

**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES BEHAVIOUR AT  
WORK: THE CASE OF BENIN ELECTRICITY DISTRIBUTION COMPANY  
(BEDC) BENIN CITY**

**BY**

**PRAISE OGECHI ELOYA  
MAT NO: SSC1810785**

**DEPARTMENT OF SOCIAL WORK  
FACULTY OF SOCIAL SCIENCES  
UNIVERSITY OF BENIN  
BENIN CITY, NIGERIA**

**JANUARY 2023**

**THE EFFECT OF LEADERSHIP STYLE ON EMPLOYEES BEHAVIOUR AT  
WORK: THE CASE OF BENIN ELECTRICITY DISTRIBUTION COMPANY  
(BEDC) BENIN CITY**

**BY**

**PRAISE OGECHI ELOYA  
MAT NO: SSC1810785**

**A PROJECT SUBMITTED TO THE DEPARTMENT OF SOCIAL WORK, IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF  
THE BACHELOR OF SCIENCE (B.SC) HONOURS DEGREE IN SOCIAL  
WORK, UNIVERSITY OF BENIN, BENIN CITY, NIGERIA**

**JANUARY 2023**

## CERTIFICATION

This is to certify that this project was carried out by **Praise Ogechi Eloya** Department of Social Work in partial fulfillment of the requirement for the award of Bachelor Degree in Social Work, University of Benin, Benin City

\_\_\_\_\_  
**Mr. Charles Mfon**  
(Project Supervisor)

\_\_\_\_\_  
**Dr. Tracy Omorogiuwa**  
(Ag. Head of Department)

Date \_\_\_\_\_

Date \_\_\_\_\_

## **DEDICATION**

This project is dedicated to Almighty God for the grace and favour that was granted towards the whole process of this work.

## ACKNOWLEDGEMENT

I will first give praise to all mighty God for the grace, strength he bestowed on me through the process of this work especially in turbulent periods in the course of my study. I can only rely on his strength.

I am also grateful to my project supervisor Mr. Charles Mfon who took the pains despite huge academic work load, going through the menu script of this work, line by lines and chapter by chapter, proffered necessary corrections, advice, suggestions, and encouragement towards ensuring this work becomes a success. Thank you and God bless you Sir.

A big thank you to Prof. Osunde for your great support and guidance during this project work, God bless you Sir.

I am also grateful to my sweet mother Tonia Lyon Eloya God bless you ma for your support and prayers

I am grateful to Dr. Mrs. Omorogiuwa my HOD for her constant support and motivation towards ensuring the Success of this work.

I also want to say a whooping thank you to all Social work Students, friends and family for standing by me Peculiar, Precious and Alum, Victor, Nzeama, you played a big role in this phrase of my life, I am grateful.

## TABLE OF CONTENTS

Title page	-	-	-	-	-	-	-	-	-	i
Certification	-	-	-	-	-	-	-	-	-	iii
Dedication	-	-	-	-	-	-	-	-	-	iv
Acknowledgement	-	-	-	-	-	-	-	-	-	v
Table of Contents	-	-	-	-	-	-	-	-	-	vi
Abstract	-	--	-	-	-	-	-	-	-	

### CHAPTER ONE: INTRODUCTION

1.1	Background to the Study	-	-	-	-	-	-	-	-	1
1.2	Statement of the Problem	-	-	-	-	-	-	-	-	4
1.3	Research Question	-	-	-	-	-	-	-	-	6
1.4	Objectives of the Study	-	-	-	-	-	-	-	-	7
1.5	Significance of the Study	-	-	-	-	-	-	-	-	8
1.6	Area of the Study	-	-	-	-	-	-	-	-	9
1.7	Scope of the Study	-	-	-	-	-	-	-	-	9

### CHAPTER TWO

2.1.	Introduction	-	-	-	-	-	-	-	-	10
2.2	Conceptual Framework	-	-	-	-	-	-	-	-	10
2.3	Employee Performance	-	-	-	-	-	-	-	-	13
2.4	Democratic Leadership Style	-	-	-	-	-	-	-	-	14

2.5 Situational Leadership Style	-	-	-	-	-	-	16
2.6 Transactional Leadership Style	-	-	-	-	-	-	17
2.7 Transformational Leadership Style	-	-	-	-	-	-	18
2.8 Charismatic Leadership Style	-	-	-	-	-	-	20
2.9 Laissez-Faire Leadership Style	-	-	-	-	-	-	21
2.10 Concept of Employee Behaviour	-	-	-	-	-	-	22
2.11 Altruistic Behaviors.	-	-	-	-	-	-	24
2.12 Sportsmanship	-	-	-	-	-	-	25
2.13 Courtesy	-	-	-	-	-	-	27
2.14 Civil Virtue	-	-	-	-	-	-	28
2.15 Conscientiousness	-	-	-	-	-	-	30
2.16 In-Role Performance Behavior of Employees	-	-	-	-	-	-	31
2.17 Extra-role Performance Behavior	-	-	-	-	-	-	31
2.18 Employee Creativity Behavior	-	-	-	-	-	-	32
2.19 Effect of Leadership Styles on Employees' Behaviour	-	-	-	-	-	-	33
2.20 Effect of Democratic Leadership Style on Employee Sportsmanship Behavior	-	-	-	-	-	-	35
2.21 Effect on Employee Transformational Leadership Style on Employee Creativity Behaviour	-	-	-	-	-	-	37
2.22 Effect of Transactional Leadership Style on Employee In-Role Behaviour	-	-	-	-	-	-	38
2.23 Effect of Charismatic Leadership Style and Employee Altruistic Behaviour	-	-	-	-	-	-	39

2.24 Effect of Autocratic Leadership Style on Employee Conscientious Behaviour -40

2.25 Theoretical Framework - - - - - 41

**CHAPTER THREE**

3.1 Introduction - - - - - 45

3.2 Research Design - - - - - 45

3.3 Population of Study - - - - - 46

3.4 Sampling Frame - - - - - 47

3.5 Sample Size and Sampling Technique - - - - - 49

3.6 Instrument of Data Collection- - - - - 49

3.7 Method of Data Collection - - - - - 49

3.8 Method of Data Analysis - - - - - 50

**CHAPTER FOUR: PRESENTATION ANALYSIS AND DISCUSSION OF RESULTS**

4.0 Background of Analysis - - - - - 52

4.1. The demographic and socio-economic characteristics of respondents - 53

4.3 Sex of respondents - - - - - 55

4.4 Level of Education - - - - - 55

4.6 Length of Service - - - - - 57

4.7 Pearson correlation coefficient - - - - - 58

4.8: The correlation coefficient was multiplied by 100% for easier

Interpretation - - - - - 62

4.9: Correlation between Job Performance and Democratic Style - - -	65
---	----

**CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

5.1 Findings - - - - -	67
5.2 Conclusions. - - - - -	68
5.3 Recommendations - - - - -	69
Bibliography - - - - -	71
Questionnaire - - - - -	81

## **ABSTRACT**

*Leadership behavior plays a very important role in enhancing employee job satisfaction, motivation and job performance. Good leadership behavior accelerates the development of most organization. It therefore plays a critical role in the performance of organization. This study aims to investigate/research the impact of leadership styles on employee's behavior at work. The case study of Benin Electricity Distribution Company (BEDC) Benin City. This study focuses on the effect of leadership on employees' behavior at work using the Benin Electricity Distribution company (BEDC). Thus participants in the study will be staff of BEDC in Oredo Local Government Area of Edo state. This study will focus of five types of leadership styles and employee behaviours respectively*

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

The organization strives for sustainability and growth and always strives to improve financial performance over the long term. Organizations perform tasks with the help of resources such as people, machines, materials and money. No resource other than labor is living, but labor is a living and productive resource. Manpower uses other resources and produces output. If labor is not available, other resources are useless and nothing can be produced. Among all factors of production, labor ranks first and is the most important factor of production that plays a crucial role in quality and productivity. However, ignoring other factors can affect profitability to some extent. But ignoring the human resource can prove to be disastrous (Fenwick and Gayle, 2016).

In fact', human capital or categorically leaders/managers and employees are the two most important determinants of an organization who activate the non-human physical resources in the operations of an organization (Jeremy, 2011). However, people in the workplace are made up of large numbers of individuals of different genders, ages, socio-religious groups and levels of education, and these individuals in the workplace share more than a degree of similarity in behavioral patterns and characteristics, but the facts do reveal a number of differences, that require effective leadership to keep employees engaged and making the most of dreaded resources.

The term leadership refers to the exercise of influence in a social situation in which the followers' (influences) attribute leadership qualities to the leader (influencer) (Fenwick and Gayle, 2016). According to Ngambi (2011), leadership is a process of influencing others' commitment towards realizing their full potential in achieving a value-added, shared vision, with passion and integrity. The relationships between the leader and employee, as well as the quality of employees' performance, are significantly influenced by the leadership style adopted by the leader (Jeremy, 2011). The effect can be observed in all sorts of social situations, and it's especially noticeable in situations where people need to work together to achieve a common goal.

The role of leaders in ensuring good organizational performance cannot be overstated. Proper motivation, work environment, compensation and efficient communication between managers and subordinates play an important role in promoting and improving performance.

In organizations, leadership is a managerial activity the purpose of which is to direct the employees in one immediate chain of command toward the accomplishment of work goals (Fenwick and Gayle, 2016). It represents a combination of behaviors exhibited by one who occupies an elected, appointed, or designated position of influence in a social system (Goldman, 2012). No matter how small the group is, there is always a leader. Otherwise, such a group cannot achieve its goals and objectives. Leadership is one aspect of management that entails developing plans, setting organizational goals and objectives

that is geared towards helping the organization manage future challenges and to meet up with the demands of the environment (Stoner and Gilbert, 2015).

Leadership style is the manner and approach of proving direction, implementing plans and motivating people (Jeremy, 2011). According to Obiwuru, Okwu, Akpa and Nwankwere (2011), for the effective leadership, leaders should not only depend on a single leadership style but must be capable of adapting and using a number of different styles (whether transformational, transactional, democratic, situational, autocratic, etc) where appropriate depending on the existing environment in which the leader is working with people.

The other construct of the present study is employee behavior which is defined as various sequences of actions carried out by employees within the organization (Kattara, 2014). Some of these behaviors may be positive (creativity, in-role performance, extra-role performance, sportsmanship, etc) and refer to the constructive actions of employees on behalf of the organization, employees and customers, while further behaviors (counter productive work behavior) may be negative and may destroy a productive work environment (Bodewes, 2011). The occurrence of negative behaviors can generate stress, provoke minor illnesses and even cause depression among employees (Lutz, 2014). The danger is that these negative behaviors will take over and spread to others like the flu. This is costly to organizational productivity and ultimately impacts employee health and performance. Kattara (2014) posited that negative employees 'behavior has ruined many

businesses and cost employers millions of dollars every day. It also has the consequence of driving away customers, damaging employees' morality and increasing their turnover rates.

Hence, the employees of an organization are essential to ensure the organization's success as they are ultimately responsible for delivering quality services that meet customer expectations. However, leadership style is very important in determining an employee's commitment and attitude towards work. Some scholars believe that certain leadership styles are best, but when employees are allowed to participate in the organization's decision-making process, those employees tend, or it is important to note, that they are encouraged to become more involved in your organization. Your work and this lead to the realization of the set goals. With this in mind, this study focuses on examining the impact of leadership style on employee behavior in the workplace, using the Benin Electricity Distribution Company (BEDC) in the city of Benin as a case study.

## **1.2 Statement of the Problem**

The issue of leadership is very important for the survival of any organization. Also, the effect of leadership styles on employees' behavior at work has been a topic of interest among academic, and practitioners working in one area of leadership (Cannella Jr. and Rowe, 2014). A major reason for this trend in research in leadership style and employee behavior at work is due to the general belief that leadership style affects employees'

behavior (Cannella Jr. and Rowe, 2014). Some leadership styles are arguably more productive than others. As a result, effective leadership styles help to identify and build leadership qualities among an organization's employees.

According to Shamir, House and Authur (2016), the transformations in organizations are caused by some factors such as leadership styles, the overall managerial and business process. The leadership style in these organizations is more important.

