

# 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 (Lester, 1975). 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 being 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. 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 , 2005; Lussier , 2007; Mester, et al, 2003; Emmanuel, 2002). 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. This process involves the consent-willing or grudging- of the group.

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 employee stay at work (thereby reducing absenteeism), feel contented (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 Linda-Ray (2014) to posit that the type of relationship a leader forge with his employees plays a substantial role in how they behave. He stressed that to encourage productivity and positive work environment, the leader must pay attention to how 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, citizenship behaviours, counterproductive behaviours, job commitment and job satisfaction.

Krammer (2004) 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. Tifase (2014) averred 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.

There has been growing interest for adoption of a spectrum leadership style. Organizations and managers are increasingly aware that they face a future of rapid and complex change. This wave of future oriented uncertainty, coupled with individual demands for increased

participation at all levels of the organisation has dramatically changed perceptions of leadership, specifically with regard to the respective roles played by the leader and the follower. This is because the concept of leadership has changed as new information is discovered, accepted, and used. To Lester (1975), there are many reasons for this, but an important one is the improved methods in social science research that have recently emerged. Thus Leadership style affect the overall operational performance of effectiveness, efficiency, profitability, large market share and as well as the organization commitment to achieve a stated goal. Consequently, effective leadership is critical for meeting employee, customer and the organization needs. Leaders who are unable to be flexible, trustworthy, open and inspiring may have a combination of the varying traits of management styles with no clear definition to guide a team. An effective manager realizes the need for change in style and adapts the correct style to the team or project goal.

According to Ross & Offermann (1997); Lok (2004); Walumbwa, et al (2004), it has been stated that the organizational performance and effectiveness of employees may rest from the following three basic pillars: (1) organizational commitment, (2) job satisfaction, and (3) leadership style. Therefore, leadership is both of pivotal importance to organizational success as well as entwined in many internal and external factors. However, the concept of leadership may be simplified using existing categorizations. One of these is the distinction between transactional and transformational leaders. Bass (1990) 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 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 to effective leadership therefore is to use different styles depending on each situation so leaders have to approach every case in a different way.

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 absenteeism),feel contented(satisfied) with their job and as a result ready to put in their best in order for the organization to achieve its goal. It is against this backdrop that this study quest to investigate the leadership style effectiveness and how it influences employees' attitude and behaviour drawing its research lens to The Nigerian Television Authority (NTA), Benin City, Edo State.

## **1.2 Statement of the Problem**

The mystery of why one leader's style is more effective than another's is unsolved. Leadership style consists of a leader's general personality, demeanour, and communication patterns in guiding others toward reaching organizational or personal goals. According to Bennis and

Nanus (1985), 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 (style) 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 grouping 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 create 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. Company with poor managers almost always perform below expectations, they lack vision, an adequate understanding of business finance and good communication skills. By recognizing if these characteristics are present in managers, organisations can make the necessary changes in order to prevent failure. Hence, based on the aforementioned issues, the study tends to examine the impact of leadership style on employee attitude in the Nigerian Television Authority (NTA), Benin City, Edo State.

### **1.3 Research Questions**

In the light of the aforementioned problems identified above, the following questions were posed to guide the conduct of the study:

1. What are the impacts of leadership styles of punctuality of workers in the Nigerian Television Authority?

2. What is the impact of leadership style on staff attitudes towards customers in the Nigerian Television Authority?
3. What is the impact of leadership style on the sub-ordinate attitudes towards management in the Nigerian Television Authority?
4. What is the leadership style on the generality of the workers attitude towards the handling of organisational equipments in The Nigerian Television Authority?
5. What are the possible solutions to the challenges of effective leadership style in the Nigerian Television Authority?

#### **1.4 Aim and Objectives**

This study has its aim to investigate leadership style on employees' attitude in The Nigerian Television Authority. In achieving this, the research pursued the following objectives;

1. To examine the impacts of leadership styles on punctuality of workers in the Nigerian Television Authority.
2. To ascertain the impact of leadership style on staff attitudes towards customers in the Nigerian Television Authority.
3. To investigate the impact of leadership style on the sub-ordinate attitudes towards management in the Nigerian Television Authority.
4. To examine the leadership style on the generality of workers attitude towards the handling of organisational equipments in the Nigerian Television Authority?

5. To proffer possible solutions to the challenges of effective leadership style in the Nigerian Television Authority?

### **1.5 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 also helps to enlighten the management of organization on the need and importance of having effective leaders in the organization. Similarly, the study enlightens employees on their roles and obligations to the leadership in the organization and other related matters. This study identified the reason why employees react positively to a particular leadership style of a manager and also aim at discovering what makes workers to be dedicated and committed to their duties.

In addition, all the aforementioned and determined effects, problems and solutions was critically viewed to serve as possible recommendations to today's manager who may be willing to employ a particular leadership style towards employees' negative attitudes. This will forestall a better situation for the leader to select the best type of leadership system.

### **1.6 Scope of the Study**

The study scope mainly centres on the issue of leadership styles on employees attitudes in the context of the The Nigerian Television Authority, Benin City, Edo State.

## 1.7 Definition of Terms

### *Leadership*

Muson (2001) sees leadership as the ability to handle men so as to achieve the most with the least function and the greatest cooperation. Bennis (1959) on the other hand saw leadership as the process by which an agent induces a subordinate to behave in a desired manner. Wash (2007) suggested that leadership implies influencing change in the conduct of people. The new staffs who are still lacking in sense of direction have a remarkable change in behaviour under the influence of a leader.

Tead (1985) sees leadership as the activity of influencing people to cooperate toward goals which they came to find desirable. Massarik (2001) sees leadership as interpersonal influence exercised in a situation and directed through the communication process towards the attainment of a specific goal or goals.

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

**Transformational leadership:** Transformational leadership refers to leader's that uses a combination of styles (autocratic, delegative, participative, etc.) to achieve remoulding the behaviour and attitude of employees.

## CHAPTER TWO

### LITERATURE REVIEW AND THEORETICAL FRAMEWORK

#### Understanding the Concept of Leadership

According to Northouse (2010), leadership is a process whereby an individual influences a group of people into achieving a common goal for the overall good of both the individual and the group of people. Leadership is the use of leading strategies to motivate and enhance the employee's potential for growth and inspire them to bring out their best or contribute their best to better the organization (Fry, 2013). As posited by Rosenboom (2011), leadership is the act of influencing subordinates so they will be willing to give their best to achieve organizational goals. Research by Peretomode (2015) in defining leadership outlined four aspects of leadership which include:

1. The ability to enthusiastically persuade others to work towards a definite objective, the motivation and the human factor keep a group organized.
2. Introduction of new procedures and structures for achieving or changing organizational set goals or objectives
3. Personal influence directed through communication processes with the sole aim of achieving the goals of the organization.
4. Influencing the behaviors, actions, beliefs, and goals of the person involved.

