies will help managers to become a better leader and could potentially make organization or business more successful.

2.5 JOB SATISFACTION AND LEADERSHIP STYLE

Job satisfaction has been defined as a perceived relationship between what one wants from one's job and what one perceives it as offering (Lund, 2003). Jones and George (2004) assert that employees' general attitude toward his or her job is also referred as **job satisfaction**. It is an important concern for employer as it is believed that satisfied employees are more likely to show up for work, have higher levels of performance and have longer stay with an organization (Robbins et al., 2010). Alternatively, **job satisfaction** is also referred to as one's positive attitude on his or her assigned tasks or job (Daft, 2010).

Having distinct leadership style is a key element that impacts employee's job satisfaction which leads to organizational success. Additionally, job satisfaction is a critical and important outcome of having an effective leadership in an organization (Lund, 2010). Job satisfaction is

considered as the most familiar work attitude indicator and a reliable feature to assess an individual's judgment regarding her/his job experience in an organization. It can positively impact commitment and performance of the employees and decrease their turnover and absenteeism (Robbins, et. al, 2010). The positive job satisfaction results in goal achievement and organizational effectiveness. Usually, high job satisfaction can help the employees to deal with obstacles in obtaining defined organizational objectives and goals. The findings from many studies demonstrated significant impact of transformational leadership on job satisfaction of subordinates (Wiratmadja et al., 2008; Griffith, 2004; Avolio and Bass, 2004; Antonakis et al., 2003; Bass and Avolio, 1994). Their research has demonstrated that job satisfaction has crucial impacts on productivity, organizational efficiency, employee relations, turnover, organizational performance and absenteeism (Oshagbemi, 2003; Schroder, 2008; Chen et al., 2006; Okpara et al., 2005). Job satisfaction was identified as an important element which impacts employees' behaviour positively. The positive behaviour of employee is the context in which staffs have job satisfaction and they have the feeling of more responsibility, commitment and accountability to stay in the organization for a long time. According to the presented discussion above, the leadership style is known as a crucial determinant of staff's job satisfaction. Objective response of members to leaders is usually related to the employee's characteristics and also leader's characteristics. Job satisfaction is mostly impacted by internal organization environment. Employees may be stressed to work if the leader demonstrates hostile behaviour and is not supportive of their needs as the employees. When the subordinates cannot perform the work they will select a leader who is able to provide sufficient instructions and guidance for doing the job in the best possible way. Also it was mentioned that if the

relationship between employee and leader is negative it will minimize productivity, maximizes turnover and absenteeism in the firm. Walumbwa et al. (2004) conducted a study on the relationship between transformational leadership and work outcomes using a sample of 402 employees in China and India in the banking and finance sectors. The result demonstrated a positive relationship between transformational leadership and **job satisfaction** as well as organizational commitment. Ejimofor (2007) also conducted a study to investigate the relationship between teachers' perceptions of principals, transformational leadership skills and teachers **job satisfaction** in two large Local Government Areas in a metropolis of South-eastern Nigeria. Participants included 518 secondary teachers and 48 principals and the result of the study also asserted that teachers' perception on principals' transformational leadership skills have substantial and significant impact on teachers' **job satisfaction**.

Further studies with similar aim to explore the relationship between leadership and **job satisfaction** have been carried out by Rad (2006). Rad (2006) conducted a study to examine the relationship between leadership styles of nurse managers and **job satisfaction** of registered staff nurses in hospital settings in an Appalachian state, USA. A total of 200 participants was selected using simple random sampling method from the total registered nurses of 7190. Similar to other research studies mentioned earlier, a positive and moderate association was found between job satisfactions of registered staff nurses and nurse managers who practice transformational leadership. The association between **job satisfaction** of staff nurses and their superiors who practice transactional leadership was found to be in contrary. This finding has further supported the existence of positive relationship between transformational leadership styles and **job satisfaction** between staff nurse and nurse managers. Walumbwa, et.al (2004),

stated that the rate to which employee resign with transformational leadership application is less compared to organizations using transactional leadership among its members. Improving working context of employees, meeting their expertise needs and also assisting them to perform their jobs better are the positive aspects relevant to transformational leadership as a whole.

2.7 THEORETICAL FRAMEWORK

Theoretical framework is a set pattern of uniformity that is used to explain the relationship between variables. Theories help us to understand underlying process and on that basis, choose an effective course of action According to Kirkpatrick (2006), theory is a coherent group of assumption put forth to explain the relationship between two or more observable facts. Valid theories enable us to predict what will happen under certain situations. (Haralambos & Holborn,2008). Since the focus of this research is an investigation of leadership style and its effectiveness on employees' attitude and behaviour in NTA, the study was situated within the framework of the **Path-Goal Theory** postulated by House (1971) because its flexibility stresses upon Leader-Subordinate relationship.

Therefore, to explain my area of concern in this research work, the **Path-Goal theory** was adopted. The Theoretical framework examined here consists of statements that identifies the process by which leadership style has effect on employees' attitude and behaviour in a particular society although, with variations in all known human societies.

1. Path-Goal Theory

The Path-goal theory is the common theoretical evolution from contingency approach to the research of leadership. The Path-Goal model is a theory based on specifying a leader's style or behaviour that best fits the employee and work environment in order to achieve goals (Kirkpatrick, 2006). Path-Goal theory is categorized under contingency approach which concentrates on its studies on the interaction between the variables involved in a leadership situation and patterns of leadership behaviour.