Over the years, several researchers have examined the best leadership styles that can improve organizational productivity. While her research has provided useful insights into leadership styles and their impact, there are still challenges in ensuring leaders achieve their desired outcomes in a timely manner and when.

It is also known that in organizations such as BEDC, employee behavior and hence organizational performance is linked to manager performance and style. Because the qualities of your leadership style shape your behavior and your attitudes. by employees of the organization. However, overtime, the BEDC has not been able to attain its target goals as a result of poor leadership.

The BEDC been responsible for significant achievements in Nigeria's economic development also has a significant role in transforming the Nigeria economy (Biodun, 2013). Also, while the BEDC is posed at achieving more significant landmarks in the years ahead, its performance faces leadership problem.

Over the past five years, management of BEDC's electricity distribution has deteriorated as a result of changes in generation, technical challenges and other issues such as overloading, metering gap, poor tariff structure, customers default in bills payment, the issue of contract or casual staff which constitute a significant proportion of the workforce, vandalism of power facilities or equipment and lines and inadequate funding for the electricity business. These aforementioned challenges come with high costs. It is clear that the organization has not been able to attain its target goals over the past five years as a result of poor leadership.

Thus, it is on this basis that this study seeks to identify leadership styles being operational in the Benin Electricity Distribution Company (BEDC) and the impact of such leadership styles on the organizations employees' behavior.

### **1.3 Research Questions**

Based on the aforementioned problems stated above, the following questions will be addressed in this study.

- i.) What is the relationship between democratic leadership style and employee sportsmanship behavior?
- ii.) What is the relationship between charismatic leadership style and employee altruistic behavior?

- iii.) What is the relationship between transactional leadership style and employee in-role performance behavior?
- iv.) What is the relationship between transformational leadership style and employee creativity?
- v.) What is the relationship between autocratic leadership style and employee conscientious behavior?

#### **1.4 Objective of the Study**

The general objective of this study is to examine the effect of leadership style on employee's behavior at work. Other specific objectives are:

- i.) To ascertain the relationship between democratic leadership style and employee sportsmanship behavior.
- ii.) To find out the relationship between charismatic leadership style and employee altruistic behavior.
- iii.) To find out the relationship between transactional leadership style and employee in-role performance behavior.
- iv.) To determine the relationship between transformational leadership style and employee creativity.
- v.) To ascertain the relationship between autocratic leadership style and employee conscientious behavior.

## **1.5 Significance of the Study**

Over the years, several researchers have examined the best leadership styles that can improve organizational productivity. While her research has provided useful insights into leadership styles and their impact, there are still challenges in ensuring leaders achieve their desired outcomes in a timely manner and when. However, there is also empirical research into the impact of different leadership styles on different employee behaviors.

Additionally, in organizations like BEDC, it is well known that the quality of leadership style shapes the behavior and attitudes of the people in the organization, so performance is tied to the performance of leaders and their style. The BEDC is responsible for electricity power distribution in Edo State and its environs. It is also obvious that the performance of the BEDC cannot be rated high in terms of their services. In other words, the organization has not met its goals for the past five years due to poor leadership.

Therefore, the results of this study may provide much-needed insights into the influence of leadership style on the behavior of BEDC employees, particularly in Benin City and Nigeria in general. Knowledge from this study can support the development of evidence-based leadership practices and provide a foundation for future intervention research on leadership development.

## **1.6 Scope of the Study**

The study focuses on the effect of leadership style on employee's behavior at work using the Benin Electricity Distribution Company (BEDC). Thus participants in the study will be staff of BEDC in Oredo Local Government Area of Edo State.

There are several types of leadership styles and employee behaviors, but due to time and cost constraints, this study will focus on just five types respectively. With respect to leadership styles, the autocratic, democratic, situational, transactional and transformational leadership styles will be considered. With respect to the employee behaviour types, the following types of behaviors will be considered: creativity, sportsmanship, counterproductive, in-role performance and extra-role performance.

The research work will examine the relationship with each leadership style on each BEDC employees' behaviour at work, with a view of finding out the leadership style that best promote employees' performance in BEDC. Data for the study will be obtained from staff of BEDC.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a review of the literature on leadership styles and employees' behaviors. Special attention is paid to the types of leadership styles, types of employees' behaviors and the effect of leadership styles on employees' behaviors. Also reviewed is the theoretical framework underpinning the study?

#### **2.2 The Concept of Leadership**

Leadership refers to the ability and talent to influence others to achieve a common goal. Leadership is a key factor in achieving an organization's goals, objectives, plans, policies and programs. According to Mullins (2011), leadership is the process of social influence in which one person could enlist the aid and support of others in the attainment of a shared goal and objectives. That is, one's ability must be used to influence others toward organizational outcomes and the overall success of the organization. Furnham (2015) sees leadership as a process of influencing the employee's actions in order to achieve organizational goals. McShane and Van Glinow (2010), also argues that leadership is the process of influencing employees in an organization and providing a conducive environment for employees in order for them to achieve organizational goals and

objectives. According to Archer, Adentwi and Sam (2016), leadership is leadership based primarily on personal characteristics, usually normative in nature.

Armstrong (2012) defined leadership as a process of influencing and motivating workers to put in their best in their job function in order to attain organizational desired result. According to him, this requires understanding the organization's vision and encouraging and pushing it to protect its work. Thus, leadership styles to a great extent affect efficiency level in resources mobilization, allocation, utilization and in the long run, organizational performance (Obiwuru, Okwu, Akpa and Nwankwere, 2011).

Obiwuru's views was supported by Polychronious (2012) by arguing that a manager in order to enhance his employees, he designs and setup several processes that are also geared towards achieving organizational goals and objectives. However, the expected role of the manager has long been bypassed in some organizations today. The result is poor employee performance and poor organizational performance. Northouse (2013) argues that a leadership style that is not effective or not appropriate usually affects employees' performance and retention.

Leadership is basically a process in which someone or a group of persons influences the efforts of others towards the attainment of goals in a given situation (Cole, 2015). Eze (2010) defined leadership as someone's ability to get others to play along with him or to obey him. In the perspectives of Iheriohanma (2016), it is the capacity of somebody to

lead. He argues that leadership works within the context and situation. It includes power, influence, and possession of certain qualities, skills, learning, information, and behavioral traits. Iheriohanma (2016) support these views affirming that, a man in leadership position functions within a social class contexts and circumstance. He practices power and influence so that he can lead appropriately.

Fry (2013) sees leadership as a process of motivating employees through thought processes and to improve staff possibilities for development and advancement. In another example, Iheriohanma, Wokoma and Nwokorie (2014) argues that leadership, in any social setting, involves a procedure, a demonstration, a gathering connection, an involvement on influence and objective achievement, and above all, a quintessential pathfinder in coordinating the followers.

Ng'ethe, Namasonge and Mike (2012) consider leadership as a relationship through which one employee influences the conduct or activities of other employees with the end goal of accomplishing objectives and to augment results in the organization. Thus, Northouse (2014) depicts leadership as a procedure whereby an employee influences a gathering of employees to accomplish a typical objective. From the perspective of Sajid, Bilal, Nabia and Nasir (2012), leadership is a process whereby shared goals can be achieved by encouraging the efforts of employees and groups. Also, they saw it as a process of what to do and how to do it effectively with the influence of others. Gill, Flascher and Shacha (2016) declared that leadership fortifies, propel, support, and

perceive their followers with a specific end goal to get key performance outcomes. Leadership, therefore, is the act of influencing people in an organization through contextual actions and strategies to support and implement the strategies of managers deemed important in achieving organizational goals and objectives. Various leadership styles exist. Some of them are discussed below:

### **2.3 Autocratic Leadership Style**

This leadership style is also known as the classical approach (Swarup, 2013). It is a style of initiative where a director is the most capable substance, the essential chief and power (Gordon, 2013). Ram (2011) described an autocratic leader as a leader who is high-handed in his administration. He is at the center of all activities that take place at the institution of which he is the head. As the main determinant of action, all authority emanates from him and ends with him. He monopolizes the decision-making process and makes all decisions alone. He believes that his thoughts and ideas are superior to those of his subordinates and considers it a waste of time to involve subordinates in decision-making. The workers' interests and welfare are not taken into account as the leader sees them as mere tools for production. As part of his disregard for workers' welfare, he uses commands, harsh, and abusive language to elicit compliance. He uses threats and intimidation to secure complete obedience and dependence on him. He does not like to take objections, as he tends to view those with dissenting views as enemies of his regime.

According to Yalokwu (2012), an autocratic leader has little or no trust and faith in his or her subordinates; takes decision alone; gives order and command without considering the subordinates; determines group policy; gives step by step directions and dictates task; believes he is always right and entertains no question from subordinates. You may judge members of your organization subjectively and ignore the rights of your subordinates. The author added that an autocratic leader demands absolute obedience from the group, regardless of whether the group understands his or her principles. Autocratic leaders believe they are the most qualified and have the best answers to organizational problems. He uses intimidation and punishment to influence his associates. Nwankwo (2011) described autocratic style as a leadership style in which production is emphasized at the expense of any human consideration, and where decision are made exclusively by the leader. Leaders believe that people are evil, weak, unwilling to work, incapable of self-determination, and limited in their thinking. Therefore they must be guided, urged and forced to work. Workers working under autocratic leaders can often be seen as working under pressure and fear and often end up demanding eye exams, being late for work, underperforming and underperforming. They often show dissatisfaction with this form of leadership in a variety of ways, such as sabotaging their work. Application for transfer or voluntary departure from the company. The autocratic leader finds it difficult to get genuine love, support and cooperation from subordinates who regard his administration as a “one man show’

## **2.4 Democratic Leadership Style**

The democratic leadership style is also known as the participative leadership style ((Swarup, 2013). It is a leadership style that urges workers to take part in the decision making process in the organization. In other words, in democratic leadership, the leader joins a group of subordinates to make a decision on the basis of consensus. However, the leader maintains the final decision making authority. It is usually used when the leader has part of the information and the subordinates have parts since being a leader does not mean one should know everything.

Democratic leadership style is therefore a leadership style that promotes the sharing of responsibility, the exercise of delegation and continual consultation (Johari, 2016). The style has the following characteristics (Johari, 2016): manager seeks consultation on all major issues and decisions; managers effectively delegate tasks to subordinates and give them full control and responsibility for those tasks; manager welcomes feedback on the result of initiatives and work environment; manager encourages others to become leaders and involved in leadership development.

Democratic style of leadership creates positive working environment and serves as a process of consultation and feedback, naturally resulting in better decision making and effective operation. Typically the democratic leader (Johari, 2016): develops plans to help employees evaluate their own performance; allows employees to establish goals; encourages employees to grow on the job; recognizes and encourages achievement. Also,

like the other styles, the democratic style is not always appropriate. It is most successful when used with highly skilled or experienced employees or when implementing operational changes or resolving individual or group problems.

The democratic leadership style is most effective when: the leader wants to keep employees informed about matters that affect them; the leader wants employees to share in decision-making and problem-solving duties; the leader wants to provide opportunities for employees to develop a high sense of personal growth and job satisfaction; there is a large or complex problem that requires lots of input to solve; changes must be made or problems solved that affect employees or groups of employees; there is need to encourage team building and participation.

## **2.5 Situational Leadership Style**

The situational way to leadership depends on the assumption that every type of leadership is distinctive and in this manner requires a remarkable blend of leadership, followers and leadership situation (Richard, 2013). The organization in situational leadership is ordinarily communicated in an equation:  $SL = f(L, F, S)$ , where SL is successful leadership, F is function of and L, F, S, are the manager, the follower and the situation respectively. This equation expresses that an effective leadership is an element of a manager, follower and situation that are proper for each other (Richard, 2013).

The scholars of situational leadership style argue that a manager needs to fit his leadership to the employee's need based on the situation. This implies the manager's behavioural conduct ought to be dependent upon the situation. Rotimi (2013) clarified that the hypothesis of situational leadership shows that there is no one particular style of leadership that relates to all given working environment situation. Or maybe, successful managers change their leadership styles to fit the circumstance. Along these lines a manager's style changes with both the circumstances they are confronted with and the environment that they are in. It holds that directors must apply distinctive leadership styles relying upon the different leadership circumstances that they confront (Rotimi, 2013). This additionally infers the situational leadership style permits managers to assess the requirements of particular situational challenges and apply the most suitable leadership style to address them.