From this, one can deduce that leadership is not an isolated activity; rather, it is a collective effort to better the organization. Leadership requires the use of persuasion and

influence rather than coercion or coercive domination. Leadership is a gradual and continuous process; it is an ongoing activity with the key aim of accomplishing a set goal for the organization (Jackson, 2011). Hersey & Blanchard (2011) review leadership literature, offered their definition of leadership as the process of influencing the activity(s) of a group or an individual towards achieving goals in a particular situation for the organization's overall betterment.

### **Leadership Styles**

The behavioral pattern or methodology that a leader adopts to manage his subordinates is termed leadership style (Wahab, 2010). Different leaders relate and communicate with their subordinates in a certain way to get them to perform exceedingly to a specific task for the overall welfare of the organization (Hersey & Blanchard, 2013). A leader's method to bring out the best from his subordinates to perform beyond their capacity is the tagged *leadership style*. Different leaders have different ways or methodology that works for them. However, scholars have argued that leadership style can either hinder or promote subordinates' job performance and organizational commitments, so scholars have warned that leaders should be careful when administering their style of leadership to the subordinates as it can it make or mare their performance (Marturano & Gosling, 2016).

The combination of characters and skills that leaders use in their interaction with subordinates is termed leadership style (Jeremy et al., 2011). The relationship where one uses his influence and ways to bring people to work together for a common task to promote organizational goals is termed leadership style (Fiedler, 2011). According to Newstrom & Davis (2013), leadership style is the approach and manner of implementing plans, motivating people,

and providing direction for subordinates to bring out their best and commit to the promotion of the organizational goals.

### **Factors Affecting Leadership Styles**

Mullins's (2014) research on leadership style argued that attention to managers' leadership style was brought to light due to greater comprehension of the expectations and needs of people at the workplace. He argued that certain factors influence leadership style, which includes:

1. The recognition of efficient human resources and increasing business competitiveness
2. The change in the societal value system
3. The broader standard of training and education
4. The advancement of technical and scientific knowledge
5. The change in the organizational nature of work
6. The urge for a more social responsibility towards subordinates, for example, inclusion and participation in the organization's decision making and life balance
7. Government legislation.

Mullin (2014) states that all these factors helped to create resistance towards a purely autocratic leadership style by some managers.

## **Classification of Leadership**

### ***Transformational Leadership***

The distinctiveness between transformational and transactional leadership has to do with their unique way of motivating others. In transformational leadership, their behavior takes into account their values and conviction, and they try to motivate their subordinates to perform more than required to promote the organizational goals (Bass, 1995). Transformational leadership is a process where leaders and subordinates hold each other to a higher level of morality and motivation (Burns, 2011).

Many scholars have widely recognized transformational leadership as one of the important factors influencing innovation in an organization (Garcia-Morales et al., 2012). According to Samad (2012), transformational leadership is vital because they integrate persistence, creative insight, and sensitivity to employees' input that prompt positive management changes. Transformational leadership, according to Guo et al. (2016), encourages employees' creativity by recognizing their individuality and encouraging more diverse perspectives and approaches. in the banking sector; studies by Qabool & Jalees (2017) discovered that helping employees to develop their skills helps in enhancing their creativity in thinking out new approaches to do things.

Transformational leaders instill trust, loyalty, admiration, and respect on their subordinates, which helps motivate them to give in their best in any given task and promote organizational goals willingly (Karz et al., 2010). Their subordinates perceive transformational leaders as competent individuals with great character, determination, and high ethical behavior

(Bass, 2012). Transformational leaders sacrifice self-gain for an overall gain of others, and most especially, a gain in the organization; they take into account the subordinates need over their own needs most of the time, and takes the subordinates input and suggestions seriously when making a decision (Limsila & Ogunlana, 2008).

The difference between transformational and transactional leadership lies in the way of motivating others. A transformational leader's behavior originates in the leader's values and beliefs and motivates subordinates to do more than expected (Bass, 2011). Burns (2010) identified transformational leadership as a process where "one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality." For the transformational leadership style, the followers feel trust, admiration, loyalty, and respect towards the leader and are motivated to do more than what was originally expected (Bass, 2011; Katz & Kahn, 2017). Bass et al. (2011) states that transformational leaders can motivate their subordinates by making them aware of task outcomes, the decision making process, which helps in inducing them to put the company's interest above their self interest and offers their best in delivering a specific task for the overall betterment of the organization. He encourages subordinates to think and adopt a new approach critically, this he hopes will bring about intellectual stimulation, which will, in turn, increase their satisfaction, performance, and commitment to the organizational goals (Podsakoff et al., 2016).

Research by Bass (2010) outlines four components and behaviors of transformational leadership to include; intellectual stimulation, charisma, inspirational and individual consideration. He further added that intellectual stimulation provides subordinates with a new ideology and motivates them to give up their old thinking ways. Here, leaders are seen as one

that promotes intelligence, logical thinkers, rationality, and good solution providers. Attributes of intellectual stimulation include discovering different viewpoints when solving problems, offering new approaches to completing tasks, and encouraging a re-evaluation of unsatisfied ideas (Avolio, 2010). Leaders motivate subordinates to be creative and innovative by analysing assumptions, rethinking problems, and adopting new ways of solving an old situation. In intellectual stimulation, transformational leaders encourage subordinates to think differently and constantly ask questions to develop their ideology, values, and assumptions (Bass & Riggio, 2012). When followers are faulty, they are not often criticized; rather, they are encouraged and corrected (Bass, 2012).

According to Einstein & Humphreys (2013), Charisma is characterized by a sense of mission and vision, gaining respect and instilling pride among the subordinate. Charismatic behaviour induces subordinates to put the organization's good above self-interest; they build self confidence in knowing that obstacles will be overcome, and any task will be executed according to the organization's specifications (Howell & Frost, 2010). In charismatic behavior, subordinates place much trust and confidence in their leaders (Avolio & Howell, 2012). Charismatic leaders play a vital role in instilling confidence, innovation, and cooperation among subordinates and help increase their self-confidence at the workplace and engage them to participate in the organizational decision-making process, protect the integrity of subordinates and go to a large extent to be an epitome of emulation by the subordinate (Ponsombut et al., 2014).

Dionne et al. (2012) describe a charismatic leader as one that includes the formation of creative, strategic vision through unconventional behavior, taking into account personal risk and

showing vulnerability towards the subordinate's needs and challenges and is also able to succeed in navigating the challenges faced by the organization. According to Bass (2010), inspirational motivation is mostly concerned with leaders setting up high standards, thereby becoming a beacon of emulation and reference for the subordinate. The subordinates look up to this inspirational leader as worthy of emulation, inspiring them to be their best, provides an emotional appeal, and increases their awareness and understanding of the organizational set goals. Inspirational leaders are always optimistic about the future, creating a compelling, clear vision and providing an exciting imaginary image of the organizational changes that encourage the subordinates to act and bring out their best to actualize these organizational set goals. An inspirational leader encourages the subordinates to envision the organization's attractive future and themselves as part of the organization.