The path-goal theory was first introduced by Kirkpatrick (2006). The essence of the theory is to explain that the behaviour of the leaders affects the subordinate' satisfaction, motivation and performance. The theory proposed that the behaviour of leadership can be exercised in different situations and times by the same leader. The path-goal theory can best be thought of as a process in which leaders select specific behaviours that are best suited to the employees' needs and the working environment so that they may best guide the employees through their **path** in the obtainment of their daily work activities and **goals** (Northouse, 2013).

2.7.1 CRITICISMS OF PATH-GOAL THEORY

A major critique of the path-goal theory is that it places a great deal of responsibilities on the leader and less on the subordinates thus, it might make the subordinates more dependent on leadership and inhibit their independent growth. Critics argued that there cannot be too much dependence on the leader for an organization's survival. The theory has also been criticized for been a very complex theory since it considers more parameters and requires analysis of those parameters to effectively choose those leadership styles. Again, critique argued that it is

challenging to evaluate and analyse various components of the theory in real organizational situations (Hoyle, 2014).

Another criticism levelled against Path-goal theory is on the ground that in research, it tends to be relatively simplistic, despite the complex nature of the theory. Critics posit that the majority of research on path-goal theory has focused on determining how task structure moderates the relationship between leader's behaviour, follower performance and satisfaction. Investigations of directive leader's behaviour and supportive leader's behaviour have dominated the literature, while research has generally neglected the other types of leader behaviours about which the theory makes predictions (Hoyle, 2012). The point here is that in order to comprehensively evaluate path-goal theory, all of the hypothesized relationships must be tested.

However, these criticisms, the path-goal theory provides an expanded framework which emphasize the importance of motivational factors from the subordinate's perspective. It further defines very practical and clear the roles for a leader. Despite difficulty in empirically validating path-goal theory, it has proven to be quite valuable to broader leadership and organizational theory. Specifically, the theory forced the incorporation of situational and dispositional contingencies into leadership models. Aside from contributing to our understanding of leadership through empirical tests, path-goal leadership theory has been instrumental in the development of new perspectives in the leadership field.

These positions made the theory a relevant use for this study on Leadership style and employees' attitude in the work environment in Nigerian Television Authority (NTA), Edo State.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter presents the methodology used by the researcher to carry out this study. It discussed the population, sampling technique, research design, research instruments, and procedures for data collection and analysis used by the researcher in the course of the study.

3.2 RESEARCH DESIGN

Research design according to Cooper and Schindler (2006) is a plan that promotes systematic management of data collection. The study was a social survey. As noted by Yin (1994), survey is a systematic method for gathering information from a sample of individuals for the purposes of describing the attributes of the larger population of which the individuals are members. It focuses on the vital facts of the people and their beliefs, opinions, attitudes, motivations and behaviours. The aforementioned were what the researcher considered before choosing survey design for this study. Primarily, a quantitative approach was used to explore the association between leadership style, absenteeism and employee satisfaction. Furthermore, a qualitative method was adopted as a tool for validating the responses gathered from the questionnaire.

3.3 STUDY POPULATION

Explorable (2009) described the population of a research as the study of a large group of interest that is the main focus of a scientific enquiry. The population of the study was exclusively restricted to employees and leaders of selected Nigeria Television Authority (NTA) branches in Edo State, Nigeria. The choice of the organization was based on its accessibility

and compatibility for the research topic. However, it should not be misconceived that the study has no relevance to other organizations in Nigeria; they are bound to face such problem considering the globalized nature of organizational environment.

The focus of this study was on the entire staff of Nigeria Television Authority (NTA). But because of the large size of the organization, five (5) departments were targeted. These departments are; Programme Department, News and Current Affairs Department, Engineering Department, Marketing Department and Account Department. The population of employees in these sections as at the time of the study were 34, 70, 60, 40 and 36 respectively. Thus, the study subsumed the population of Nigeria Television Authority (NTA) as 240.

Table 1: STUDY POPULATION

S/N	DEPARTMENTS	NUMBERS OF EMPLOYEES
1.	Programme Department	34
2.	News and Current Affairs Department	70
3.	Engineering Department	60
4.	Marketing Department	40
5.	Account Department	36
Total		240

Source: Field survey, 2025

3.4 SAMPLE SIZE

The sample size of the study was determined using Hamed Taherdoost Survey Design Calculator. The calculator was considered as a reliable tool for calculating sample size of a finite population. The formula used was:

$$n = \frac{P(100-P)Z^2}{E^2}$$

Description:

n = required sample size

P = estimated proportion at 50%

Z = confidence level at 95%

E = margin of error at 5%

Therefore, n= 154

Consequently, a sample of 154 was adopted by the study.

3.5 SAMPLING TECHNIQUES

Sampling techniques are the strategies applied by researchers during the statistical sampling process. This process is done when the researcher aims to draw conclusion for the entire population after conducting a study on a sample taken from the same population. According to Explorable (2009), practicability of statistical sampling techniques allows the researcher to estimate the possible number of subjects that can be included in the sample, the type of sampling technique, the duration of the study, the number of materials, ethical concerns, availability of the subjects/samples, the need for the study and the amount of workforce that the

study demands. In this sense, the sampling techniques employed here were sample size determination and sampling selection:

3.6 METHOD OF DATA COLLECTION

Both secondary and primary data were used for the study. Secondary data were sourced from various books and journals relevant to the research topic. The internet proved to be an indispensable and veritable source of information for this study.

The primary data generated from the field survey carried out by the researcher. Specifically, primary data were obtained from the target respondents through a carefully constructed questionnaire with the assistance of class teachers and fellow final year Public Administration students. The students was approached in their schools and the questionnaires was administered face-to-face, where the respondents answered the questions immediately.