## **2.6 Transactional Leadership Style**

Burns (2013) described the transactional leadership style as the exchange of relationship between the manager and the workers. Umer, Adnan, Anam, Inam-ul, and Hamid (2012) characterized transactional leadership style as the manager's attitude towards distinguishing proof of workers' needs and goals, and plainly shows the approaches to satisfy these necessities in return of workers performance. Bass (2012) clarified that in transactional leadership, successful managers suit the enthusiasm of their workers by

giving unexpected impetuses, respect and guarantees for the workers who propitiously succeeded in satisfying the duties of the managers or the organization.

Correspondingly, Zervas and David (2013) stress that transactional leadership style based managers motivate through using unforeseen remunerates or negative outcomes. They agree that the transactional managers' primarily center on setting objectives and distinguishing between performance and rewards. Transactional leadership involves the organization paying workers consequently for their endeavors and consistence (Alan, 2013). Alan (2013) argued that in this leadership style, the manager has the privilege to "punish" workers if their works do not meet a suitable standard. Hellriegel and Slocum (2016) argued that transactional-based leadership depends on three aspects: Contingent reward, active management by exception and passive management by exception.

In contingent reward, the transactional manager gives prize to the workers in return of accomplishing targets. In active management by exception, the manager screens the workers' performance and ensures that the workers are on the right path of achieving organizational success.

## **2.7 Transformational Leadership Style**

Rich (2013) asserted that transformational leadership is said to occur when managers of organizations give support to their workers to enhance their motivation level, beliefs, perception and compliance with the targets of the organization. Rich (2013) further

emphasized that a transformational manager needs a strong comprehension of the fundamental objectives of the organization for him to be effective and be understandable in clarifying those objectives and the strategy through which they are to be accomplished (Rich, 2013).

Transformational leadership is a leadership style that influences workers by appealing to higher beliefs and good values which can motivate workers to exceed expectations in their performance and develop the employee and the organizations (Rochelle, 2012). Ali, Ismael, Mohamed and Davoud (2011) portrayed transformational managers as the manager who add to a positive organization with their workers to reinforce the performance of the workers and hence the performance of the organization. They argued that the transformational managers help their workers to look beyond their own particular needs, and let them concentrate on the goals of the organization.

In the perspectives of Melvyn, Nico, Barbara, and Kai (2011), transformational leadership might be seen as urging workers to complete their work in an advancement-based way, and also allow workers who want to utilize limited time method for self-regulation. Krishnan (2004) sees transformational leadership style as the manager's power of motivating the workers for accomplishing more than that the set targets by the workers or the organization.

## **2.8 Charismatic Leadership Style**

According to Stephen (2013), the charismatic leadership style concept is gotten from the Greek word charisma which implies "divinely roused blessing". Charismatic leadership style is the type of leadership style that has his influence emanating mainly from the manager's personality (Eze, 2010).

Researchers have asserted that charismatic leadership style can be characterized by particular behavioural practices that happen in three progressive stages. The first stage is the main stage and it has to do with evaluating the environment. In this stage, the charismatic manager recognizes the needs of the workers and communicates their disappointment with the status quo. The second stage is the point at which the charismatic manager defines a vision and communicates this vision to the workers. The third stage is the execution of the vision which requires that the charismatic manager demonstrations in a dangerous and unpopular approach to secure the dedication of the employees, for example, enthusiastically presenting themselves to circumstances with questionable results and taking risks (Ehrhart and Klein, 2014).

In the perspective of Jaepil (2006), charismatic leadership style is made up of three major aspects: envisioning, empathy and empowerment. He contended that a charismatic manager's envisioning conduct influences the workers requirement for accomplishment, the manager's empathic behavioural conduct enhances workers' requirement for organization, and the workers' requirement for power is improved upon by the

charismatic manager's empowerment strategies. Michael (2010) argued that a charismatic leadership provides a productive platform for creativity and motivation, and it is always highly motivational. Zervas and David (2013) stated that in a charismatic managers leads by example and does not `lead by just giving out instructions or intentionally developing workers. They further posited that people tend to follow a charismatic manager because of his capability and not because of his leadership skills.

## **2.9 Laissez-Faire Leadership Style**

Laissez-faire is a French expression which implies "leave it be". It depicts managers who permit their followers to do things on their own (Alan, 2013). The term laissez-faire was initially utilized in respect to mercantilism, and is used in financial matters and legislative issues as a monetary framework that performs best when there is no intervention by government, and is viewed as a "natural" order that obtains the most extreme prosperity for the employee and reaches out to the group (Ronald, 2011).

The laissez-faire leadership style is otherwise called the "hands-off style". It is the leadership style that the manager provides practically no direction and allows workers as much flexibility as could be expected (Swarup, 2013). In this style of leadership, all power or leadership is given to the workers and they must decide objectives, decide, and resolve issues all alone (Swarup, 2013).

Johari (2008) is of the view that laissez-faire leadership is a light-weight of leadership style. He emphasized that in laissez-faire leadership style, managers restrain their involvement with the workers. Kendra (2013) argued that laissez-faire leadership style includes giving workers the flexibility to decide. Muhammad and Usman (2012) argued that laissez-faire style of leadership gives more opportunities and allows workers to work with little or no supervision in decision-making in the organization. They emphasized that the idea behind the laissez-faire leadership style is that the managers sees that the workers perform remarkably when they are they given the opportunity to perform their tasks in their own specific manners.

### **2.10 Concept of Employee Behaviour**

According to Dariusz and Agnieszka (2015), employees' behaviour refers to the way in which employees respond to specific circumstances or situations in the workplace. According to Northouse (2013), employee behaviour refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary. Employees' behaviour may not always be directly and formally recognized or rewarded by the organization, through salary increments or promotions for example, though of course employee' behaviour may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly.

According to Organ (1988), it is expedient that employees' behaviour promotes the effective functioning of the organization.

Organ (1988) defined employees' behaviors as behaviors that are discretionary, not directly or explicitly recognized by a formal reward system and that in aggregate promote the effective functioning of an organization. According to Farh, Zhong and Organ (2004) employees' behaviors are those actions that are not demanded by the formal job responsibilities. Although positive attitude of employees to their jobs are coveted by organizations, they are only exhibited based on employees' discretion. In other words, an employee can decide to have positive attitude or negative attitude to his or her job.

An employee offering to help a newcomer become familiar with his/her role and the office, a colleague who may be struggling with deadlines, or volunteering to change shifts, can be said to have positive attitude towards his or her job. Importantly, an employee can be said to have positive attitude towards his or her job if such an employee does acts such as working overtime without (expectation of) remuneration, or volunteering to organize office-wide functions.

Organ (1988) suggested that employee behaviour contributes to organizational effectiveness and he was the first person to coined employee behaviour as Organizational Citizenship Behaviour (OCB). Organ recognized some specific behaviors: altruistic behavior, conscientiousness, sportsmanship, courtesy, and civil virtue as employee

behaviors. After Organ coined these behaviors as Organizational Citizenship Behaviour, researchers worked on it and kept on identifying different dimensions of OCB. Some of these dimensions were distinct while the others were overlapping. Overall, more than 30 dimensions of OCB have been identified over time but there is huge overlapping in these terms.

Podsakoff, Mackenzie, Paine and Bachrach (2000) have classified these into seven common dimensions: (1) Altruistic (Helping) Behaviour, (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self Development. According to Zhu (2013), there is also in-role and extra-role behaviour of employees. Some of these behaviors are discussed below.

### **2.11 Altruistic Behaviors.**

Altruistic is a somewhat broad term for behaviors that could be viewed as simply helping a coworker or subordinate. Altruism describes employees' helping behaviors that are targeted towards improving the well-being and performance of others within the organization. It involves the act of helping fellow employees with work-related problems out of one's volition. Altruistic employees generally see to the happiness of others and extend helping hands beyond the work context such as helping others solve personal problems that may hamper their productivity in the workplace.

In fact, altruism triggers positive behaviors among employees, as recipients of these behaviors usually feel obligated to reciprocate the good deeds, thereby perpetuating the cycle of goodwill to the advantage of the organization. For example, Organ, Podsakoff and Mackenzie (2006) opined that the compilation of employees helping behaviors will eventually be advantageous for the organization. Also, Batson, Van Lange, Ahmad and Lishner (2012) suggested that altruism results in increased collaboration and a deeper sense of “we-ness” or collectivism, a condition necessary for the optimal functioning of the organization.

To further corroborate this claim, Farzianpour, Foroushani, Kamjoo and Hosseini (2015) asserted that organizational services will reach the highest quality when corporate employees consider each other as the customers of the organization and help each other in the organizational tasks with great interest and willingness. According to Chiboiwa, Chipunza and Samuel (2015), these behaviours of employees involve helping co-workers with excess workloads, finding information that is work related, assisting fellow workers in completing their work and putting a new employee through with using new equipment.

## **2.12 Sportsmanship**

Employee sportsmanship behaviour is defined as exhibiting no negative behavior when something does not go as planned, or when something is being perceived as annoying, difficult, frustrating or otherwise negative (Anderson, 2013). Anderson (2013) posited that sportsman spirit is a trademark asset of a well-balanced individual. Not just in the

workplace, but a sportive attitude is essential even in real life. In a professional scenario, this requires an employee to be well-adjusted and calm. It requires him to compromise on certain comforts and not make a mountain out of a molehill.

Furthermore, sportsmanship is the dimension that emphasizes employee positive attitude and tolerance for the inevitable inconveniences associated with work without complaining. For instance, for circumstances beyond employers' control, employees may have to work overtime to complete a project, they may have their suggestions or ideas rejected or they may have to work under poor conditions in the course of performing their responsibilities. However, employers will appreciate a considerable show of understanding from the employees as they navigate each difficult bend.

In the context of business, good sportsmanship is usually related to potential complaints about work or workloads in addition to negativity surrounding work-related surprises. According to Organ (1988), those employees who demonstrate sportsmanship avoid complaining, petty grievances, railing against real or imagined slights, and making a federal case out of small potatoes". For example, imagine that an employee who makes an offer to his boss expects it to be well received. Report your actions to others who work at the company.

Accepting failure is important. It's perfectly okay to make a few mistakes (not big ones, of course) and take the brunt of them. It's as much a sport as it is and it's important not to repeat the mistakes in the future. When a colleague is doing better, sportsmanship

requires that the employee rejoice in the same and strive to incorporate the same into their lives. Yes, a competitive spirit is certainly essential for personal improvement, but it must be healthy.

### **2.13 Courtesy**

Courtesy is defined as behaviour which is polite and considerate towards other people. Courtesy is the act of helping the organization by communicating upcoming events to individuals or departments impacted or involved with some organizational activity (Organ, 1988). An example of this is a disgruntled employee calling HR before coming to visit, or notifying production of a large order. Politeness differs from altruism. Altruism serves to solve existing problems, while politeness serves to avoid or minimize problems.

The politeness dimension describes behaviors that show consideration and respect for others. In other words, polite people are respectful and considerate of others. It emphasizes mutual respect and avoids inconvenience to others that may result from one's actions or omissions. According to Olowookere (2014), this dimension of employees' behaviour fosters harmonious and peaceful working relationships and improved productivity among co-workers. Because a well-behaved employee removes obstacles in the work process and does not build up obstacles and thus simplifies other work processes. Polite behavior requires a selfless attitude and can add perspective to another person's situation. Kindness and consideration can build a reputation as a respectable and considerate person.

Outside of work, politeness includes asking how someone is doing in the morning or inquiring about the well-being of a neighbor's child. In a business context, politeness usually means asking about a personal issue that a colleague has previously raised, asking if a colleague is having trouble with a particular work-related project, asking a colleague about an earlier appointment, or some other issue such as informing. You can reduce your workload or take time off work.

Being polite not only encourages positive social interactions between employees that improve the work environment, but also informs colleagues of issues such as imminent absences from work that can be caused by rude employees. Stress can be reduced.