Subordinates are motivated when there are challenges that need to be solved and made to be part of the solving team (Bass et al., 2010). Leaders with inspirational motivation advocate for team spirit among the subordinates (Northouse, 2018). Inspirational motivation is highly encouraged among leaders because it helps develop subordinates' self-confidence and push them to achieve stipulated organizational goals (Bacha, 2014). Transformational leadership is "individual consideration" this dimension focuses more on mentoring and coaching (Avolio & Bass, 2010). The leaders in this dimension take into account inter-individual disparities among subordinates and act as mentors to them. Leaders in individual consideration teach subordinates to develop their strengths, listen to/conquer their fears and weaknesses and navigate daily organizational tasks. Subordinates are individually attended to help them mature and effectively develop into their individual who can handle any given task. Leaders in individual consideration act as coaches to develop subordinates' needs to actualize their goals and needs (Lynch, 2012).

They recognize their followers' skills, ability, and needs and help develop them until they are self-confident enough to apply in their day-to-day task without been aided (Bass & Riggio, 2012).

### **Transactional Leadership**

In transactional leadership, the subordinates comply with the leader's request and order but with less enthusiasm for ensuring that the task objectives are actualized (Boehnke et al., 2013). Leaders in transactional leadership employ external actors' service to perform the task that the organization requires to attain its desired goals. The main objectives of a transactional leader are to guarantee that the process of the organizational goal attainment is understood clearly by the internal actors, removing potential barriers that might exist within the system and motivating the actors to achieve the set goals (House & Aditya, 2017). Stam (2015) explains that a transactional leader will carry out all the organizational tasks with the subordinates to ensure the organizational targets are met at the specified time to complete the task. Transactional leadership is mostly based on giving and take; the leaders expect the subordinates to perform excellently when performing any giving task in exchange for a reward at the end of the task (Bass & Avolio, 2002). Leaders in transactional leadership champion compliance of the subordinates mostly through reward and sometimes through punishment as well. Transactional leadership is mostly recommended during crisis or emergencies, and sometimes when the task is needed to be performed in a particular manner (Bass, 2012). A transactional leader can negotiate with the subordinates to meet the overall good of the organization and consider the needs of the subordinates. Transactional leaders only intervene if the performance does not tally with the expected outcome or result (Avolio, 2011).

Corrective and constructive behaviors are displayed in transactional leadership. The corrective dimension entails management by exemptions, and contingent rewards are attributes of constructive behaviors (Avolio, 2011). Contingent rewards are used to exert influence, so the subordinates expect rewards when they perform exceedingly to a specific task that promotes the organization's goals. In contingent rewards, the leader makes it very clear to the subordinates about his/her expectation and places a tangible reward to help induce the subordinates to perform the task to the best of their ability (Stam, 2015). The leader in this dimension clarifies what is expected to the subordinates by showing them what they stand to gain in return if they perform exceedingly as expected. This dimension considers the subordinate's expectations and offers rewards when setting goals or tasks are achieved. When goals are actualized, the rewards and recognition help motivate the subordinates to up their game and perform exceedingly when given a task (Bass, 2010). This leadership style infers close monitoring for deviances, errors, or mistakes to correct it immediately when such occurs.

### **Charismatic leadership**

Charismatic leadership is one of the most successful trait-driven leadership styles. They are visionary leaders who exhibit a personality that motivates their subordinates to execute that vision (Michael, 2010). Because of the level of success and motivation, charismatic leaders have been one of the most valued and cherished leadership. They provide a fertile group for innovation and creativity, and more often, they are highly motivational. When a charismatic leader is at the helm of organizational affairs, the subordinates simply want to follow suits. Although charismatic leaders are most valued according to (Michael 2010), there is one significant problem that partially undercuts their value: Once they leave an organization, it

drastically affects the organization's entire affairs as the organization becomes rudderless. This can last for a year or more because charismatic leaders hardly develop a replacement when they are gone. Their leadership is mostly based upon personality strength, and they usually get rid of other competing strong personalities. This leaves the organization with happy followers but hardly future leaders (Michael, 2010).

### **Autocratic leadership**

The leaders on this dimension are called "do as I say" types. Most time, it is inexperienced with leadership entrusted to them in the form of new assignments or a new position that involves people management. An autocratic leader keeps the decision-making right to themselves. Most times, they irreparably damage an organization as they force their subordinates to execute services and strategies in a very shallow unprofessional way. There are hardly any shared visions or motivation, only coercion for the subordinates to act as they instruct (Michael, 2010). Creativity, commitment, and innovation are eliminated in autocratic leadership. Most of the subordinates are only looking forward to replacing an autocratic leader, and they always lead to an organizational downfall.

### **Bureaucratic leadership**

Bureaucratic leaders create policies and rely on them to meet organizational goals, policies that drive objectives, execution, strategy, and outcomes. They comfortably rely on given policies and can convince the subordinates to get on board (Michael, 2010). Also, they believe that policies dictate the direction, and they are strongly committed to processes and procedures in place of people; thereby, they seem aloof. The problem associated with policy leadership is that

the damage is never obvious until it is done. Bureaucratic leaders ignore leadership benefits, like developing and motivating people (Michael, 2010).

### **Democratic leadership**

Leadership, where decision making is decentralized and shared by subordinates, is termed democratic leadership (Tannenbanum & Schmidt, 2011). Although this leadership style gives room for inclusion, it is also one of the shortcomings of this dimension because everyone in this dimension assumes that they have an equal stake and say in an outcome or share the same level of expertise during decision making. The idea of democratic leadership sounds theoretically good. It is hardly the case in real-life application, and an enormous amount of effort is required to get this done the proper way.

### **Laissez-faire leadership**

Keskes (2013) highlighted that different scholars like (Northouse 2013, Barua et al., 2015) had developed numerous models that try to examine the actions, behaviors, and character of individuals in leadership. Take, for example, Burns (1978) discovered transactional and transformational leadership concepts, while Bass (1985) went on to discover Laissez-faire leadership. Saeed (2014) describes a laissez-faire leader as one who completely abdicates responsibility and runs away from major decision making, leaving the subordinates to take the initiatives in executing job responsibilities and tasks. Verma et al. (2015) also add that laissez-faire leaders do not engage themselves in providing work responsibilities for the employees; the employees find the suitable initiative to carry out tasks and responsibilities on their own. The authors went on to identify two aspects of a laissezfaire leadership to include: the leaders assume

that the subordinates already know the job and what to do at any given time, and the second aspect, that leaders hardly interfere in whatever the subordinates do, thus making them inadequate leaders. Laissez-faire leaders do not relate any decision to the subordinates nor involve themselves in any activity relating to decision making.

Northouse (2013) argues that the nonchalant behavior displayed by laissez-faire leaders might sometimes spring out of control leading to chaos, low employee productivity, inefficiency, and other unforeseen negative consequences. Keskes (2013) argued that laissez-faire leadership behavior is in clear contrast with the active leadership position of transactional and transformational leadership.