A total of 154 questionnaires was administered personally by the researcher and the contents were explained to some staff who requested to be guided. However, only 135 questionnaires were successfully completed by respondents. Generally, this research instrument was structured to effectively tap the research objectives and also to tackle the research problem based on the working research predictor and dependent variables

3.7 METHOD OF DATA ANALYSIS

Analysis is a research technique for making replicable and valid references from data to their context. Analysis helps researchers search for structures and patterned regularities in the text and make inferences on the basis of the regularities (Krippendor, 2020). After gathering the

distributed questionnaires, the simple percentage method was used to present data for easy understanding. Tables and other statistical inferences were made from the data gathered and responses were also expressed in percentages and frequency count. The items in the questionnaire were grouped based on the responses given by the respondents.

For the easy understanding, the simple percentage method (Descriptive Statistics) was employed to analyse the data with use of tables, frequencies and percentages. While in testing the stated hypotheses, the Chi-Square (X^2) was employed to analyse, present and decide whether to accept or reject the stated hypothesis for the study at 0.05 (5/100) level of significance. Data were therefore analysed in consonance with the set objectives of the study as indicated earlier in chapter one.

The hypotheses were tested using chi-square statistical tool. The chi-square formula is:

$$\chi^2 = \sum \frac{(F_e - F_o)^2}{F_e}$$

Where;

FO = observed frequencies

FE = expected frequencies

Σ = summation (sigma) X^2 = chi-square

3.7 ETHICAL CONSIDERATION

Ethics has become a cornerstone for conducting scientific and meaningful research. Ethical issues in scientific research focus on protecting individuals that receive an intervention. The Ethical Principles of Psychologists and Code of Conduct of the American Psychological Association (APA) state that every researcher has a primary responsibility to protect the participants in an investigation (APA, 2002). In line with this position, this study considered the

safety of the respondents and the interviewee by withholding their names, thereby guarantying their safety.

Furthermore, the researcher got the consent of participant for this study. This was achieved through the presentation of a formal letter obtained from the Department of Public Administration in the University of Benin to the personnel manager of Nigeria Television Authority (NTA). Informed consent ensures that each participant has a complete understanding of the purpose and methods used in the study, the risks involved, and the demands of the study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter dealt with the presentation and analysis of data generated from the respondents. The chapter was divided into four sections; section one presents the demographic characteristics of the respondents. Section two dealt with the presentation of the analysis of data generated from the research instrument (questionnaires), while section three is the presentation of hypotheses testing of the study. Each of the items was accompanied with the theoretical implications of such data. Finally, section four of this chapter dealt with the discussion of findings which was accompanied with a diagrammatic model of the findings proposed by the researcher. Out of two hundred (154) questionnaires administered only 135 were retrieved from the respondents. This represents 88% (percentage) response.

4.2 Demographic Data

The tables below illustrate the demographic data of the respondents of the study.

Table 4.2.1 Distribution of Respondents Based on Age

Age	Frequency	Percentage
18-24	40	29.6
25-34	49	36.3
35-44	35	25.9
45-above	11	8.1
Total	135	100.0

Source: Field Survey, 2025

From table 4.2.1 above, 40(29.6%) of the respondents were between 18-24 years old, 49(36.3%) were between 25-34 years, 35(25.9%) were between 35-44years while 11(8.1%) were between 45 years and above. The implication of this is that NTA has larger young workforces that help provide for the needed human resource in the organization’s quest for quality services delivery to the public. Having young workforce provides an organization with human resources that are more energetic and are very likely to bring fresh ideas and perspective to the workplace. Indeed, many organizations in contemporary time think very highly of young professionals. The reason for this is not unconnected with the fact that young people are eager and willing to learn, physically active, and they represent the future of business.

Table 4.2.2 Distribution of Respondent Based on Religion.

Religion	Frequency	Percentage
Christian	78	57.8
Islam	55	40.7
Traditional	2	1.5
Total	135	100.0

Source: Field Survey, 2025

From table 4.2.2 above 78(57.8%) of the respondents were Christians, 55(40.7%) were Muslims while 2(1.5%) were traditionalists. The implication of the above is that there are more Christians than Muslims in the organization. From this, it could be seen that the organization is not based on religious sentiments. This is so because the organization has staff in major

religious sphere. In other words, religion is not a deciding factor in the organization. This implies that the organization follows contemporary organisational principle of religious neutrality.

Table 4.2.3: Distribution of Respondents Based on Level of Education

Level of Education	Frequency	Percent
Primary School	5	3.7
WASSCE/ NECO	52	38.5
HND/ B.Sc.	73	54.1
MSc	5	3.7
Total	135	100.0

Source: Field Survey, 2025

From the table above, 5(3.7%) of the respondents have only primary school certificate, 52(38.5%) have WASSCE/NECO, 73(54.1%) possess HND/B.Sc. while only 5(3.7%) of the respondents have M.Sc. The implication of the above is that the organization has both skilled and unskilled employees to meet its service delivery. Again, the organization has a significant number of skilled employees possessing either HND or B.Sc. occupying supervisory, administrative and managerial roles.

4.2.4 Distributions of Respondent Based On Ethnic Group

Ethnicity	Frequency	Percent
Hausa/Fulani	8	5.9
Igbo	42	31.1
Yoruba	80	59.3
Others	5	3.7
Total	135	100.0

Source: Field Survey, 2025

Table 4.2.4 shows that 8(5.9%) of the respondents were Hausa/Fulani, 42(31.1%) were Igbo, 80(59.3%) were Yoruba while 5(3.7%) respondents were from other minor ethnic groups. From the above, it is obvious that most of the employees were Yoruba.