#### **2.14 Civil Virtue**

According to Khalid & Ali (2015), civic virtue is defined as behaviour which exhibits how well a person represents an organization with which they are associated, and how well that person supports their organization outside of an official capacity. The civic virtue aspect is characterized by the concern of employees and a strong interest in the affairs of the organization. This includes behavior that promotes the interests of the organization and presents employees as ambassadors. For example, how well someone represents their company and how they support that company are all examples of a person's civic virtue. These actions also include volunteering to participate in organizational events, defending and promoting the organization's image, etc. Civic virtues reflect an employee's willingness to contribute to the organization. Employees

who are proud of their organization will do everything in their power to promote its image and protect its interests.

Examples of civic virtues in a business environment include actively discussing business with friends, family and acquaintances. Sign up for corporate events like charity walking events and fundraising parties. Support companies in general by always representing them to the best of your ability, even when they are not working. Civic virtue promotes a sense of community in the business environment. This has been shown to be related to employee job performance and job satisfaction. Employees who feel strongly connected to their workplace are more likely to be productive and effective employees than those who don't share a sense of community.

Khalid and Ali (2015) found that tolerance and civil partnership had the most negative association with deviant behaviors. This implies that employees who exhibit behaviors consistent with the dimension of civic virtue are very unlikely to disregard organizational rules and principles.

### **2.15 Conscientiousness**

Conscientiousness refers to the various instances in which organizational members carry out certain role behaviors well beyond the minimum required levels (Organ, 1988). According to Umer, Adnan, Anam, Inam-ul, and Hamid (2012), integrity is demonstrated by the diligence and resourcefulness of employees. This type of behavior usually exceeds established job requirements and expectations. It represents the state in which the

employees demonstrate enthusiasm, devotion and dedication to their duties without any form of coercion or supervision.

Some of the examples suggested by Organ (1988) include outstanding attendance, helping to maintain the cleanliness and order of the work environment, and other ways to preserve the resources of the organization. Unlike altruistic behavior directed at an individual, conscientious behavior by employees is directed at the workplace or workgroup as a whole. A conscientious employee is punctual at work and meetings, meticulous in work procedures, reliant on organizational rules and principles, and obedient.

Robinson and Morrison (2016) argue that the people who are committed to these types of behaviors make judicious use of their time and endeavor to fulfill their assigned duties in the best possible way. This will culminate in improved organizational performance and customer satisfaction.

### **2.16 In-Role Performance Behavior of Employees**

In an organization, individuals are members of the organization and should behave differently depending on their position. This is what the concept of intra-role behavior is based on. Williams & Anderson (2011) defined in-role performance behaviors that are recognized by formal reward systems and are part of the requirements as described in job descriptions. The in-role behaviour also means the core-task behaviour (Katz & Kahn, 1978).

Katz and Kahn (1978) believed that the in-role behaviour was such a kind of behaviour that was described and defined as one part of employees' work and reflected in the official wages in the organization. Zhu (2013) defined the in-role behaviour as all the behaviors that were necessary for the completion of the responsible work. The criteria used to evaluate an employee's job performance typically fall into four categories: grading, quality assessment, quantitative criteria, and document records such as: B. Occupational safety records. Records of absences, tardiness, etc.

### **2.17 Extra-role Performance Behavior**

According to Williams & Anderson (2011), extra-role performance behaviors are certain behaviors of employees, which are not part of their formal job requirements as they cannot be prescribed or required in advance for a given job but they help in the smooth functioning of the organization as a social system. Some of the distinctive role behaviors are: Assist coworkers with work-related issues. Take orders without fuss. Endure temporary impositions without complaint. Pay attention to cleanliness and personal hygiene in the workplace. Promote an acceptable work environment and minimize the distractions of interpersonal conflict. Protection and preservation of organizational resources etc.

## **2.18 Employee Creativity Behavior**

The nature of work has changed dramatically in recent decades due to rapid technological advances. Today, knowledge is seen as part of work and job roles are poorly defined. Go beyond that by striving to be creative and innovative in your daily life.

Employees' creativity and innovation is the engine of change which provides the opportunity for organizations to create the future (Gumusluoglu & Ilsev, 2012). According to Pitta (2013), creativity refers to employees' generation of novel and useful ideas concerning products, procedures, and processes at work. The creativity of employees is encouraged in order to gain competitive and innovative advantages within the organization. Tierney (2013) defined creativity as the unique and useful solutions of employees in response to work-related problems based on organizations' goals and visions.

Research by Cohen-Meitar, Carmeli, & Waldman, (2009) has shown that employees can find meaningfulness in creative work and that meaningful creative work can increase work satisfaction and engagement, and by extension, employee performance and retention.

## **2.19 Effect of Leadership Styles on Employees' Behaviour**

Employees' leadership styles have been shown to have either a positive or negative impact on employee behaviour, and this in turn has noticeable flow-on effects on the

organization. In fact, the issue of leadership is critical in the organization (Cole, 2015). This is based on the fact that leadership contributes considerably to the accomplishment and failure of an organization (Jaskaran and Sri-Guru, 2014; Lok and Crawford, 2014).

Obiwuru et al. (2011), argued that the ability of a manager to work as a team with his employees is a function of his leadership capacity. This is due to the fact that a manager that is effective does not only motivates his employees' capability to improve performance, but also meets the needs of his employees in order to attain organizational goals and objectives (Lee and Chuang, 2011). Ushie et al (2010) argued that organizations' employees play a critical role in ensuring the success of an organization. In achieving the goals of the organization, managers make it their duty and strive to freely develop, explore and use both human and material resources.

Thus, in collaboration with Ushie et al's arguments, Obiwuru et al., (2011) posited that employees' poor attitude to work is a function of the quality of the leadership style existing in the organization. These views were also supported by Iheriohanma (2016) that the ensuring employees performance, depends, to a great extent, on the organization's leadership style. He also noted that effective leadership and management strategies are needed to ensure that employees perform their duties consistent with the organization's stated objectives for their jobs, regardless of the qualifications they hold

Iheriohanma (2016) further emphasized that employee behavior is not only based on leadership style, but that leadership style greatly influences employee progress, especially in modern technologically advanced societies. Hence, it becomes imperative for all organizations to implement effective leadership styles that ensure the effectiveness of the organization. This is due to the fact that effective leadership considerably influences employees' and organizational output (Tarabishy, Solomon, Fernald and Sashkin 2015).

The following section discusses the effect of some leadership styles of some employee behaviors.

## **2.20 Effect of Democratic Leadership Style on Employee Sportsmanship Behavior**

Researchers have found that a democratic leadership style is typically one of the most effective styles, leading to increased productivity, greater contribution from group members, and increased group morale. In other words, democratic leadership works best in situations where the group members have the skills, are willing to share knowledge, and are willing to work as a team. It is also important to allow enough time to consider the best course of action develop and vote. This style is required in dynamic, rapidly changing environments where few things can be considered constant.

An organization manager that adopts the democratic leadership style keeps his workers educated about everything that influences their work and shares decision-making and problems among his workers for them to solve (Swarup, 2013). This definition is

collaborated by Johari (2016) who portrayed democratic leadership as a manager who empowers the interest of staff in tackling issues and decision-making in the organization's day by day operational matters. He argued that employee roles and responsibilities are essential. Democratic managers gather opinions, suggestions, and information from employees before making decisions. In this sense, group orientation is influenced by employee involvement.

Ushie, Agba, Ogaboh, Agba and Chime (2010) state that in a participative or democratic leadership style, the manager assigns power to employees while holding the ultimate obligation. In the different perspectives of Zervas and David (2013) and Iheriohanma, Wokoma and Nwokorie (2014), democratic leadership style tends to cultivate obligation, adaptability, and high spirit that will result to enhanced workers' performance. They argued that democratic leadership styles tend to reinforce workers' desires and inspirations, and further foster workers' identity and loyalty in the organization. We hypothesized that because of their commitment to decision-making, planning, and delegation within the Organization tend to be more rational about their needs within the organization and show that you are comfortable with the trust placed in you. This gives you the confidence and confidence to build solid collaboration, team spirit and a high level of trust and erase anything that leads to investigations.

In spite of the advantages connected with democratic leadership style, it also has some drawbacks. Donna (2011) argued that the democratic leadership style has some

disadvantages that should be overcome to guarantee its viability in the organization. Thus, in view of the foregoing the following hypothesis will be tested:

**H1a:** Democratic leadership style is positively related to employee sportsmanship behaviour.

## **2.21 Effect on Employee Transformational Leadership Style on Employee Creativity Behaviour**

Mumford, Connely & Gaddis (2013) argued that the role of work group leaders today has shifted from being a source of group innovation to being a key factor in stimulating creativity and evaluating followers' creative products. According to Jung, Chow and Wu (2003), TF leaders inspire creativity and encourage followers to think of alternative ways by stimulating them intellectually.

Jung (2011) studied the influence of different leadership styles and brainstorming conditions on group member's divergent thinking. In brainstorming sessions, the transformational leaders group scored higher on flexibility (adaptation, complementation, substitution) and nimbleness (total number of unique ideas generated) compared to the transactional leadership group.

Sosik, Avolio, and Kahai (2012), found that compared to other forms of leadership, transformational leadership was more effective at encouraging followers to think more

divergent and to adopt generative and exploratory thinking processes that yielded more creative ideas and solutions. Although most of these studies have not been conducted in the energy sector, it is likely that organizations like BEDC will find similar effects in the energy sector.

According to the above literature, transformational leadership is therefore positively associated with the creative behavior of employees. Rather, transformative leaders have a positive impact on employee creativity by intellectually stimulating employees and encouraging them to think differently. This leads to the following hypothesis Although most of these studies have not been conducted in the energy sector, it is likely that organizations like BEDC will find similar effects in the energy sector.

According to the above literature, transformational leadership is therefore positively associated with the creative behavior of employees. Rather, transformative leaders have a positive impact on employee creativity by intellectually stimulating employees and encouraging them to think differently. This leads to the following hypothesis:

**H1b:** Transformational leadership style is positively related to employee creativity.

## **2.22 Effect of Transactional Leadership Style on Employee In-Role Behaviour**

Establishing a link between transactional leadership style and employee performance, Bass (2014) argued that transactional leadership is associated with setting goals, describing desired outcomes, providing feedback, and exchanging rewards and

recognition for accomplishing specified goals. In other words, transactional leaders desire in-role performance from their employees.

According to Burns (2013), transactional leaders and their employees have an exchange relationship based on a contract that involves positive reinforcement for a higher level of performance. The transactional leadership style aspires to achieve solid, constant performance that meets fixed goals (Bass, 2012). Transactional leaders work with their team members to develop those goals and ensure that employees get the reward promised for meeting them (Bryant, 2013). Transactional leaders strive for high effectiveness with which employees carry out their formally prescribed job responsibilities, the so-called in-role performance of the employees (Turnley, Bolino, Lester, & Bloodgood, 2013).

Thus, according to the literature above, one could state that transactional leadership is positively related to in-role performance. This takes us to the following hypothesis:

**H1c:** Transactional leadership style is positively related to employee in-role performance behaviour.

### **2.23 Effect of Charismatic Leadership Style and Employee Altruistic Behaviour**

Howell and Frost (2012) found a positive link between charismatic leadership and Organizational Citizen Behaviour (OCB). Moreover, Babcock-Roberson & Strickland (2010) and Khuhro & Chandio (2009) have also verified that charismatic leadership factors have impact on OCBs. The results from Lee et al. (2010) also showed that

charismatic leadership had a significant positive effect on OCB (Lee et al., 2010). Shamir et al. (2013) identified that, followers who are inspired by charismatic leadership style are able to achieve surprising results by providing sense, identification and understanding with organizational goals. Also, such followers tend to do more to help colleagues with work-related issues. Take orders without fuss. Endure temporary impositions without complaint. Pay attention to cleanliness and personal hygiene in the workplace. Promote an acceptable work environment and minimize the distractions of interpersonal conflict. Protection and preservation of organizational resources etc.