In regards to the banking sector, bank leaders should adopt more of a transactional and transformational leadership approach and less of a laissez-faire leadership approach unless where the situation involves members of highly skilled bank professionals who are self-motivated and very capable of working independently and direct supervision is not required to get the task done (Northouse, 2013).

### **Leadership Styles and Employees Attitude**

Several scholars and studies have often discussed the correlation between leadership style and employee's performance; most of the studies show that leadership style has a significant correlation with employees' performance, although the significances may be a positive or negative correlation with employee's performance depending on the leadership style adopted by leaders of the organization (Fu-Jin et al., 2010).

This case study aims to explore the leadership styles adopted by The Nigerian Television Authority leaders and how it affects the employee's attitudes. The study adopted a multiple case study in reviewing related literature with the hope of finding new insight and discovery from the perspectives of the target study group.

Fu-Jin et al. (2010) explain that when executives of an organization use their leadership style to show care, concern, and respect for the employees, their performance will improve. They will perform better in any given task because their job satisfaction is positively affected by good leadership style. Many studies suggested that an effective leadership style enhances employee performance, especially when faced with new challenges (McGrath & MacMillan, 2010). Having an understanding of the impact of leadership on organizational performance is very vital because many scholars see leadership as one of the key forces for improving organizations' performance. Effective leadership is viewed as a potent cause of management development and sustained competitive advantage for firm improvement performance (Boyd & Wright, 2012).

An instance of this is a transactional leadership style that helps an organization attain its objectives efficiently by linking excellent job performance to rewards and ensuring that resources are made available for the employees to get the job done (Zhu et al., 2015). Visionary leaders can create a strategic vision of the firm's future state, and they communicate that vision, model it, and build commitment towards that vision (McShane & Glinow, 2010). Scholars like Zhu et al. (2015) posit that visionary leadership somewhat leads to cohesion, trust, commitment, motivation, and enhances performance in the organizational environment.

Smith et al. (2016) believe that attention should be paid on the effect of leadership when an organization wishes to seek efficient ways to be ahead of the competition. Leadership plays a

vital role in reshaping collective norms, coordinating collective action, and helping team members cope with their environments. This leadership-centred viewpoint has provided valuable insight into the correlation between leadership and team performance (Guzzo & Dickson, 2016). Judge et al. (2012) have tried to explore leadership's strategic role, investigating how to employ paradigms of leadership, and using leadership behaviors to improve organizational performance.

In general, the effect and impact of leadership style on employee's performance have not been well researched; scholars like (House & Aditya, 2017) also supported this argument that not enough has been done in studying the role leadership plays in employee performance as well as organizations performance in general. Also, not much work has been done on leadership effect on employees' performance in the banking sectors. This research hopes to bridge the gap and be able to explore the impact of leadership style on employee's performance in the banking sector as well as the overall performance of studied banks as a result of leadership style.

### **Review of Empirical Work on Leadership Styles and Employees Attitude**

One of the earliest popular researches on leadership was a study by (Nagle, 1960). The research tries to review the influence of supervisory leadership on workgroup performance. Their survey used 208 employees across 14 departments of a manufacturing company; the respondents completed 21 questionnaires relating to the attitude and approach towards supervisory style in different departments and the overall organizational success. When analysing the questionnaire, he found out that there was a high productivity rate among the workers attributed to the style that was deployed by the supervisor: mostly democratic and participative style. The

study concluded that there was a significant correlation between supervisory style deployed, workers' performance, and job satisfaction, based on empirical analysis and theories.

Melton & Hartline (2010) study on employee's job satisfaction, found out that their satisfaction most times solely depend on the leadership style of the management of their supervisors, when analyzing most of the respondent's response to the questionnaires, there was a trend that indicated that employee' job satisfaction transcends beyond the employee's as they affect the way they treat customers as well, that is, the more customers are satisfied, the more the business performance increase. Obiwuru et al. (2011) research evaluate leadership styles' impact on organizational performance in a small-scale firm. The analysis from the study indicates that there exist traits of intellectual stimulation, Charisma, and individual consideration on the transformational leadership style, and it exerts positively but has an insignificant effect on employee's performance. The traits of transactional leadership considered for their study like contingent/constructive rewards, management by exception, all have a significant positive effect on employee performance and explain why there is a high proportion variation in performance. This study is of the conclusion that the transactional leadership style is highly appropriate in inducing workers' performance in small scale companies than the transformational leadership style. The study recommends that all small-scale companies and enterprises adopt transactional leadership but should strategize on how to transit to transformational leadership style as the company grows and develops.

Orazi et al. (2013) argued that effective leadership practices could not be overstressed when it comes to financial bank stability. They stated that banks should integrate an optimum leadership style, adopting more of a transformational leadership style by bank leaders and

occasionally taking into account some aspects of transactional leadership approaches like advocating for rewards as an incentive for employees to perform well in any given task.

Tamkin (2012) explore certain strategies that effectively promote leadership within the banking organization. He interviewed 70 bank leaders, adopting a contrasted strategy that separates effective leaders from their peers. He also suggested that bank leaders in Nigeria need to carefully think in clear terms when and when not to act as leaders; he encourages bank leaders to nurture excellence and empower followers and establish a diverse leadership pipeline that will ensure continuity. Summing up his research, he advocated for more of a transformational and transactional leadership style by bank leaders in Nigeria and less of the *laisser-faire* leadership approach.

Dumbili (2013) describes the Nigerian banking sector as the fulcrum where the economy revolves. As such, if care is not taken with the leadership in that sector, it will be disastrous to the totality of the Nigerian economy. Fadar (2011) supported this argument, stating that Nigerian economic prosperity also depends on the banking sector's leadership style, which could drive growth, sustainability, and economic stability. Noting that Nigeria banks account to about 90% of all Nigerian financial assets in the nations stock market by values and volume of daily traded shares (Fadar, 2011), For this case, bank leaders must adopt the best leadership style that will sustain the stability of the banks bearing in mind the interdependency of the nation's economy and the banking sectors and the degree of effective leadership style behaviour and employee's performance and overall performance of the organization.

Ojukuku et al. (2011) noted that some Nigerian banks had recognized some cases of unethical banking practices, bankruptcy, outright liquidation, financial distress, and bank

mergers; they attributed this to be as a result of ineffective leadership practices and advocated for more transparent leadership behavior, adoption of a good leadership style by the bank leaders to avoid instability due to poor leadership. Inyang et al. (2014) recommended that the directing and organizing of bank leader's role must be effective to be able to sustain organizational growth, that top leaders in the banking sector need to create effective leadership tools to sustain economic growth in general as failure can signify economic consequences for the entire nation. Wallace et al. (2013) stated that bank leaders should set the right tone to drive the entire organization towards doing what is right for the organizational progress and that bank leaders should enforce ethical leadership approach throughout the organization. In agreement with this, Ejimabo (2013) stated that bank leaders should ensure fair judgments are applied in all the bank dealings, be it compliance, marketing, sales employee relations, customer service, and all other bank engagements.