4.3.0 DISTRIBUTIONS OF RESPONSES FROM QUESTIONNAIRES

The tables below illustrate the distributions of responses contained in section B of the questionnaire. These questions revolve around the various leadership style in organizations, the dynamics and causes of absenteeism in relation to leadership, etc.

Table 4.3.1 An Effective Leader is one who Delegates Power and Responsibility to Subordinates

Responses	Frequency	Percentage
Strongly Disagree	24	17.8
Disagree	26	19.3
Agree	53	39.3
Strongly Agree	32	23.7
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.1 above shows that 24(17.8%) of the respondents strongly disagreed that a transformational leader should delegate power and responsibility to the subordinates, 26(19.3%) disagreed also. However, 53(39.3%) of the respondents agreed that an effective leader should delegate power and responsibility while 32(23.7%) strongly agreed to that. The implication of the above is that an effective leader should be able to delegate power and responsibilities to subordinates. Bass (1990) averred that a transformational leader should be delegative. Simply put, an effective leader derives responsibility and abdicates authority to group or individuals. This approach is used usually when employees are able to decide what needs to be done and how. They also should have good analytical skills. Consequently, effective Leaders should set most of the priorities for their team and divide tasks between

employees. Albeit, this approach should be used only when leaders are confident about their staff and trust them no matter what. It should not be used as a way of blaming employees of made mistakes.

Table 4.3.2: A Good Leader Must Take Responsibility for Everything

Responses	Frequency	Percent
strongly disagree	19	16.0
Disagree	27	19.1
Agree	47	31.7
strongly agree	42	28.1
Total	135	100.0

Source: Field Survey, 2025

From table 4.3.2 above, 19(16.0%) of the respondents strongly disagreed that an effective should not take responsibility for everything, 27(19%) disagreed about it, 47(31.7%) of the respondents agreed, while 42(28.1%) strongly agreed to it. The implication of the above is that taking responsibility for everything (success and failure) in an organization is a characteristic trait of transformational leaders and consequently an effective leader. This indicates that an effective cum transformational leader is to be held responsible for the flow of business direction of the organization. Effective leaders take responsibility for everyone's performance, including their own. They follow up on all outstanding issues, check in on employees, and monitor the effectiveness of company policies and procedures.

Table 4.3.3 Providing Guidance Without Pressure Is Key to Being A Good Leader.

Responses	Frequency	Percent
Strongly Agree	63	46.7
Agree	33	24.4
Disagree	27	20.0
Strongly Disagree	12	8.9
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.3 above shows that 63(46.7%) of the respondents strongly agreed that an effective leader should provide guidance without pressure, 33(24.4%) agreed, 27(20.0%) disagreed while 12(8.9%) strongly disagreed to it. The responses above imply that an effective leader should avoid putting pressure on employees when providing guidance or in assigning duties and tasks. When leaders follow this approach, they often produce favourable outcome.

Table 4.3.4 A Good Leader Should Be Directive and Should Not Always Communicate with Workers Directly.

Responses	Frequency	Percentage
Strongly Disagree	36	26.7
Disagree	49	35.6
Agree	40	30.3
Strongly Agree	10	7.4
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.4 above shows that 36(26.7%) of the respondents strongly disagreed that an effective leader should be directive and avoid frequent communication with the subordinates, 49(35.6%) disagreed, 40(30.3%) of the respondents agreed while 10(7.4%) strongly agreed to that. The responses above imply that an effective leader should not be directive and should communicate with the subordinates. When leaders communicate frequently with employees about their expectations, issues and advice, employees will become more likely to react and meet these goals. Consequently, a less directive leader would have an effective impact on employees' attitudes and behaviour.

Table 4.3.5 Leaders should allow employees to participate in decision making process of the organization

Responses	Frequency	Percent
Strongly Disagree	23	17.0
Disagree	26	19.3
Agree	55	40.7
Strongly Agree	31	23.0
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.5 above shows that 23(17.0%) of the respondents strongly disagreed that an effective leader should always allow workers to participate in decision making in the organization,

26(19.3%) disagreed, 55(40.7%) of the respondents agreed while 31(23.0%) strongly agreed to that. The implications of the above responses is that an effective leader is one who allows employees to participate in decision making within organizations especially on matters that primarily concerns and affect their physical, financial, social and psychological working conditions. Employees feel valued when their opinions are solicited. Accordingly, Okpara (2005) argued that when leaders allow workers to participate in decision making, it enriches the organization’s possibilities.

Table 4.3.6 To ensure control, a leader must maintain high degree of rules and regulations

Responses	Frequency	Percentage
Strongly Disagree	23	17.0
Disagree	14	10.4
Agree	68	50.4
Strongly Agree	30	22.2
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.6 above shows that 23(217.0%) of the respondents strongly disagreed that to ensure control, an effective leader should maintain a high degree of rules and regulations. 14(10.4%) disagreed, 68(50.4%) of the respondents agreed while 30(22.2%) strongly agreed to that. This implies that an effective cum transformational leader expectedly should maintain a high degree of rules and regulations in order to ensure control in the organization. Technically speaking, a major distinguishing characteristic between a leader and subordinate is power. A leader primarily differs from subordinates in the sense that a leader has power over the subordinate to control and direct their actions. Accordingly, Okpara (2005) argued that an important feature of an effective leadership is that the leader derives responsibility and abdicates authority to group

or individuals. In this kind of style everything must be done according to the rules or policy. Those who disagreed were of the view that when there is a high degree of reliance on rules and regulations and the use of procedures to which the leader and subordinates subscribes to, it affects employees' attitude and behaviour.