Empirical studies of Sosik (2013) showed that the charismatic leadership is positively related with the OCB of the followers. Boerner et al. (2008) argued that followers of charismatic leaders strongly identify with the vision of the organization and as a result, such followers are willing to invest considerable time and energy on behalf of the organization and to make even personal sacrifices in order to reach organizational goals. Thus, it will be important also to ascertain if this is the same with our case study. This takes us to the following hypothesis:

**H1d:** Charismatic leadership style is positively related to employee altruistic behaviour.

## **2.24 Effect of Autocratic Leadership Style on Employee Conscientious Behaviour**

Authoritarian leadership styles are based on the premise that managers are good supervisors who direct and lead their employees. Those employees or workers are submissive employees who follow orders from the manager (Ali, Ismael, Mohamed and

Davoud, 2011). Their argument was collaborated by Gordon (2013) and he argued that workers under autocratic leadership style are relied upon to obey the orders of their supervisor regardless of the possibility that they do not concur or do not get any clarification. With the ultimate goal of inspiring employees, she argued, supervisors who adopt autocratic leadership styles often leverage highly organized awards and disciplinary regimes.

Zervas and David (2013) argued that an autocratic manager achieves its goals and objectives through giving an unmistakable, convincing vision, sees to it that the vision is incorporated into strategic planning, and that it guides activity all through the organization. They went on to argue that autocratic managers provide clear direction, carefully monitor progress, and persuade employees into leadership positions. The workers or employees tend to exhibit a behavior that is not outstanding since they are coerced or false to act the way they are acting unlike employee conscientiousness behavior in which the employees carry out certain role behaviors well beyond the minimum required levels (Organ, 1988, p. 9) or in which the employee normally exceeds specified job requirements and expectations.

In this study we wish to also ascertain the relationship between autocratic leadership style and employee conscientiousness behavior. Thus, the following hypothesis is given.

**H1e:** Autocratic leadership style is positively related to employee conscientiousness behavior.

## **2.25 Theoretical Framework**

### **Social Exchange Theory**

Social exchange theory is a social psychological and sociological perspective that describes social change and social stability as a process of negotiation exchange between parties. Social exchange theory provides a framework for thinking about the relationship between employees and their managers.

Blau (1964) explained that social exchange involves “unspecified obligations in which there are favors that create diffuse future obligations, not precisely defined ones,” and repaying an obligation is something that “cannot be bargained about,” but rather left to the determination of the parties involved (p. 93). Social exchange theory is multidimensional, as there are many kinds of resources that can be exchanged, and the rules for exchanges are unwritten and unspoken, only implied (Colquitt, 2013). The resources exchanged may be defined as anything transacted within the context of the relationship and could be concrete or conceptual (Colquitt et al., 2013).

According to Gouldner (1960), for a social exchange to be effective, a sense of reciprocity is needed. The authors believed that the parties to an exchange must recognize the value of the investment each makes in the relationship by reciprocating or exchanging resources.

In social exchanges, valuable resources differ from simple economic exchanges (e.g. wages for an hour's work) but must involve more personal engagement or organizational involvement.

Particularistic resources, resources that are specific or individualized based on the needs or preferences of the exchange partner, are of much higher value than a universal resource that is not personalized to the exchange partner (Colquitt, 2013). For example, if a supervisor changes a schedule to allow an employee to request special leave, that employee is more likely to pay back and have an open future shift than a second employee who did not receive the special pay, even if that second employee had a total has a positive relationship with his manager. The second employee has no special mutual obligations.

Social exchange relationships occur in long-term relationships, acknowledging that the exchange is not specific. Blau (1964) pointed out that the quality of the relationship is also an evolving element in the social exchange. As the cycle of exchanges continues and trust is built or not built in the relationship, the level of trust and willingness to accept additional risk grows or diminishes between the parties (Shore et al., 2009).

Trust or distrust is a major factor in the social exchanges that occurred or did not occur (Scott et al., 2013). Shore et al. (2009) stressed that trust is a critical component of social exchange, meaning there must be trust that favors will be repaid or exchanged in the

future. Blau (1964) pointed out social exchange should occur over time, and as additional exchanges occur, the exchange and the level of trust deepens.

Intertwined with trust is the concept of investing in an employee (Shore et al., 2009). In particular, each party invests in the other party with a degree of confidence that the investment will generate future profits. Both trust and investment are elements not found in economic exchanges and help to tell the difference. Lin, Chiu, Joe, and Tsai (2010) found that trust is closely related to team engagement. Trust in the team encouraged each team member to contribute and complete their duties within the team's workload.

Social interaction has recently been explored as a way to add value with customers in service recovery situations. Choi, Lotz, and Kim's (2014) research showed that if the customers felt support and justice from the organization, they felt positive feelings for the organization, even if there was a service breakdown. Similar to OCB, organizations can impress their customers by offering them services beyond their contractual obligations. This can overcome a service gap and not only recover the previous level of trust, but also an increased level of affection (Choi et al., 2014).

With respect to the workplace, social exchange theory has been utilized extensively as a concept to explain activities in a workplace issues. Shore et al. (2009) stated, "Social exchange theory has gained prominence as a framework for understanding the employee-organization relationship" (p. 289). Social exchange theory has been used to study the

relationships between employees and their managers, organizations, and/or colleagues. Shore, etc., between positive social interaction relationships with employees and positive outcomes such as increased employee contribution, increased engagement, reduced intention to leave, significant OCB, and improved job performance, concluded that robust outcomes can be recognized.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methods that was adopted for this study. This includes the research design, the population of the study, sample size, sampling technique and procedures, instrument of data collection, method of data collection and method of data analysis.

#### **3.2 Research Design**

Research design deals with planning the strategy or overall design of the study. This study used the survey research design. Ogutu (2012) posits that a survey research method is probably the best method available to social scientists who are interested in collecting original data for purposes of describing a population which is too large to observe directly. The approach allows ascertaining of widespread opinions under natural conditions (Auka, Bosire & Matern, 2013).

A survey design allows you to explore possible relationships between variables. This makes the survey design more suitable for research as it allows data collection from broader categories and comparisons between variables.

### 3.3 Population of the Study

The population for the study consists of 3, 323 staff in the 9 BEDC) selected officers in Oredo Local Government Area of Edo State. The distribution of the staff population of each office is shown in the table 3.1below.

**Table 3.1: Distribution of staff population among nine (9) BEDC Offices in the Oredo Local Government Area of Edo State**

S/N	Offices	Total Number of Staff
1.	Etete	684
2.	Akpakpava	1,987
3.	Ekae	65
4.	Ogba	58
5.	Oko-Central	76
6.	Ugbor	56
7.	New Benin	245
8.	Ihogbe	87
9.	Uzebu	65
	Total:	3,323

Source: Office of the Public Relations Office, BEDC Head Office, Akpakpava Road, Benin City.

### 3.4 Sample Size

From the sample population of the study in the selected 9 BEDC offices, a sample size of 313 staff will be used for the study. This sample size was statistically determined using Krejcie & Morgan (1970) sample size formula due to the fact that the target population is known.

The formula and the corresponding calculation of the sample size is shown below:

$$S = \frac{X^2 NP(1 - P)}{D^2(N - 1) + X^2(1 - P)}$$

Where:

S = Required Sample Size

X = Z value (e.g. 1.96 for 99% confidence level)

N = Population Size

P = Population Proportion (expressed as decimal (assumed to be 0.5 (50%)))

D = Degree of accuracy (5%), expressed as a proportion (0.05); it is a margin of error.

Using the above formula, we have as follows:

$$S = \frac{1.96^2 \times 3323 \times 0.5(1 - 0.5)}{0.05^2(3323 - 1) + 1.96^2(1 - 0.5)}$$

$$S = \frac{3.8416 \times 3323 \times 0.5(0.5)}{0.0025 (3322) + 3.8416 (0.5)}$$

$$S = \frac{3191.4092}{8.305 + 1.9208}$$

$$S = \frac{3191.4092}{10.2258}$$

$$S = 312.09$$

This is approximately 313 persons.

Furthermore, the sample size of 313 BEDC staff will be randomly selected from the various offices specified below based on their total number of staff.

**Table 3.2: Distribution of Sample Size among the BEDC Offices in the three Local Government Areas in Benin City**

S/N	Offices/Local Government Area	Total Number of Staff	Sample Size
1.	Etete	684	65
2.	Akpakpava	1,987	187
3.	Ekae	65	6
4.	Ogba	59	6
5.	Oko-Central	76	7
6.	Ugbor	55	5

7.	New Benin	245	23
8.	Ihogbe	87	8
9.	Uzebu	65	6
	Total:	3,323	313

### **3.5 Sampling Technique**

A stratified sampling technique was used in this study. Stratified random sampling is a sampling method that divides the population into smaller groups called strata. The study stratifies each BEDC office used in the study. The proportion of each stratum population in the sample size is determined or selected at random.

### **3.6 Instrument of Data Collection**

Structured questionnaire and in-depth interviews was used to collect data for this study. The structured questionnaire will be close-ended. The questionnaire will be divided into three sections. The first section which is section A, questions (1-4) will contain the demographic data of the respondents, section B will contain questions on leadership styles and section C will contain questions on employee behaviors.

### **3.7 Method of Data Collection**

Two types of data were used in this study: quantitative and qualitative. In these data forms, both primary and secondary data are used for research. Data collection methods from primary sources can be both quantitative and qualitative in nature. Qualitative data

will be closed structured questionnaires. For qualitative data, an in-depth interview (IDI) (open format) is conducted. This has proven essential in research as IDIs are used to answer specific questions that cannot be fully captured by structured questionnaires.

Furthermore, the secondary data for the study were sourced from existing work done by various researchers on the topic that are related to this research. In view of this, these sources include library, journals, magazines, internet and other publications.

### **3.8 Reliability of the Research Instrument**

Reliability test was done for 10 sample data of the research questionnaire using SPSS package. This was done in order to ascertain the reliability of the research instrument. From the reliability test carried out, the Cronbach's Alpha statistics was used to test for the reliability of the instrument. If the Cronbach's Alpha value is greater than 0.7, then the instrument was said to be reliable.

### **3.10 Method of Data Analysis**

The study adopts the use of the following statistics for analyzing the data collected for the study:

The category data groups such as Sex, Age, etc, were presented using frequency table. That is, each group was summarized by determining how many times a category occurs. For example, the number of females in a group of respondents distributed by sex, we described this as the frequency of females in the group. Thus, the frequency table shows how many participants fall into each category. We went further to represent this as a

proportion of the total. Furthermore, a measure of central tendency, that is the mean, will be used to describe the average of each category data.

The hypotheses for the study were tested using Pearson correlation statistics. Pearson correlation will be used to measure the strength of linear association between two variables: leadership styles and employee behaviors. The Statistical Package for Social Sciences (SPSS) software (version 24.0) was used in analyzing the data for the study.

## CHAPTER FOUR

### PRESENTATION ANALYSIS AND DISCUSSION OF RESULTS

#### 4.0 Background of Analysis

This chapter is devoted to the analysis of data gathered from the research. In all, 313 questionnaires were distributed to respondents in the sample population. The total number of questionnaires received sound was 305, and these were considered for the study. The respondents were from various branches of BEDC in Benin City. The aim of this study is to find out the influence of leadership style on the behavior of employees in the workplace. A template of the questionnaire in the form given to the respondents is attached. Each survey question has five optional answers: strongly disagree, ii. disagree, iii. neutral, iv. agree, v. Totally agree about. Different questions were categorized into democracy-centric, people-centric, or work-centric leadership styles depending on the direction of the question.

The data obtained from the respondents were analyzed using the statistical software program SPSS\_17. A Pearson coefficient correlation analysis was used to answer the research question. Leadership behavior (as an independent variable) independently influences employee performance (as a dependent variable). This is how management behaves in relation to employee performance. The findings are also linked to the related literature.

#### **4.1. The demographic and socio-economic characteristics of respondents**

Characteristics of respondents are outlined as managers of subordinates, branch location, sex, level of educational attainment, primary function of the respondents and work experience.

##### **4.1.1 Managers of Subordinates**

Table 4.1 shows that 55 of the respondents were managers of their subordinates (who also report to senior managers), accounting for 18% of the total, and 250, representing 82%, who do not manage their subordinates. In other words, the total number of respondents was 55 managers and 250 subordinates. These 55 managers have management training and experience and must have gained insight into how they feel led and what it takes to achieve accurate results. This can affect your answer either way, depending on which question you're answering. On the other hand, the unmanaged majority tends to blame management when things go wrong.