Raja (2015) greatly contributed to the existing empirical literature on the effect of leadership style on employee performance, research on the effect of leadership style on employee's performance in public and private sectors in India. Adapting a 95% confidence interval, the research established a negative correlation between laissez-faire leadership style and employee performance. He posited that employees under a laissez-faire leader perform poorly, and the organization did not attain their organizational goal.

Ojokuku et al. (2012) research on the impact of leadership style on organizational performance used a sample of 60 employees from the randomly selected bank in Ibadan, Nigeria. The research emphasized the importance of leadership style; the research regression analysis showed about 23% variation in employee performance. He posited that bank leaders should

adopt democratic and transformational leadership style to stand the existing competitive tussles in the banking sector.

### **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 Stoner and Freeman (2000), 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 The Nigerian Television Authority, Edo State, 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 the area of concern in this study, 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.

### **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 (House, Mitchell, 1974). 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 Martin Evans (1970) and then further developed by House (1971). The essence of the theory is to explain that the behaviour of the leaders affect 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).

### **Basic Assumptions of the Path-Goal Theory**

This theory indicates that the leader main objective is to provide guidance, support, and help necessary for subordinates to achieve their own goals effectively beside the organization goals (Silverthorne, 2001). The theory includes two situational contingencies; the first one is group member's personal characteristics, and the second is the environment of work (Daft, 2005).

Four different types of leadership styles are suggested by this theory, namely; participative, supportive, directive, and achievement-oriented leadership styles. A good leader should know which style to practice and when (Rad and Yarmohammadian, 2006). Directive leader explains to the subordinates what is expected from them, provides guidance, and ensures procedures and rules implementation. The supportive leader pays high attention to the

subordinates' needs and wellbeing. The participative leader encourages the subordinate's participation in the process of decision making whereas achievement-oriented leader attempts to enhance the performance, defines the standards, and ensures achievement of these standards by the subordinates. The theory holds that the task nature and the subordinates' needs will inform on the leadership style that the leader should choose. The degree of the task definition is inversely proportional to the level of guidance and direction need. The path-goal theory debates that a leader should be task or relationship oriented according to the requirements of the particular situation (Wren, 1994).

The path-goal theory is based on two variant hypotheses. The first one is that when the subordinates consider the behaviour of leaders as a source of satisfaction of their current job which can be acceptable and achieve employee job satisfaction, the leader's behaviour will be considered acceptable to his subordinates only when they feel that it is immediate source of their satisfaction or it can be useful to achieve job satisfaction in the future. The second hypothesis considers the behaviour of leaders is a motive for the employees. So, if the behaviour of leaders is convenient, it will lead for more motivation of the employees. Achieving subordinates' motivation can be done by linking their needs satisfaction to efficient performance. This could also be achieved by complementing the subordinates work environment through substantial coaching, direction, and rewards for their efficient performance.

The path-goal theory holds the view that in the case of the existence of substantial pressure in the work environment or the vague structure of the work, more job satisfaction should be provided to the subordinates by the directive leadership in order to achieve effective performance; If the structure of the work is obvious, more job satisfaction should be provided by the supportive leadership to achieve effective performance; If the ability and experience of the

employees are at high level, directive leadership may not be appropriate and may hinder the performance and job satisfaction of the employees. The leader should be more supportive than directive if the organization system is clear and rigid.

Based on the theory, the role of the leader depends on the work environment of the subordinates work and the structure size in this environment. Clear path to goals of the work can be achieved by highly structured environments with role and clarity of the task. In this case, the leader should be interested in his relationship with subordinates, supports the morale of the subordinate and decrease the task boredom as much as possible. If the structure of the work is unclear or changeable, the leader should support his subordinates by providing more direction and guidance. In this case, task orientation should be chosen over relationship orientation by the leader.

While Path-Goal Theory is not an exact process, it generally follows these basic steps;

1. Determine the employee and environmental characteristics.
2. Select a leadership style.
3. Focus on motivational factors that will help the employee succeed.

Premised on these assumptions, the study keyed its theoretical analysis of leadership style and its effectiveness on employees' attitude and behaviour with special focus on job satisfaction and absenteeism in line with the empirical studies on path- goal theory.

## **CHAPTER THREE**

### **METHODOLOGY**

The term methodology is a system of explicit rules and procedures on which research is based and against which claims of knowledge are evaluated (Ojo, 2003). The methodology of this study will include; the research design, area of study, population of study, sampling technique, sample size, sources of data collection, instrument of data collection, techniques of data analysis.

#### **3.1 Research Design**

This study shall adopt the survey research design. According to Tonwe et al (2007), survey research has become popular in modern times as a scientific method of discovering the impact and inter- relationships of social and psychological variables from given population. Survey research design can be descriptive or historical (Obasi, 1999). It is historical when it evaluates and explains past events with a purpose of gaining a deeper understanding of the present and attempting a reliable prediction of the future. It is descriptive when it unravels the major element and characteristics of any phenomenon. The adoption of the survey research design in this study will make the study explorative as well as descriptive in nature.

#### **3.2 Population of Study**

The population of this study according to the Human Resource Department in Broadcasting Service (EBS), Benin City, Edo State is 123 staffs.

#### **3.3 Sampling Technique and Sample Size**

In arriving at the sample size, the simple random sampling method will be adopted in this study. The reason for using the simple random sampling method is to ensure that every member

of the population has an equal chance of being selected. The basis of selection would be done through the use of a table of random numbers and so the sample size for this research comprised of a total of 101 employees selected from various departments present in the organization which include News, programs, marketing, and corporate affairs department respectively.

### **3.4 Sources of Data**

Basically, there are two major sources of data collection that will be utilized in this study. They are: *Primary Sources*: This entails gathering information through the administration of questionnaires which will be structure in line with the relevant objectives of the study, while the *Secondary Sources* involves the use of data from sources such as published books, journals, Newspapers, magazines, as well as internet sources.

### **3.5 Instrument of Data Collection**

The research instrument for the collection of data for this study is the use of a questionnaire. The questionnaire will be structured in two sections i.e. section A and B. Section A will dwell on the socio-demographic profile of the surveyed as Age, Educational qualification, Occupational distribution and Religion. Section B will cover issues that relate to the objectives of the study. The questions will be structured along the close-ended response pattern, where respondents will be given options to choose from.

### **3.6 Techniques of Data Analysis**

The method of data analysis to be used for the purpose of this study is the simple percentage (%). The simple percentage would be used to analyze the data collected through the questionnaire. The formula for the simple percentage method is thus:

$$\% = \frac{\text{Number of Response}}{\text{Number of Respondent}} \times \frac{100}{1}$$

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

This chapter deals the analysis of data from the study's field survey that focused on the study of Leadership Style and Employees' Attitude in The Nigerian Television Authority (NTA), Benin City, Edo State. 101 copies of questionnaires were distributed but 98 were retrieved, making the percentage of the copies retrieved 97.0%.