Table 4.3.7 My relationship with my leader is good

Responses	Frequency	Percentage
Strongly Disagree	2	1.5
Disagree	66	48.9
Agree	47	34.8
Strongly Agree	20	14.8
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.7 above shows that 2(1.5%) of the respondents strongly disagreed that their relationship with the leader is usually good, 66(48.9%) disagreed, 47(34.8%) of the respondents agreed while 20(14.8%) strongly agreed to that. The above implies there are divergent agreements among employees as to whether their relationship with the leader is good. A number of reasons may account for this; top of which revolves around personal disposition of the employee. However, a leader that is effective would have a good relationship with the subordinates and vice versa.

Table 4.3.8 Employees need to be supervised closely before they are able to perform their duty effectively

Responses	Frequency	Percentage
Strongly Disagree	6	4.4
Disagree	65	48.1
Agree	47	34.8
Strongly Agree	17	12.6
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.8 above shows that 6(4.4%) of the respondents strongly disagreed that, employees need to be supervised closely to ensure they perform their duties well, 65(48.1%) disagreed, 47(34.8%) of the respondents agreed while 17(12.6%) strongly agreed to that. The implication of the above is that employees do not need to be closely supervised before they accurately perform their duties effectively and efficiently. These responses signify that humans are not robots that can be remotely controlled before carrying out an activity.

Table 4.3.9 Effective Leader Should Always Sanction Employees When They Absent from Duty

Responses	Frequency	Percentage
Strongly Disagree	14	10.4
Disagree	89	65.9
Agree	27	20.0
Strongly Agree	5	3.7
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.9 above shows that 14(10.4%) of the respondents strongly disagreed that an effective leader should always sanction employees when they absent from duty, 89(65.9%) disagreed, 27(20.0%) of the respondents agreed while 5(3.7%) strongly agreed to that. The above implies that employees are of the opinion that an effective leader should make attempt to understand the reason(s) why they absent from duty rather than always sanctioning them when they absent from duty. An employee may have cogent reason for staying away from work post such as ill-health, insufficient transport, etc. hence it would appear unjust when such leader sanction them rather than showing considerations to their conditions.

Table 4.3.10 Employees often absent from duty because of laziness

Responses	Frequency	Percentage
Strongly Disagree	29	21.5
Disagree	51	37.8
Agree	31	23.0
Strongly Agree	24	17.8
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.10 above shows that 29(21.5%) of the respondents strongly disagreed that employees often absent from duty because of laziness, 51(37.8%) disagreed, 31(23.0%) of the respondents agreed while 10(17.8%) strongly agreed to that. The implication of the above is that though some employees may skip duty as a result of laziness, this is not always true and would be wrong to make a generalization from it. Consequently, there are other reasons that may be cogent which may cause an employee to absent from duty. In other words, People miss work for a variety of reasons, many of which are legitimate and others less so. Some of the common causes of absenteeism found among worker in the organization by this study are burnout, stress and low morale, child and adult care, injuries and illness, disengagement, depression, inter alia.

Table 4.3.11 The Management Policy Often Encourage Workers to Absent from Duty

Responses	Frequency	Percentage
Strongly Disagree	80	59.3
Disagree	43	31.9
Agree	8	5.9
Strongly Agree	4	3.0
Total	135	100.0

Source: Field Survey, 2025

From the table 4.3.11 above, 80(59.3%) strongly disagreed that the management policy often encourages workers to absent from duty, 43(31.9%) disagreed, 8(5.9%) agreed while 4(3.0%) strongly agreed. The implication of the above is that the management policy of the organization does not encourage absenteeism. A policy is a organisation’s standing plan of action to guide its methods of operation. They are plan in the sense that they are general statement of understandings which guide or channel thinking and action in decision making. From this lens, the policy of NTA, just like many other organization, does not encourage absenteeism and hence discourages employees’ intentional or habitual absence from work.

Table 4.3.12 An Effective Leader Should Permit Employees to Absent from Duty When They Are Sick.

Responses	Frequency	Percentage
Strongly Disagree	41	30.4
Disagree	23	17.0
Agree	58	43.0
Strongly Agree	13	9.6
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.12 above shows that 41(30.4%) of the respondents strongly disagreed that an effective should permit employees to absent from duty when they are sick, 23(17.0%) disagreed, 58(43.0%) of the respondents agreed while 13(9.6%) strongly agreed to that. The above implies that an effective leader should permit employees who are sick to absent from duty. Accordingly, Rachelle, et al. (2013) argued that the way a leader handles sickness protocols may be a direct way by which he influences absenteeism. This implies that sickness protocols influence absenteeism levels and therefore the leadership style can be a direct moderating influence as well as an indirect moderating influence on absenteeism.

Table 4.3.13 Employees Should Always Receive Approval from The Leader Before They Absent from Duty

Responses	Frequency	Percentage
Strongly Disagree	27	20.0
Disagree	24	17.8
Agree	46	34.1
Strongly Agree	38	28.1
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.13 above shows that 27(20.0%) of the respondents strongly disagreed that employees should always receive approval from the leader before they absent from duty 24(17.8%) disagreed, 46(34.1%) of the respondents agreed while 38(28.1%) strongly agreed to that. The above implies that there is an expectation from the employees to give prior notice of absence from duties to their leaders. An employee who has reason(s) to stay away from duty should be able to inform the leader. When this is done, the leader would be avail the opportunity to make adjustment in necessary area such as re-assigning the task of such absentee to another colleague. This would help prevent inconsistencies in the organization.