**Table 4.1: Managers of Subordinates**

Managers of subordinates	Frequency	Percentage
Yes	55	18
No	250	82
Total	305	100

Source: Field survey 2023

4.2: demographic distribution provides the distribution of the location of respondents to the offices in table 4.2 below. Akpakpava office respondents amounting to 55, constituting 18% of the total was sampled, while 40 respondents constituting 12% were from Etete. Equal number of questionnaires was given respondents in Ihogbe, New Benin, Ugbor, Oko-Central, Ogba, Ekae and Uzebu branches.

**Table 4.2: Demographic distribution**

Offices	Frequency	Percentage
Etete	40	12
Akpakpava	55	18
Ihogbe	30	10
New Benin	30	10
Ugbor	30	10
Oko-Central	30	10
Ogba	30	10
Ekae	30	10
Uzebu	30	10
Total	305	

Source: Field survey 2023

### 4.3 Sex of respondents

Table 4.3 also indicates the gender of the respondents. 274 were male, accounting for 89.8% of the total, and 31 were female, accounting for 10.2%. This does not mean that the study is aimed at men, as the jobs in the services provided are labor intensive and require mainly technical and engineering skills, and in Nigeria predominantly men women are mainly employed in human resources and marketing departments.

**Table 4.3: Sex of respondents**

sex of respondents	Frequency	Percentage
Male	274	89.8
Female	31	10.2
Total	305	100

Source: Field survey 2023

### 4.4 Level of Education

Table 4.4 shows the level of education of the respondents. Most of the sample population, 72.8%, were respondents with college and secondary education, and 83 (27.2%) were respondents with university degrees in managerial positions. This means that BEDC staff are well trained and able to understand and comprehend the goals and objectives of the

questionnaire and the business. Depending on the company culture, they are able to communicate to management what they think about issues affecting them and the company. Research has shown that the company employs a significant number of polytechnic graduates, who are required for their technical knowledge and public empowerment skills.

**Table 4.4: Level of educational attainment**

Level of education	Frequency	Percentage
Secondary	87	28.5
Polytechnic	135	44.3
University	83	27.2
Total	305	100

Source: Field survey 2023

### **Primary functions**

Table 4.5 shows the distribution of the main functions (departments). As a service provider, the majority of respondents, 165, came from the energy supply function (operations), with a share of 54.1%. 28 respondents were in management and 89 in marketing, which is 29.2%. In addition, 15 respondents or 84.9% were from the finance sector and 8 respondents or 2.6% were from the external relations sector. The survey

revealed that the majority of BEDC's workforce is involved in operational activities and thus belongs to the supply function.

**Table 4.5: Primary functions of the respondents**

Primary functions	Frequency	Percentage
External Relation	8	2.6
Finance	15	4.9
Administration	28	9.2
Marketing	89	29.2
Operations	165	54.1
Total	305	100

Source: Field survey 2023

#### **4.6 Length of Service**

Table 4.6 also shows the length of service distribution. Most of the respondents, 79 (26%), have been working at BEDC for 5-9 years. 69 respondents, that is 23%, have been with the company for 3-4 years. Of these, 33 (11%) and 64 (21%) worked for only one year or one to two years. Of the 60 respondents, 19% said they had been with the company for 10 years or more. Surveys show that the majority of employees have five or more years of work experience. Employees are therefore expected to have worked long enough to understand and communicate company culture and values so that they know

management's focus. However, it should be noted that majority of staff are inherited from NEPA by BEDC due to their many years of working experience.

**Table 4.6: Length of service**

Length of service	Frequency	Percentage
<1 year	33	11.0
1 – 2 years	64	21.0
3 – 4 years	69	23.0
5 – 9 years	79	26.0
> = 10 years	60	19.0
Total	305	100

Source: Field survey 2023

#### **4.7 Pearson Correlation Coefficient**

Pearson's correlation coefficient is used to determine the strength of the association between two variables. You always get a value in the range  $-1 \leq r \leq 1$ . A value of  $r = 1$  means there is a perfect positive correlation and  $r = -1$  means there is a perfect negative correlation. A value of  $r$  close to 0 means that there is no unique relationship between the two variables.

#### **Correlation between Job Performance and Job-centred Style**

Management styles or behaviors are referred to as job-centric, in which managers care more about the work being done than the people they work with, and only motivate employees to do their best to be productive.

The Pearson correlation was performed to assess the relationship between a manager's leadership style or behavior and its influence on employee performance. Task-oriented (or production-oriented) leadership style (listed in the top row of Table 4.7). The results show a positive correlation between these two categories. The strongest correlation is between statements related to performance. In summary, "I believe there is fairness in the way my performance is assessed" and "I have opportunities to advance in my line of function", on the one hand and, what are considered to be production-centred statements, namely, "People in my team are focused on delivering results" and "The leaders in my business inspire me to deliver the company objectives".

From the results, there is a positive correlation between these two categories. The strongest correlation exists between the performance-related statements, namely, "I believe there is fairness in the way my performance is assessed" and "We have opportunities to advance in my line of function", on the one hand and, what are considered to be production-centered statements, namely, "People in my team are focused on delivering results" and "The leaders in my business inspire me to deliver the company objectives".

It was found that the statement, “We believe there is fairness in the way my performance is assessed” strongly correlates with “The leaders in my business inspire me to deliver the company objectives” with a correlation value of 69.32%. “We receive regular job performance feedback” with “The leaders in my business inspire me to deliver the company objectives” had a correlation value of 61.24% which is very significant by the p – value. “We have opportunities to advance in my line of function” recorded 69.28% with “The leaders in my business inspire me to deliver the company objectives”.

As long as managers inspire employees to achieve organizational goals and provide performance feedback, fair recognition, and opportunities for career advancement, employees are focused on achieving results. The results show that BEDC managers demonstrate clearly work-oriented behavior by getting employees to contribute tasks. Task-oriented leaders, like typical transaction leaders, are able to motivate subordinates to take action and thereby achieve desired outcomes by promising rewards and benefits for task completion. They implement the structure and understand it for their employees. This ultimately leads to increased production.

**Table 4.7: Correlation between Job Performance and Job-centered Style**

	My manager inspires me to give my best	People in my team are focused on delivering results	The leaders in my business inspire me to deliver
I think that the decision-making process involves fewer people			
<b>I like my job, i.e. the work I do.</b>	<b>30.21%</b>	<b>20.62%</b>	<b>36.10%</b>
p-value	0.001	0.014	0.001
<b>I feel secure that I am able to work for the company as long as I do a good job.</b>	<b>24.5%</b>	<b>1.8%</b>	<b>27.1%</b>
p-value	0.004	0.83	0.001
<b>I have an annual set of performance standards.</b>	<b>15.7%</b>	<b>0.96 %</b>	<b>29.6%</b>
p-value	0.0659	0.9110	0.0004
<b>I receive regular job performance feedback.</b>	<b>37.7%</b>	<b>26.0%</b>	<b>34.1%</b>
p-value	0.001	0.0021	0.001
			<b>61.24%</b>

<b>I have opportunities to advance in my line of function.</b>	<b>41.72%</b>	<b>14.14%</b>	<b>42.16%</b>	<b>69.28%</b>
p-value	0.001	0.098	0.001	0.001
<b>I believe there is fairness in the way my performance is assessed.</b>	<b>42.11%</b>	<b>27.73%</b>	<b>47.15%</b>	<b>69.32%</b>

**4.8: The correlation coefficient was multiplied by 100% for easier interpretation.**

### **Correlation between Job Performance and Employee-centered Style**

In Table 4.8, the left column contains the responses to the top survey questions considered most important to employee performance, as shown in Table 4.8. This time, however, they were matched against responses to other questions in the questionnaire that were directly related to people-centric (relationship-centric) leadership styles (listed in the top row of Table 4.8). An employee-centric management style emphasizes the well-being and motivation of employees. Managers with this style are sensitive to the needs and feelings of their employees. They also support their subordinates, helping them and caring about their well-being.

Table 4.8 shows the correlation matrix between employee-centric style and job performance. Most relationships between dependent and independent variables showed positive and significant correlations. However, the correlation strengths are all below 50%, so the correlations are not strong enough to generalize that performance is the result of actual employee-centric behavior is most clearly correlated “We feel significant actions have been taken as a result of previous grievances.” and “There is fairness in my performance assessment” (42.12%, P-value<0.001). There were few relationships that are negatively correlated and occurred between “I have an annual set of performance” and “My Company acts with integrity in its internal dealings with employees” (-11.62%, P-value>0.17) and then, “I feel secure that I am able to work for the company as long as I do a good job.” and “My manager is considerate of my life outside work” (-11.52%, P-value>0.18), etc. This suggests that BEDC managers do not exhibit sufficient employee-centric (relationship-oriented) behavior, which negatively impacts employee performance. You likely follow strict company rules to get results. Given the strength of the correlations in the table above, there is a clear indication that employee-centric styles and behaviors are not pervasive in BEDC.

	Table 4.8: Correlation	Between Job	Performance and	Employee-centered	
In my team, people can be themselves regardless of their background	My company acts with integrity in its internal dealings with employees	People in my team are encouraged to come up with innovative solutions for customers/consumers	I feel significant actions have been taken as a result of previous grievances.	I believe my company's leadership acts on the issues/opportunity identified in the employee value survey	
<b>I like my job, i.e. the work I do.</b>	<b>0.56%</b>	<b>28.26%</b>	<b>26.93%</b>	<b>17.53%</b>	<b>23.36%</b>
P-value	0.9471	0.0007	0.0012	0.0376	0.0053
<b>I feel secure that I am able to work for the company as long as I do a good job.</b>	<b>14.51%</b>	<b>19.72%</b>	<b>11.90%</b>	<b>13.55%</b>	<b>8.51%</b>
P-value	0.0871	0.0195	0.1615	0.1105	0.3177
<b>I have an annual set of performance standards.</b>	<b>10.75%</b>	<b>-11.62%</b>	<b>17.35%</b>	<b>6.35%</b>	<b>3.73%</b>
P-value	0.2095	0.1745	0.0419	0.4593	0.6645

#### **4.9: Correlation between Job Performance and Democratic Style**

Table 4.9 shows a correlation matrix between job performance and democratic leadership style. Again, employee performance variables are kept in the left column. They correlate with statements/questions that are considered an expression of a democratic leadership style. A trend similar to that in Table 4.9 can be seen in the results. Few relationships are negatively correlated, that is “I have an annual set of performance standards” and “People in my team can challenge existing ways of doing things” (-2.67%, P-value=0.756), and then “We have an annual set of performance standards” and “There is good collaboration between my team and other teams in the company” (-3.07%, P-value = 0.721). This indicates that employee performance is below average and management may be acting under strict internal rules to achieve results. Given the strength of the correlations in the table above, it is clear that BEDC's management style is not democracy-centric. Democratic leadership styles manifest when the focus of power is on the group as a whole and there is greater interaction within the group. This is seen as a key aspect of empowerment, teamwork and collaboration and has the potential to improve much of BEDC.

**Table 4.10: Correlation between Job Performance and Democratic Style**

People in my team are resolving issues more quickly	My manager gives me regular feedback on my performance	There is good collaboration between my team and other teams in the business	People in my team can challenge existing ways of doing things	My manager values all the ideas and skills I bring to Diageo(GGBL)	People in my team are good at celebrating our success	My manager generally understands the problems I face in my job.
<b>I feel secure that I am able to work for the company as long as I do a good job.</b>	<b>14.38%</b>	<b>33.46%</b>	<b>14.82%</b>	<b>11.88%</b>	<b>6.39%</b>	<b>33.95%</b>
p-value	0.09	0.001	0.081	0.162	0.453	0.001
<b>I have an annual set of performance standards.</b>	<b>12.80%</b>	<b>28.46%</b>	<b>-3.07%</b>	<b>-2.67%</b>	<b>-9.75%</b>	<b>19.17%</b>
p-value	0.135	0.001	0.721	0.756	0.255	0.024
<b>I receive regular job performance feedback.</b>	<b>42.20%</b>	<b>53.52%</b>	<b>20.59%</b>	<b>-3.11%</b>	<b>7.13%</b>	<b>34.38%</b>
p-value	0.001	0.001	0.015	0.717	0.406	0.001

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

This chapter captures the insights from the data and framework used in the analysis and presents the conclusions drawn from the analysis. Recommendations based on our findings are also provided.