#### 4.1 Frequency Table

**Table 1**

##### **Gender Distribution**

Gender	Frequency	Percentage
Male	42	42.9
Female	56	57.1
Total	98	100

Field Survey; 2024

Table 1 above shows that 42 respondents which is 42.9% of the total respondents were male while 56 respondents covering 57.1 were female respondents. This result shows us that more female respondents from the sampled population participated in this study.

**Table 2****Age Distribution**

Age	Frequency	Percentage
18-35years	37	37.8
36-53years	40	40.8
54 andabove	21	21.4
Total	98	100

Field Survey; 2024

Table 2 above reveals the age distribution of the sampled respondents. It shows that 37 respondents covering 37.8% of the study's sampled respondents are 18 – 35 years of age, 40.8% which is 40 of the respondents are 36 – 53 years of age and 21 sampled respondents which make up 21.4% are 54 years and above. This shows that respondents between 36 - 53 years of age participated more in this research study than any other age category.

**Table 3****Marital Status**

Status	Frequency	Percentage
Single	33	33.7
Married	45	45.9
Devoice	20	20.4
Total	98	

Field Survey; 2024

Table 3 above reveals the marital status of the sampled respondents in this study. 33.7% of the respondents representing 33 respondents are single, 45 of the respondents covering 45.9%

of sampled respondents are married, while the remaining 20.4% representing 20 sampled respondents are divorced. This shows that, more married respondents participated in this study.

**Table 4**

**Educational Status**

	Frequency	Percentage
Secondary	15	15.3
HND	21	21.4
First degree	31	31.6
Masters	19	19.4
Others	12	12.3
Total	98	100

Field Survey; 2024

Table 4 reveals that 15.3% respondents are secondary school certificate holders, 21.4% are HND certificate holders, 31.6% have a first degree, 19.4% are master's degree holders and 12.3% are in the "others" category. This analysis shows that a higher percentage of respondents in this study are first degree holders.

**Table 5**

**Grade Level**

	Frequency	Percentage
senior Staff	39	39.8
Junior Staff	59	60.2
Total	98	100

Field Survey; 2024

Table 5 reveals the grade level of the respondents. 39 respondents making 39.8 % are senior staff, while 59 respondents representing 60.2% respondents are junior staff. Hence, signifying that, respondents that are junior staff participated more in this study.

**SECTION B**

In this section, the responses gotten from the field survey via the instrument of questionnaire was descriptively analyzed.

**Table 6:** Leadership styles have an impact on workers punctuality in EBS

**Question one**

	Frequency	Percentage
strongly agree	15	
Agree	21	
Undecided	31	
Disagree	19	
Strongly disagree	12	
Total	98	

Field Survey; 2024

The table above analyses respondent’s response to if leadership styles have an impact on workers punctuality in EBS. The analysis shows 23.4% of the respondents strongly agree that leadership styles have an impact on workers punctuality in EBS, 32.6% agreed, 15.3% were undecided, 17.3% disagreed and 11.2% of the respondents strongly disagreed that leadership styles have an impact on workers punctuality in EBS. The analysis thus reveals that majority of the sampled respondents agreed that leadership styles have an impact on workers punctuality in EBS.

**Table 7:** Management at EBS encourages employees towards adequate punctual attitude in EBS.

**Question two**

	Frequency	Percentage
strongly agree	15	15.3
Agree	35	35.7
Undecided	23	23.5
Disagree	14	14.3
Strongly disagree	11	11.2
Total	98	100

Field Survey; 2024

Table 7 presents the analyses of respondents to the question if management at EBS encourages employees towards adequate punctual attitude in EBS. 15.3% of the respondents strongly agreed that management at EBS encourages employees towards adequate punctual attitude in EBS, 35.7% agreed, 14.3% disagreed, while 11.2% strongly disagreed that management at EBS encourages employees towards adequate punctual attitude in EBS. This

therefore reveals that majority of the sampled respondents agreed that management at EBS encourages employees towards adequate punctual attitude in EBS.

**Table 8:** Employees are comfortable towards management leadership styles at EBS.

**Question Three**

	Frequency	Percentage
strongly agree	25	25.5
Agree	35	35.7
Undecided	15	15.3
Disagree	12	12.2
Strongly disagree	11	11.2
Total	98	100

Field Survey; 2024

Table 8 above shows the response to if employees are comfortable towards management leadership styles at EBS. 25.5% of the respondents strongly agreed that employees are comfortable towards management leadership styles at EBS, 35.7% agreed, 15.3% were undecided, 12.2% disagreed, while 11.2% strongly disagreed that employees are comfortable towards management leadership styles at EBS. This therefore reveals that majority of the sampled respondents agree that employees are comfortable towards management leadership styles at EBS.

**Table 9:** Employees at EBS feels motivated to work based on the style of leadership at EBS.

**Question Four**

	Frequency	Percentage
strongly agree	15	15.3
Agree	33	33.7
Undecided	19	19.4
Disagree	17	17.3
Strongly disagree	14	12.3
Total	98	100

Field Survey; 2024

Table 9 show 15.3% of the respondents strongly agree that employees at EBS feels motivated to work based on the style of leadership at EBS, 33.7% agreed, 19.4% were undecided, 17.3% disagreed; the remaining 12.3% strongly disagreed that employees at EBS feels motivated to work based on the style of leadership at EBS. The above analyses clearly shows that employees at EBS feels motivated to work based on the style of leadership at EBS.

**Table 10:** The leadership style at EBS encourages employees towards good customers' relations.

**Question Five**

	Frequency	Percentage
strongly agree	17	17.3
Agree	39	39.8
Undecided	19	19.4
Disagree	13	13.3
Strongly disagree	10	10.2
Total	98	100

Field Survey; 2024

Table 10 above reveals that 17.3% of the respondents strongly agree that the leadership style at EBS encourages employees towards good customers' relations. 39.8% agreed, 19.4% were undecided, 13.3% disagreed, while 10.2% of sampled respondents strongly disagree that the leadership style at EBS encourages employees towards good customers' relations. It therefore shows from the above analyses that, majority of the sampled respondents agreed that the leadership style at EBS encourages employees towards good customers' relations.

**Table 11:** Trainings affects employee motivation towards good customers relations

**Question Six**

	Frequency	Percentage
strongly agree	21	21.4
Agree	33	33.7
Undecided	15	15.3
Disagree	17	17.3
Strongly disagree	13	13.3
Total	98	100

Field Survey; 2024

Table 11 reveals that, 21.4% of the respondents strongly agreed that trainings affects employee motivation towards good customers relations, 33.7% of the respondents agreed, 15.3% were undecided, 17.3% of the respondents disagreed, while 13.3% of the respondents strongly disagreed that trainings affects employee motivation towards good customers relations. The above analysis shows that respondents agree that trainings affects employee motivation towards good customers relations.