Table 4.3.14 It Is the Duty of an Effective Leader to Help Employees find their Passion

Responses	Frequency	Percentage
Strongly Disagree	21	15.6
Disagree	26	19.3
Agree	56	41.5
Strongly Agree	32	23.7
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.14 above shows that 21(15.6%) of the respondents strongly disagreed that It is the duty of an effective leader to help employees find their passion, 26(19.3%) disagreed, 56(41.5%) of the respondents agreed while 32(23.7%) strongly agreed to that. By implication of the above data, an effective leader is one who helps the employees to find their passion in the workplace. The implication of the above aligns with the view of Peter Economy (2005) when he submitted that an essential role which an effective leader should play is to inspire their follower in such a way they would be committed to follow the leader’s goal. The starting point of this task is to initiate constant communication with employees. This would help him assess their strengths and weakness and as a result address them. The result of this is an establishment of a cordial relationship between the leader and the subordinates, thereby providing a framework for the leader to assign duties based on the strengths and weakness of these subordinates which inversely brings out their passion for such task and hence they would

perform better on it. Consequently, effective leaders motivate subordinate to achieve expected level of performance by helping them to recognize task responsibilities, identify goals and develop confidence about meeting desired performance level.

Table 4.3.15 An Effective Leader should be Honest and Accountable always

Responses	Frequency	Percentage
Strongly Disagree	12	8.9
Disagree	19	14.1
Agree	59	43.7
Strongly Agree	45	33.3
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.15 above shows that 12(8.9%) of the respondents strongly disagreed that an effective leader should be honest and accountable always, 19(14.1%) disagreed, 59(43.7%) of the respondents agreed while 45(33.3%) strongly agreed to that. The implication of the above is that employees expect leaders to be honest and accountable always. Accordingly, Emmanuel (2002) submitted that employees are of the view that when a leader is honest, it puts them in a better angle to make effective decisions. This notion indicates that a major distinguishing trait needed to be possessed by an effective leader is accountability.

Table 4.3.16 Effective leaders should be strict and follow rules always

Responses	Frequency	Percentage
Strongly Disagree	19	14.1
Disagree	78	57.8
Agree	20	14.8
Strongly Agree	18	13.3
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.16 above shows that 19(14.1%) of the respondents strongly disagreed that effective leaders should be strict and follow rules always, 78(57.8%) disagreed, 20(14.8%) of the respondents agreed while 18(13.3%) strongly agreed to that. By implication to the above, an effective leader should be less bureaucratic and more democratic. In line with this, Okpara (2005) submitted that the bureaucratic leadership style follows the rules rigorously and guarantees that staff follows procedures accurately. He noted that in this style, there is a high degree of reliance on rules, regulations and the use of procedures. This approach was not considered by employees to be a characteristic of an effective leader in an organization. This view is not unconnected to the belief that in certain situation and circumstance, the leader needs to bend rules and adjust to the situation/circumstance. This notion indicates that an effective leader should be flexible.

Table 4.3.17 An Effective Leader Should always Sanction Employee to Attain Discipline

Responses	Frequency	Percentage
Strongly Disagree	16	11.9
Disagree	81	60.0
Agree	32	23.7
Strongly Agree	6	4.4
Total	135	100.0

Source: Researcher’s Survey 2025

Table 4.3.17 above shows that 16(11.9%) of the respondents strongly disagreed that an effective leader should always sanction employee to attain discipline, 81(60.0%) disagreed, 32(23.7%) of the respondents agreed while 6(4.4%) strongly agreed to that. This implies that employees do not favour sanction as a means to attain discipline by an effective leader.

Table 4.3.18 Leaders Should Always Put Their Objectives above Their Worker

Responses	Frequency	Percentage
Strongly Disagree	30	22.2
Disagree	48	35.6
Agree	36	26.7
Strongly Agree	21	15.6
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.18 above shows that 30(22.2%) of the respondents strongly disagreed that leaders should always put their objectives above their worker, 48(35.6%) disagreed, 36(26.7%) of the respondents agreed while 21(15.6%) strongly agreed to that. The implication of the above is that an effective leader is one who does not always place their objectives above their workers. Unlike transactional leader, a transformational leader views employees as a pivotal tool in achieving his objectives. The above response therefore indicates that leaders that adopt transformational leadership style do not place overwhelmingly personal objectives over the employees in an organization.

Table 4.3.19 Effective Leaders Should Regularly Communicate with the Workers

Responses	Frequency	Percent
Strongly Disagree	33	24.4
Disagree	14	10.4
Agree	45	33.3
Strongly Agree	43	31.9
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.19 above shows that 33(24.4%) of the respondents strongly disagreed that effective leaders should regularly communicate with the workers, 14(10.4%) disagreed, 45(33.3%) of the respondents agreed while 43(31.9%) strongly agreed to that. As an implication, a distinctive feature of transformational leadership style is regular communication with subordinates. This response given above suggests that an effective leader should maintain constant communication with the workers. The result of such action is that the leader would be availed the opportunity of having relevant information about the employees that would foster his decision making.

Table 4.3.20 I Often Feel Free to Talk to My Superior about My Problems

Responses	Frequency	Percentage
Strongly Disagree	25	18.5
Disagree	18	13.3
Agree	75	55.6
Strongly Agree	17	12.6
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.20 above shows that 25(18.5%) of the respondents strongly disagreed that they often feel free to talk to their superior about problems, 18(13.3%) disagreed, 75(55.6%) of the respondents agreed while 17(12.6%) strongly agreed to that. The above responses indicate that a sizeable number of employees in the organization often feel free to talk about their problems with their respective leaders. Jones, et al. (2004); Bass & Avolio (1990) opined that this is an essential feature of a transformational leader. To these researchers, such relationship is critical to job satisfaction. In other words, an effective leader should be able to provide a platform where employees would feel free to talk about their personal problems as well as organizational impediments that affect their attitude and behaviour.