#### **5.1 Findings**

The primary objective of this study was to identify specific leadership behaviors used by BEDC managers to improve employee performance and to examine how these specific behaviors impacted employee performance. From supporting material and research, we have found that there is a significant relationship or association between leadership behavior and employee performance. The study found that BEDC leaders or managers exhibit a work-oriented style or behavior and that this style has a positive impact on employee performance. This means that managers are very obsessed with delivering results and only motivate their employees to do their best to be productive. However, it has also been observed that little or minimal employee-centric leadership style is present, which negatively impacts performance and suggests that they follow the rules and BEDC practice is not a democracy-centric style that supports this.

Leadership practices in BEDC focus energy on task completion and compliance and rely on organizational rewards and punishments to improve employee performance, as indicated by Bass and Avolio (2000) or Mester et al (2003). affect the . , Rewards depend on the followers fulfilling roles and tasks defined by the leader. In fact, we define and communicate what work your followers should be doing and how, helping them understand exactly what needs to be done to achieve your organization's goals. It makes little profit and cannot survive in a competitive business environment.

## **5.2 Conclusions.**

To ensure the survival and effectiveness of the organization, BEDC employees must be motivated to exceed ordinary expectations by aligning themselves with higher needs for order and moral values. This requires innovative leadership. Hughes, Ginnett, and Curphy (1994) believe that transformative leaders also have the ability to align people and systems to achieve alignment across the organization. Again, sharing decisions with subordinates creates empowerment and ownership. Exercising appropriate democratic leadership instills a sense of belonging in employees and prepares them to defend the company's purpose and goals. Managers solicit input from subordinates before making decisions, but retain final decision-making authority (advisory).

We also recommend encouraging regular performance feedback at all levels of your organization. This is because our analysis shows that we have one of the most powerful

and important measures of overall job performance. Because the leadership behaviors exhibited have a direct impact on productivity, we will continue to increase this research to find the right balance of leadership behaviors needed to achieve the exact performance that is expected of employees.

### **Limitation of the study**

Due to time, material and financial limitations, the study was limited to BEDC only. To mitigate the effects of these limitations, researchers will exercise extreme caution and vigilance when conducting research.

### **5.3 Recommendations**

Finally, the overall conclusion of the research conducted is that leadership behavior is directly related to employee performance and that productivity either increases or stagnates depending on the style of company leaders. Tasks are important to the day-to-day survival of an organization, but the development of people and teams is critical to an organization's long-term performance. Therefore, it should be very important for BEDC to balance its leadership style in order to improve the performance of its employees and gain a competitive advantage to reflect people's interests equally. Balancing the ability to get things done (tasks) and the ability to bring teams together (people) is very important.

## **BIBLIOGRAPHY**

- Abion, M. J. and Gagliardi, R. E. (2016). A study of transformational leadership, organizational change and job satisfaction. Available at: <http://www.eprints.usq.edu.au/3098/1/Albion-Gagliardi-pdf>.
- Alan, M. (2013). Leadership styles. Available at: <http://www.ofd.ncsu.edu/wp-content/leadership>.

- Ali, H., Ismael, A., Mohamed, S. and Davoud, N. (2011). The impact of responsibility and leadership styles on leading change capability of Malaysian managers. *Australian Journal of Business and Management Research*, 1(2), pp. 70-98.
- Ali, H., Ismael, A., Mohamed, S. and Davoud, N. (2011). The impact of responsibility and leadership styles on leading change capability of Malaysian managers. *Australian Journal of Business and Management Research*, 1(2), pp. 70-98.
- Anderson, D. (2010). Sportsmanship. *Sport, Ethics and Philosophy*, 4(1).
- Anderson, N. and King, N. (2016). Innovation in Organizations, *International Review of Industrial and Organizational Psychology*, 3(3), pp. 1–34.
- Archer, F. K., Adentwi, K. I. and Sam, F. K. (2016). *Educational management and school administration*. London: Ebens Press.
- Armstrong, M. (2012). *Armstrong's handbook of human resource management practice*. London: Ashford Colour Press.
- Babcock-Roberson, M. E. & Strickland, O. J. (2010). The relationship between charismatic leadership, work engagement, and organizational citizenship behaviours. *The Journal of Psychology*, 144(3), pp. 313-326.
- Barelas, G. (2016). The challenge of leadership in the modern world: Introduction to special issues. *Am. Psychol.*, 62(1), 2-5.
- Bass, B. M. (2014). *Leadership and performance beyond expectation*. New York: Free Press.
- Batson, C. D., Van Lange, P. A. M., Ahmad, N. and Lishner, D. A. (2012). Altruism and helping behaviour. In M. A. Hogg and J. Cooper (Eds.), *The sage handbook of social psychology*. Los Angeles, CA: Sage Publications.
- Bavelas, S. (2012). *Leadership effectiveness*. New York: McGraw Hill Book Company.
- Biodun, A. (2013). *The impact of power on the Nigerian economy*. New York: McGraw Hill Companies.
- Blake, R. R. and Mouton, J. S. (1985). *The managerial grid*. Houston: Gulf Publishing.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: John Wiley.

- Bodewes, K. (2011). The impact of organizational changes on psychological contracts. *Personnel Review*, 40(4), 404-422.
- Boerner, S., Dutschke, E. & Wied, S. (2008). Charismatic leadership and organizational citizenship behaviour: Examining the role of stressors and strain. *Human Resource Development International*, 11(5), pp. 507-521.
- Boyatzis, R. E. (1982). *The competent manager. A model for effective performance*. New York: John Wiley and Sons.
- Brown, E. (2013). How Leadership Style Affects Productivity. Available at: <http://www.weirdbog.wordpress.com>.
- Bryant, S. E. (2013). The role of transformational and transactional leadership in creating, sharing and exploiting organizational knowledge. *Journal of Leadership and Organizational Studies*, 9(4), 32-44.
- Burns, J. M. (2013). *Leadership*. New York: Harper & Row.
- Bushra, F., Ahmad, U. and Asvir, N. (2011). Effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore (Pakistan). *International Journal of Business and Social Science*, 2(8), pp. 261-267.
- Cannella Jr., A. A. and Rowe, W. G. (2014). Leader capabilities, succession & competitive context: A baseball study. *The Leadership Quarterly*, 1(1), pp. 69-88.
- Chiboiwa, M. W., Chipunza, C. and Samuel, M. O. (2015). Evaluation of job satisfaction and organizational citizenship behaviour: Case study of selected organizations in Zimbabwe. *African Journal of Business Management*, 5(7), pp. 2910-2918.
- Choi, L., Lotz, S. L. & Kim, M. (2014). The impact of social exchange-based antecedents on customer organizational citizenship behaviors. *Journal of Marketing Development and Competitiveness*, 8(3), 11-24.
- Cohen-Meitar, R., Carmeli, A. & Waldman, D. A. (2009). Linking meaningfulness in the workplace to employee creativity: The intervening role of organizational identification and positive psychological experiences. *Creativity Research Journal*, 21(4), 361-375.

- Cole, G. A. (2015). *Organizational behaviour*. Nottingham: TJ International.
- Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E. & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98(2), 199-236.
- Dariusz, T. and Agnieszka, W. (2015). Hrm practices influence organizational citizenship behaviour? Mediating the role of person organizational fit. *Journal of Emerging Trends in Economics and Management Sciences*, 4(1), pp. 20-30.
- Donna, C. (2011). Overcoming the drawbacks of the democratic leadership style. Available at: <http://www.brighthubpm.com/resource-management>.
- Drucker, P. F. (2011). *The practice of management*. New York: Harper Business.
- Ehrhart, M. G. and Klein, K. J. (2014). Predicting followers' preferences for charismatic leadership: The influence of follower values and personality. *The Leadership Quarterly*, 12(1), pp. 153-179.
- Eze, H. C. (2010). Leadership in organization. *Journal of Nigerian Institute of Management*, 46(1), pp. 29-35.
- Farh, J. L., Zhong, C. B. & Organ, D. W. (2004). Organizational citizenship behaviour in the People's Republic of China. *Organization Science*, 15 (2), 241-253.
- Farzianpour, F., Foroushani, A. R., Kamjoo, H. and Hosseini, S. S. (2015). Organizational Citizenship Behaviour (OCB) among the managers of teaching hospitals. *American Journal of Economics and Business Administration*, 3(3), pp. 534-542.
- Fenwick, F. J. and Gayle, C. A. (2016). Missing links in understanding the relationship between leadership and organizational performance, *International Business & Economics Research Journal*, 7(1), pp. 41-50.
- Fiedler, F. E. and Garcia, J. E. (1987). *New approaches to leadership, cognitive resources and organizational performance*. New York: John Wiley and Sons.
- Fry, L.W. (2013). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14(6), pp. 693-729.

- Furnham, A. (2015). *The psychology of behaviour at Work: The individual in the organization*, 2<sup>nd</sup> Edition. East Sussex, United Kingdom: Psychology Press.
- Gerstner, C.R. & Day, D. V. (1997). Meta-analytic review of LMX theory: Correlates and construct. *Journal of Applied Psychology*, 1(82), pp. 827-844.
- Gill, A. R., Flascher, A. B. and Shacha, M. (2016). Mitigating stress and burnout by implementing transformational leadership. *International Journal of Contemporary Hospitality Management*, 18(6), pp. 469-481.
- Goldman, A. (2013). *Leadership in organizations*. New York: Prentice Hall International, Inc.
- Goldman, E. F. (2012). Leadership practices that encourage strategic thinking, *Journal of Strategy and Management*, 5(1), pp. 25-40.
- Gordon, J. R. (2013). Autocratic leadership style. Available at: <http://www.action-wheel.com/authocratic-leadershipstyle.html>.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161-178.
- Gumusluoglu, L. & Ilsev, A. (2012). Transformational leadership, creativity, and organizational innovation. Bilkent University, Faculty of Business Administration.
- Hellriegel, D. and Slocum, J. (2016). *Organizational behaviour*. London: South Western Press.
- Howell, J. M. & Frost, P. J. U. (2012). A laboratory study of charismatic leadership. *Organizational Behaviour and Human Decision Processes*, 43(2), 243-269.
- Iheriohanma, E.B. J. (2016). Organizational knowledge leadership and employee productivity: A study of Imo State, Nigeria Civil Service. *An International Journal of Psychology*, 17(2), pp. 121-138.
- Iheriohanma, E.B.J., Wokoma, C.U. and Nwokorie, C. N. (2014). Leadership question and the challenges of community development in Nigeria. *European Scientific Journal*, 10(35), pp. 204- 216.

- Jaepil, C. (2006). A motivational theory of charismatic leadership, visionary, empathy and empowerment. *Journal of Leadership and Organizational Studies*, 13(1), pp. 24-43.
- Jaskaran, S.D. and Sri-Guru, G.S. (2014). Challenges of organizational behaviour: Leadership and its impact on performance of employees: A case study of a public sector bank in Mohali. *Journal of Business Management & Social Sciences Research*, 3(11), pp. 33-50.
- Jaskyte, K. (2014). Transformational leadership, organizational culture, and innovativeness in non-profit organizations. *Non-profit management and leadership*, 15(2), pp. 15-168.
- Jeremy, M. (2012). Perceived leadership style and employee participation in a manufacturing company in the democratic Republic of Congo. *African Journal of Business Management*, 6(15), pp. 5389-5398.
- Johari, M. (2016). The influence of leadership style on internal marketing retaining. Unpublished Ph.D Thesis. University of Stirling.
- Jung, Chowb, C. & Wuc, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The Leadership Quarterly*, 14(1), 525–544.
- Jung. (2011). Transformational and transactional leadership and their effects on creativity in groups. *Creativity Research Journal*, 13, 185–195.
- Kattara, H. S. (2014). The impact of employee behaviour on customers' service quality perceptions and overall satisfaction. *Tourism and Hospitality Research*, 8(4), 309-323.
- Katz, D. & Kahn, R. L. (1978). *The social psychology of organizations*. New York: Wiley.
- Kellerman, M. (2013). Assessing leadership: A view of the dark side. *International Journal of Evaluation and Assessment*, 9(1), pp. 40-51.
- Kendra, C. (2013). What is Laissez-Faire Leadership? Available online at: <http://www.psychology.about.com/od/leadership/f/laissez-faire-leadershi p.htm>.