**Table 12:** EBS management organizes employees training towards good customers service.

**Question Seven**

	Frequency	Percentage
strongly agree	24	24.5
Agree	31	31.6
Undecided	17	17.3
Disagree	16	16.3
Strongly disagree	10	10.2
Total	98	100

Field Survey; 2024

Table 12, shows that, 24.5% of the respondents strongly agree that EBS management organizes employees training towards good customers service, 31.6% agreed, 17.3% were undecided, 16.3% disagreed, and 10.2% of sampled respondents strongly disagree that EBS management organizes employees training towards good customers service. It therefore shows from the above analyses that, majority of the sampled respondents agreed that EBS management organizes employees training towards good customers service.

**Table 13:** Bad leadership style affects employee motivation to customers services at EBS

**Question Eight**

	Frequency	Percentage
strongly agree	25	25.5
Agree	30	30.6
Undecided	19	19.4
Disagree	14	14.3
Strongly disagree	10	10.2
Total	98	100

Field Survey; 2024

Table 13 clearly display the responses of respondents that 25.5% of the sampled respondent in this study strongly agreed that bad leadership style affects employee motivation to customers services at EBS, 30.6% respondents agreed, 19.4% were undecided, 14.3% disagreed, while 10.2% strongly disagree bad leadership style affects employee motivation to customers services at EBS. The above analyses reveal that majority of the respondent agreed that bad leadership style affects employee motivation to customers services at EBS.

**Table 14:** Employees at EBS sees management as fair in the handling of organizational matters.

**Question Nine**

	Frequency	Percentage
strongly agree	25	25.5
Agree	31	31.6
Undecided	18	18.4
Disagree	16	16.3
Strongly disagree	8	8.2
Total	98	100

Field Survey; 2024

Table 14 shows that 25.5% of the respondent strongly agree that employees at EBS sees management as fair in the handling of organizational matters, 31.6% respondents agreed, 18.4% were undecided that employees at EBS sees management as fair in the handling of organizational matters, 16.3% disagreed and 8.2% of sampled respondents strongly disagree that employees at EBS sees management as fair in the handling of organizational matters. The above analysis displays that majority of the respondent agree that employees at EBS sees management as fair in the handling of organizational matters.

**Table 15:** Management at EBS delegates authorities to sub-ordinates

**Question Ten**

	Frequency	Percentage
strongly agree	26	26.5
Agree	29	30
Undecided	21	21.4
Disagree	15	15.3
Strongly disagree	7	7.1
Total	98	100

Field Survey; 2024

Table 15 reveals that 26.5% of the respondent strongly agreed that management at EBS delegates authorities to sub-ordinates, 30% respondents agreed, 21.4% were undecided, 15.3% disagreed, the remaining 7.1% of sampled respondents strongly disagree that management at EBS delegates authorities to sub-ordinates. The above analysis shows that majority of the respondent agree that management at EBS delegates authorities to sub-ordinates.

**Table 16:** Management at EBS gives employees opportunities in the decision making process.

**Question Eleven**

	Frequency	Percentage
strongly agree	22	22.4
Agree	34	34.7
Undecided	18	18.4
Disagree	16	16.3
Strongly disagree	8	8.2
Total	98	100

Field Survey; 2024

Table 16 reveals that 22.4% of the respondent strongly agree that management at EBS gives employees opportunities in the decision making process, 34.7% respondents agreed, 18.4% were undecided, 16.3% disagreed, while the remaining 8.2% of the sampled respondents strongly disagreed that management at EBS gives employees opportunities in the decision making process. The above analysis shows that majority of the respondents agreed that management at EBS gives employees opportunities in the decision making process.

**Table 17:** Rewards for job efficiency affects employee attitudes towards management at EBS.

**Question Twelve**

	Frequency	Percentage
strongly agree	25	25.5
Agree	34	34.7
Undecided	18	18.4
Disagree	11	11.2
Strongly disagree	10	10.2
Total	98	100

Field Survey; 2024

Table 17 show the response of respondents that 25.5% strongly agreed that Rewards for job efficiency affects employee attitudes towards management at EBS, 34.7% of the respondents agreed, 18.4% were undecided, 11.2% of the respondents disagreed, while 10.2% of the respondents strongly disagreed that rewards for job efficiency affects employee attitudes towards management at EBS. The above analysis shows that respondents agree that rewards for job efficiency affects employee attitudes towards management at EBS.

**Table 18:** Management organizes regular training for employees towards effective handling of equipment at EBS.

	Frequency	Percentage
strongly agree	15	25.5
Agree	29	29.6
Undecided	19	19.4
Disagree	14	14.3
Strongly disagree	11	11.2
Total	98	100

Field Survey; 2024

Table 18 shows that 25.5% of the respondents strongly agree that management organizes regular training for employees towards effective handling of equipment at EBS.,29.6% agreed, 19.4% were undecided, 14.3% disagreed, and 11.2% of sampled respondents strongly disagree that Management organizes regular training for employees towards effective handling of equipment at EBS. It therefore shows from the above analyses that, majority of the sampled respondents agreed that management organizes regular training for employees towards effective handling of equipment at EBS.

**Table 19:** Maintenance of organizational equipment is done on regular bases

	Frequency	Percentage
strongly agree	15	11.2
Agree	21	25.5
Undecided	31	34.7
Disagree	19	18.4
Strongly disagree	12	10.2
Total	98	100

Field Survey; 2024

Table 19 shows that 11.2% of the respondents strongly agree that maintenance of organizational equipment is done on regular bases, 25.5% agreed, 34.7% were undecided, 18.4% disagreed, and 10.2% of sampled respondents strongly disagree that that Maintenance of organizational equipment is done on regular bases, It therefore shows from the above analyses that, majority of the sampled respondents are undecided if maintenance of organizational equipment is done on regular bases.

**Table 20:** Employees attitudes at EBS towards management as regards equipment handling is fair.

**Question Fifteen**

	Frequency	Percentage
strongly agree	14	14.3
Agree	25	25.5
Undecided	29	29.6
Disagree	19	19.4
Strongly disagree	11	11.2
Total	98	100

Field Survey; 2024

Table 20 shows that 14.3% of the respondent strongly agree that employees attitudes at EBS towards management as regards equipment handling is fair, 25.5% respondents agreed, 29.6% were undecided, 19.4% disagreed and 11.2% of sampled respondents strongly disagree that that employees attitudes at EBS towards management as regards equipment handling is fair. The above analysis displays that majority of the respondent agreed that employees attitudes at EBS towards management as regards equipment handling is fair.

**Table 21:** Management at EBS encourages proper handling of organizational equipment at EBS.

**Question Sixteen**

	Frequency	Percentage
strongly agree	13	13.3
Agree	39	39.8
Undecided	17	17.3
Disagree	19	19.4
Strongly disagree	10	10.2
Total	98	100

Field Survey; 2024

Table 21 reveals that 13.3% of the respondent strongly agreed that management at EBS encourages proper handling of organizational equipment at EBS, 39.8% respondents agreed, 17.3% were undecided, 19.4% disagreed and the remaining 10.2% of sampled respondents strongly disagree that management at EBS encourages proper handling of organizational equipment at EBS. The above analysis shows that majority of the respondent agree that Management at EBS encourages proper handling of organizational equipment at EBS.