Table 4.3.21 If a Leader Is Not Harsh, Employees Will Be Encouraged to Come to Work Regularly

Responses	Frequency	Percentage
Strongly Disagree	41	30.4
Disagree	25	18.5
Agree	43	31.9
Strongly Agree	26	19.3
Total	135	100.0

Source: Researcher’s Survey 2025

Table 4.3.21 above shows that 41(30.4%) of the respondents strongly disagreed that if a leader is not harsh, employees will be encouraged to come to work regularly, 25(18.5%) disagreed, 43(31.9%) of the respondents agreed while 26(18.3%) strongly agreed to that. The implication of the above is that a leader who is harsh would encourage absenteeism among employees. On the other hand, if he is not harsh, employees would be motivated to come to work more often.

Table 4.3.22 Absent from Duty Will Reduce If a Leader Ensures Constant Communication with Workers

Responses	Frequency	Percentage
Strongly Disagree	24	17.8
Disagree	20	14.8
Agree	62	45.9
Strongly Agree	29	21.5
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.22 above shows that 24(17.8%) of the respondents strongly disagreed that absent from duty will reduce if a leader ensures constant communication with workers, 20(14.8%) disagreed, 62(45.9%) of the respondents agreed while 29(21.5%) strongly agreed to that. The implication of the above is that an effective leader is one who ensures constant communication with employees. As a result, he will be able to know the physical, social and psychological strengths as well as weakness of these employees. Subsequently, in his assigning of duties and task, he would have adequate knowledge that would help him not to over work these employees. Consequently, absent rate would reduce.

Table 4.3.23 Increasing the Punishment Will Reduce Absent Rate of Employees

Responses	Frequency	Percentage
Strongly Disagree	15	11.1
Disagree	21	15.6
Agree	40	29.6
Strongly Agree	59	43.7
Total	135	100.0

Source: Researcher’s Survey 2025

Table 4.3.23 above shows that 15(11.1%) of the respondents strongly disagreed that increasing the punishment will reduce absent rate of employees, 21(15.6%) disagreed, 40(29.6%) of the respondents agreed while 59(43.7%) strongly agreed to that. The implication of the above is that when the punishment for absenting from duty is increased, employees would minimize the degree of their intentional and habitual absence from duty. For example, when the punishment for absenteeism is increased by monetary measures (such as reduction in wages) or suspension, there would be drastic reduction in absent rate.

Table 4.3.24 Regular Medical Check-up of Workers If Provided Will Reduce Absent Rate

Responses	Frequency	Percentage
Strongly Disagree	4	3.0
Disagree	16	11.9
Agree	78	57.8
Strongly Agree	37	27.4
Total	135	100.0

Source: Field Survey, 2025

From table 4.3.24 above, it could be seen that 4(3.0%) of the respondents strongly disagreed that the provision of regular medical check-up will reduce absent rate. Similarly, 16(11.9%) disagreed to the notion. Contrarily, 78(57.8%) of the respondents holds the view that the provision of regular medical check-up will reduce absent rate while 37(27.4) respondents strongly agreed that provision of medical check-up will produce reduction in absenteeism. The implication of these responses is that absenteeism in organization would be minimized when the leader makes provision for good first aid kit, safety measures, etc. When routine check on the physical and mental health of employees are made available to workers, circumstances (such as injuries at workplace, pain, body ache, etc.) that often make workers to absent from duty will be curtailed.

Table 4.3.25 Limiting the Workload of Employee Will Reduce How Often They Absent from Duty

Reponses	Frequency	Percentage
Strongly Disagree	10	7.4
Disagree	39	28.9
Agree	68	50.4
Strongly Agree	18	13.3
Total	135	100.0

Source: Field Survey, 2025

Table 4.3.25 above shows that 10(7.4%) of the respondents strongly disagreed that limiting the workload of employee will reduce how often they absent from duty, 39(28.9%) disagreed, 68(50.4%) of the respondents agreed while 18(13.3%) strongly agreed to that. The implication of the above responses is that when there is heavy workload in organization, employees may become fatigued or experience burn-out which inversely makes them stay away from duty. Consequently, the reduction of this workload would encourage employees to come to work more frequently.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This is the conclusive part of this research work and it comprised the summary and conclusion of the study. Recommendations proposed by the study were also highlighted in this chapter.

5.2 Summary of Findings

Chapter one had its main focus on the general introduction of the subject of the study. Leadership was introduced and the need to adopt multi style by leaders in the wake of growing complexity in organizations was also pinpointed. Questions and objectives of the study were posed in the chapter to help drive the conduct of the research. Other sections of the chapter also highlight one or two necessary facts about the direction and focus of the research work. Chapter two essentially focused on the review of relevant literatures that shares the same aim of the research subject and several sections were created under this chapter to make a thorough review of important literatures and explaining variables related to the topic. Furthermore, attempt was made to formulate important and accurate theoretical framework that best explain leadership style and its effectiveness on employees' behaviour and attitudes in NTA, as such theoretical assumption of Path-Goal theory was used to drive the conduct of the research.

Chapter three focused on a very important aspect of a good research work, i.e. the methodological perspectives used in the study. It also shed light on the research settings adopted by the study and also highlighted the means through which data was generated to enable valid prediction for the study.

Chapter four comprised data analysis and interpretations of the gathered data for the research work and were illustrated in a tabular form. These tables were used to offer different distributions of respondents into categories they fall into and those distributions were also used

to establish the correlation between variables. The implications of each tables were examined. In the later section of chapter four, hypotheses were studied and tested. The chi-square (X^2) analysis was used to establish the level of dependency among certain variables related to the topic under study. At the end, the tested hypotheses were revealed. Furthermore, the findings of this study were established in this chapter. Therein, the study concluded that leaders who adopt transformational style have significant effect on employees' absenteeism and job satisfaction.