## 4.2 Discussion of Findings

The study examined leadership style on employee attitude in The Nigerian Television Authority (NTA), Benin City, Edo State. The main aim of this study was to ascertain the impact of leadership style on employee attitude in The Nigerian Television Authority (NTA), Benin City, Edo State. Having subjected the data collected from the respondents descriptively to statistical package for social science (SPSS), the outcome of the research revealed the following findings which include.

Firstly, this study examined the impact of leadership style on employee attitude in The Nigerian Television Authority (NTA), Benin City, Edo State. The study established that a relationship exists between these variables via the descriptively analysis as seen above. The study revealed that manpower development has an impact on employee motivation. According to Blun and Naylor (1976), leadership styles can result in increased productivity, reduces Labour turnover, greater employee satisfaction and various attitudinal change.

The study also revealed the impact of leadership style on staff attitudes towards customers in The Nigerian Television Authority. As seen in table 12, Ubeku (1975) notes that employees who have received adequate training before being assigned responsibilities possesses the necessary confidence with which to carry out their jobs and also relates well with customers.

The study also reveals the impact of leadership style on the sub-ordinate attitudes towards management in The Nigerian Television Authority. As seen in table 14, the study shows that majority of the respondents agreed that management at EBS gives employees opportunities in the decision making process.

The study also shows the impact of leadership style on the generality of the workers attitude towards the handling of organisationalequipments in The Nigerian Television Authority. The study also reveal in table 18 that management organizes regular training for employees towards effective handling of equipment at EBS. The study also reveals that the respondents were undecided if maintenance of organizational equipment is done on regular bases.

## **CHAPTER FIVE**

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

This chapter contains the summary of findings, conclusion and recommendations for the study. The summary of findings involves the scope of the research, its methodological process and relevant findings discovered in the study. The study conclusion examined the findings for the study from a broader perspective, while some recommendations were given as it relates to the findings of the study.

#### **Summary**

The study examined leadership style on employee attitude in The Nigerian Television Authority (NTA), Benin City, Edo State. The objectives of the study include the following: to examine the impacts of leadership styles on punctuality of workers in The Nigerian Television Authority, to ascertain the impact of leadership style on staff attitudes towards customers in The Nigerian Television Authority, to investigate the impact of leadership style on the sub-ordinate attitudes towards management in The Nigerian Television Authority, to examine the leadership style on the generality of workers attitude towards the handling of organisational equipments in The Nigerian Television Authority and to proffer possible solutions to the challenges of effective leadership style in The Nigerian Television Authority.

The study adopted survey research design. The population of this study according to the Human Resource Department in Broadcasting Service (EBS), Benin City, Edo State is 123 staffs. The sample size for this research comprised of a total of 101 employees selected from various

departments present in the organization which include News, programs, marketing, and corporate affairs department respectively. The instrument used for the collection of data was the questionnaire which was administered to the study sampled respondents. Out of the 101 questionnaires distributed, 98 copies were retrieved. The data collected was analyzed using simple percentage.

The study established some findings, and they are expressed as follows: leadership styles have an impact on workers punctuality in EBS, employees at EBS feels motivated to work based on the style of leadership at EBS, bad leadership style affects employee motivation to customers services at EBS. Also the study discovered that management organizes regular training for employees towards effective handling of equipment at EBS.

## **5.2 Conclusion**

From the data collected and analyzed from the field, the study concludes amongst others that management at EBS encourages employees towards adequate punctual attitude in EBS. The study also highlights that the leadership style at EBS encourages employees towards good customers' relations. The study also reveals that employees at EBS sees management as fair in the handling of organizational matters. The study also shows that management organizes regular training for employees towards effective handling of equipment at EBS.

## **5.3 Recommendations**

Based on the findings of this study that the following recommendations were made:

1. Management at EBS should promote conducive working relationship with subordinates.
2. Management should also imbibe supportive leadership style in EBS.

3. Management at EBS should also facilitate effective communication and encourage participatory decision-making.
4. Management at EBS should also encourage regular leadership training for their staff.
5. Employees work commitment should be promoted through adequate recognition of employee job efficiency by promotions, recommendations, and appropriate rewards.

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## Appendix

Department of Public Administration  
Faculty of Social Science,  
University of Benin,  
Benin City.

Dear Sir/ Madam,

### REQUEST FOR YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE

I am an undergraduate Student of the above-mentioned Department and University. As part of the programme, I am presently conducting a research on the topic: “Leadership Style and Employees’ Attitude in The Nigerian Television Authority (NTA), Benin City, Edo State”. This questionnaire is therefore designed to collect the relevant data for the study. Your response to the questions will not be used for any other purpose other than the one stated above.

Furthermore, you are kindly requested to respond as sincerely as possible to all questions as stated in the questionnaire. Please, tick (✓) in the space provided in the most appropriate column on each of the item.

Thank you for your cooperation.

#### SECTION A: BIODATA

Please, kindly tick the box that best fit the information given below:

1. Gender: Male  Female
2. Age: 18 – 35 years  36 – 53  54 and above

3. Marital Status: Single  Married  Divorced
4. Educational qualification: Primary  Secondary  OND  HND  First Degree  Masters Degree  Others
5. Grade Level: Senior Staff  Junior Staff

## SECTION B

Where: SD – Strongly Agree; A – Agree; UN – Undecided; D – Disagreed; SD – Strongly Disagreed

Please tick the space that best fit your view.

S/N	STATEMENT	SA	A	UN	D	SD
	<b>Impacts of leadership styles on punctuality of workers in The Nigerian Television Authority (NTA)</b>					
1	Leadership styles have an impact on workers punctuality in EBS.					
2	Management at EBS encourages employees towards adequate punctual attitude in EBS.					
3	Employees are comfortable towards management leadership styles at EBS.					
4	Employees at EBS feels motivated to work based on the style of leadership at EBS.					
	<b>Impact of leadership style on staff attitudes towards customers in The Nigerian Television Authority</b>					
5	The leadership style at EBS encourages employees towards good customers' relations.					
6	Trainings affects employee motivation towards good customers relations.					
7	EBS management organizes employees training towards good customers service					
8	Bad leadership style affects employee motivation to customers services at EBS.					
	<b>Impact of leadership style on the subordinate attitudes towards management in The Nigerian Television Authority</b>					

9	Employees at EBS sees management as fair in the handling of organizational matters.					
10	Management at EBS delegates authorities to sub-ordinates.					
11	Management at EBS gives employees opportunities in the decision making process.					
12	Rewards for job efficiency affects employee attitudes towards management at EBS.					
	<b>Leadership style on the generality of workers attitude towards the handling of organisational equipment in The Nigerian Television Authority</b>					
12	Management organizes regular training for employees towards effective handling of equipment at EBS.					
13	Maintenance of organizational equipment is done on regular bases.					
14	Employees attitudes at EBS towards management as regards equipment handling is fair.					
15	Management at EBS encourages proper handling of organizational equipment at EBS.					