5.3 Conclusion

This research work was designed and scientifically carried out to look at leadership style and its effectiveness on employees' behaviour and attitudes in NTA, Edo State. In the course of conduct of the research work, it was found that leaders who adopt transformational style have significant effect on employees' job satisfaction and absenteeism. Therefore, the transformational leader motivates people to participate in the process of change and encourages the foundation of a collective identity and efficacy within the organization. This eventually leads to stronger feelings of self-worth and self-efficacy among employees. Employees who feel content and secure will be motivated to provide good quality services to clients, and consequently show lower absence rates.

The study therefore concluded that transformational leaders, those who take a personal interest in employees, are best equipped to handle absenteeism and other challenges. These leaders are known for being supportive of employees and for setting an example with their own behaviour. This style shows employees that the leader's standards for the workplace are not unrealistic or out of reach. It also shows that he is invested in the group and committed to solving its problems. The study went on to note that managers who fit this style or had a similar approach reported less absences than more punitive managers.

5.4 Recommendations

Based on the findings and conclusion of this research, the following recommendations were suggested: To be an effective leader, there is need to adopt a multiple approach rather than a

singular style when dealing with employees in an organization. To create an organization with effective leadership that would have positive effect on employees' job satisfaction and absenteeism, leaders should follow up on all outstanding issues, check in on employees, and monitor the effectiveness of company policies and procedures. When things are going well, they should praise. When problems arise, they should identify them quickly, seek solutions, and get things back on track.

The study also recommends effective communication as a guide to effective leadership. This helps keep the team working on the right projects with the right attitude. If leaders communicate effectively about expectations, issues and advice, their staff will be more likely to react and meet the organizational goals.

More importantly, the study recommends that effective leaders treat people how they want to be treated. They should be extremely ethical and believe that honesty, effort, and reliability form the foundation of success. They should embody these values so overtly that no employee doubts their integrity for a minute. Essentially, they should share information openly and avoid spin control.

Finally, the research suggests the application of caution in generalizing the findings of this study to other larger population and therefore recommends highly the replication of this baseline descriptive study since according to authorities such as Babbie (2001), small sample size is insufficient in societal generalization. Consequently, the researcher recommends that caution should be taken when making generalization with the findings of this study to a larger population.

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**APPENDIX I
QUESTIONNAIRE**

**UNIVERSITY OF BENIN FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF PUBLIC ADMINISTRATION**

Dear Respondent,

I am a postgraduate student of the above institution, conducting a research on Leadership Style and Employees' Attitude in The Workplace. This questionnaire is designed to elicit information on the perception of the effectiveness of a chosen leadership style and how it influences the attitude and behaviour of employee in an organization and it is mainly for academic purpose. Kindly respond to each of the questionnaire items according to how it affects you without bias. All information supplied will be treated confidentially.

Yours Faithfully,

Victory O.

ETHICAL CONSIDERATION

The researcher is asking you to take part in a research study because he is trying to learn more about leadership style and its effectiveness on employees' attitude and behaviour in an organization. Give your consent of participation by ticking the box

SECTION A: (DEMOGRAPHIC DATA)

Please tick the box that correspond to your choice of response

1. Age of Respondent:

18-24years() 25-34 years () 35-44 years() 45-above ()

2. Religion:

(a) Christianity () Islam () Traditional() Others ()

3. Level of Education of the Respondent:

Primary School () WASC & Grade 2 () HND & B.Sc () MSC ()

4. Ethnic Group of Respondent:

Hausa-Fulani () Igbo () Yoruba () Others ()

SECTION B

Please kindly tick your opinion from the following.

S/N	STATEMENTS	Strongly Disagree	Disagree	Agree	Strongly Agree
A	VARIOUS STYLE OF LEADERSHIP IN ORGANIZATIONS.				
1.	An effective leader is one who delegates power and responsibility to the subordinate.				
2.	A good leader must take responsibility for everything.				
3	Providing guidance without pressure is key to being a good leader.				
4	A good leader should be directive and should not always communicate with workers directly.				
5.	Leaders should allow employees to participate in decision making process in the organization.				
6.	To ensure control, a leader must maintain a high degree of rules and regulations.				
7	My relationship with my leader is good				
8	Employee needs to be supervised closely before they are able to perform their duties effectively.				

B	DYNAMICS, CAUSES OF ABSENTEEISM AND JOB SATISFACTION IN RELATION TO LEADERSHIP STYLE				
9	Effective leader must always sanction employees when they absent from duty				
10	Employees often absent from duty because of laziness				
11	The management policy often encourage workers absence from duty				
12	An effective leader should permit subordinate to absent from duty when they are sick.				
13	Employees should always receive approval from the leader before they absent from duty.				
14	It is the duty of an effective leader to help employees find their passion.				
C	QUALITIES OF AN EFFECTIVE LEADER				
15	An effective leader should be honest and accountable always.				
16	Effective leader should be strict and follow rules always.				
17	A leader should always sanction employees to attain discipline.				
18	Effective leader should always put their objectives above workers.				
19	Effective leader should regularly communicate with the workers.				
20	I often feel free to talk to my superior about my problems				
D	Leadership style to be adopted to reduce absenteeism				

21	If a leader is not harsh employee will be encouraged to come to work regularly.				
22	Absence from duty will reduce if a leader ensure constant communication with workers				
23	Increasing the punishment will reduce absent rate of employees.				
24	Regular medical check-up of worker if provided by the leader will reduce absenteeism.				
25	Limiting the work load of employee will reduce how often they absent from duty.				