- Khalid, S. A. and Ali, H. (2015). The effects of organizational citizenship behaviour on withdrawal behaviour. *International Journal of Management and Entrepreneurship*, 1(2), pp. 30-40.
- Khuhro, A. A. & Chandio, A. A. (2009). Charismatic leader and foreign policy: A case study of Z. ABhutto, *European Journal of Social Sciences*, 11(3), pp. 360-363.
- Kirkpatrick, S. A. and Locke, E. A. (1991). Leadership: Do traits matter?. *The Executive*, 1(5), pp. 48-50.
- Kleinman, C. (2013). The relationship between managerial leadership behaviours and staff nurse retention. Available at: <http://www.busin essollusn.edu/leadership>.
- Krishnan, V. R. (2004). Impact of transformational leadership on followers' influence strategies. *Leadership and Organizational Development Journal*, 25(1), pp. 58-72.
- Lee, H. and Chuang, T. (2011). The impact of leadership on job stress and turnover intention: Taiwan insurance industry as an example. Available at: <http://www.studymode.com/essays/the-impact-of-leadership-styles-on-723980.html>.
- Lee, Y., Chiang, S., Chen, S. & Chen, P. (2010). The moderating effect of employees' personality on the relationship between charismatic leadership and organizational citizenship behaviour: Analysis of the high-tech firms in Southern Taiwan. technology management for global economic growth (PICMET), 2010 Proceedings of PICMET, 10, pp. 1-7.
- Lin, C-P., Chiu, C-K., Joe, S-W. & Tsai, Y-H. (2010). Assessing online learning ability from a social exchange perspective: A survey of virtual teams within business organizations. *International Journal of Human-Computer Interaction*, 26(9), 849-867.
- Lok, P. and Crawford, J. (2014). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. *Journal of Management Development*, 23(4), pp. 321-338.
- MacKenzie, S. B. and Posdakoff, P. M. (2015). Organizational citizenship behaviours and sales unit effectiveness. *Journal of Marketing Research*, 26(1), pp. 351-363.
- Manning, G. and Curtis, K. (2007). *The art of leadership*. New York: McGraw Hill.

- McShane, S. L. and Van Glinow, M. (2010). *Emerging realities for workplace revolution and organisational behaviour*. California: McGraw-Hill Companies Inc.
- Melvyn, R.W.H., Nico, W.V.Y., Barbara, W. and Kai, S. (2011). Transformational transactional leader styles and followers' regulatory focus: Fit reduces followers' turnover intentions. *Journal of Personnel Psychology*, 10(4), pp. 182-186.
- Michael, A. G. (2010). Leadership style and organizational impact. *Journal of Applied Psychology*, 78 (4), pp. 538-551.
- Mullins, L. (2011). *Management and Organizational Behaviour*, (8th Edition). (New York: Prentice Hall).
- Mumford, M. D., Connelly, S. & Gaddis, B. (2013). How creative leaders think: Experimental findings and cases. *The Leadership Quarterly*, 14(4): 411-432.
- Ng'ethe, J. M., Namasonge, G.S. and Mike, A. I. (2012). Influence of leadership styles on academic staff retention in public universities in Kenya. *International Journal of Business and Social Science*, 3(21), pp. 297-302.
- Ngambi, H. C. (2011). *Rare total leadership: Leading with the heart and hands*. Cape Town: Juta Press.
- Northouse, P. G. (2013). *Leadership: Theory and practice*. London: Sage.
- Nwankwo, J. (2011). *Educational administration: Theory and practice*. Nigeria: Vikas.
- O'Reilly, C. and Chatmen, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on pro-social behaviour. *Journal of Applied Psychology*. 1(71), pp. 492-499.
- Obiwuru, T. C., Okwu, A. T., Akpa, V. O. and Nwankwere, I. A. (2011). Effects of leadership style on organizational performance: A survey of selected small scale enterprises in Ikosi-Ketu council development area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7), pp. 100-111.
- Olowookere, E. I. (2014). Organizational Citizenship Behaviours (OCB): A Key to Industrial Development in Nigeria. *Continental Journal of Social Sciences*, 3(3), pp. 32-38.

- Organ, D. W. (1988). *Organizational citizenship behaviour: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W., Podsakoff, P. M. and MacKenzie, S. B. (2006). *Organizational citizenship behaviour: Its nature, antecedents, and consequences*. USA: Sage Publications, Inc.
- Otusanya, O. (2014). The impact of leadership styles on managerial budget performance, *ICAN Students' Journal*, 9(2), pp. 6-14.
- Pascal, P., Pierre-Sebastine, F. and Lamotagne, S. (2011). Relationship between commitment to the organization, the superior and the intention to leave among trucker. *International Journal of Organizational Analysis*, 19(2), pp. 92-108.
- Pierce, J.L. and Newstrom, J.W. (2006). *Leaders and the leadership process*. New York: McGraw 34. Hill.
- Pitta, D. A. (2013). Creating a culture of innovation at Portugal telecom. *Journal of product & Brand Management*, 18(6), 448-451.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B. & Bachrach, D. G. (2000). Organizational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(1), 513-563.
- Polychronious, P. (2012). Relationship between emotional intelligence and transformational leadership of supervisors. The impact on team effectiveness. *Team Performance Management*, 15(7/8), pp. 343-356.
- Ram, N. (2011). Effective public relations leadership in organizational change: A study of multinationals in mainland China. *Journal of Public Relations Research*, 26(1), 134-160.
- Rich, H. (2013). How to apply transformational leadership at your company. Available at: <http://www.cio.com/articles/735121/how>.
- Robinson, S. L. and Morrison, E. W. (2016). When employees feel betrayed: a model of how psychological contract violation develops. *Academy of Management Review*, 22(1), pp. 226-256.

- Rochelle, J.B. (2012). The effect of leadership style on employee satisfaction and performance of bank employees in Bangkok. *Journal of Business and Psychology*, pp. 111-116.
- Sajid, G., Bilal, A., Shafiq, U.R., Nabia, S. and Nasir, R. (2012). Leadership styles, turnover intentions and the mediating role of organizational commitment. *Information and Knowledge Management*, 2(7), pp. 44-51.
- Shamir, B., House, R. and Authur, M. (2015). The motivational effects of charismatic leadership: A self concept based theory organization, *Journal of Social Psychology*, 8(2), pp. 271-301.
- Shore, L. M., Coyle-Shapiro, J. A-M., Chen, X. & Tetrick, L. E. (2009). Social exchange in work settings: Content, process and mixed methods. *Management and Organization Review*, 5(3), 289-302.
- Sosik, J. J., Avolio, B. J. & Kahai, S. S. (2012). Effects of leadership style and anonymity on group potency and effectiveness in a group decision support system Environment. *Journal of Applied Psychology*, 82(1), 89-103.
- Stephen, F. (2013). The dark side of leadership. *Journal of Leadership and Organizational Studies*, 13(1), pp. 24-43.
- Stogdill, R. M. (1974). *Handbook of leadership: A survey of theory and research*. Free press. New York.
- Stoner, J. and Gilbert, D. (2015). *Management*. New York: Prentice Hall Incorporation.
- Suleman, S., Adil, S. and Muhammad, A. K. (2011). Impact of leadership style on organization commitments: In a mediating role of employee values. *Journal of Economics and Behaviour Studies*, 3(2), pp. 145-152.
- Swarup, B. (2013). Leadership. Available at: <http://www.hrfolks.com>.
- Tarabishy, A., Solomon, G., Fernald, L. W. and Sashkin, M. (2015). The entrepreneurial leaders' impact on the organization's performance in dynamic markets. *Journal of Private Equity*, 8(4), pp. 20-29.
- Tierney, P. (2013). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology*, 52, 591-620.

- Turnley, W. H., Bolino, M. C., Lester, S. W. & Bloodgood, J. M. (2013). The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors. *Journal of Management*, 29(2), 187-206.
- Ushie E.M., Agba, A.M., Ogaboh, A.M., Agba, M.S. and Chime, J. (2010). Leadership style and employees' intrinsic job satisfaction in the Cross River Newspaper Corporation, Calabar, Nigeria. *International Journal of Development and Management Review*, 5(1), pp. 61-73.
- Williams, N. & Anderson, B. (2011). Managerial ratings of in-role behaviors, organizational citizenship behaviors, and overall performance: Testing different models of their relationship. *Journal of Business Research*, 51(1), 145-155.
- Yalokwu, P. O. (2012). *Management concepts and techniques*. Lagos: Peack.
- Yates, J. F., Ronis, D. L., Zou, M. (2008). Attitudes, decisions, and habits as determinants of repeated behaviour. N.J., Lawrence Erlbaum, p. 13.
- Zervas, C. and David, L. (2013). Leadership style: Is there “one Best”, or is flexibility worth developing? Available at: <http://www.leadershipadvantage.com/leadership.html>.
- Zhu, Y. (2013). Individual behavior: In-role and extra-role, *International Journal of Business Administration*, 4(1).

**UNIVERSITY OF BENIN**

**FACULTY OF SOCIAL SCIENCE**

**DEPARTMENT OF SOCIAL WORK**

**RESEARCH QUESTIONNAIRE**

This questionnaire is needed to complete the requirements for the award of the Bachelor's Degree of the University of Benin. I hereby solicit your kind and full cooperation in answering the questions in this questionnaire. I assure you that the responses you will provide will be held in strict confidence and used solely for the purpose of this academic research.

**SECTION A (Bio-Data)**

1. Sex:  Male  Female
2. Educational Status:  Primary  Secondary  Tertiary
3. Job Status:  Junior Staff  Senior Staff  Management Staff
4. Marital Status:  Single  Married

**SECTION B:** What is your perception of the leadership style of your boss? Please, use the following keys: **Strongly Agreed - 1; Agreed – 2; Disagreed – 3; Strongly Disagreed – 4.**

S/N	QUESTIONS	1	2	3	4
1.	My boss goes out of the way to make others feel good to be around him.				
2.	My boss helps others with their self-development.				
3.	My boss helps others to understand his visions through the use of				

	tools, such as images, stories, and models.				
4.	My boss ensures others get recognition and/or rewards when they achieve difficult or complex goals.				
5.	My boss provides challenges for his team members to help them grow.				
6.	My boss monitors all projects that he is in charge of to ensure the team meets its goal.				
7.	People listen to my boss ideas and concerns not out of fear, but because of his skills, knowledge, and personality.				
8.	My boss sometimes distrusts his subordinate's ability,				
9.	My boss supervises closely his employees because they are not likely to do their work.				
10.	My boss sees most of his employees as lazy.				
11.	As a rule, my boss must give his employees rewards or punishments in order to motivate them to achieve organizational objectives.				
12.	Most employees in my organization feel insecure about their work and as such need direction.				
13.	My boss is the chief judge of the achievements of the members of my unit.				

14.	My boss gives orders and clarifies procedures.				
15.	My boss allows his employees to be a part of the decision-making process.				
16.	My boss likes providing guidance without pressure.				
17.	My boss provides frequent and supportive communication for his employees.				
18.	My boss usually helps his subordinates accept responsibility for completing their work.				
19.	My boss makes it a duty to help subordinates find their “passion.”				
20.	My boss sees his subordinates as basically competent and if given a task will do a good job.				
21.	My boss thinks all group members should abide by formal decisions, so long as the group follows proper procedures.				
22.	My boss use reward and punishments to gain compliance from his subordinates.				
23.	My boss likes motivating his subordinates extrinsically and that brings minimal compliance from followers.				
24.	My boss likes accepting goals, structure, and the culture of the existing organization.				
25.	My boss tends to be directive and action-oriented.				

26.	My boss is ever willing to work within existing systems.				
27.	My boss likes negotiating to attain goals of the organization.				
28.	My boss likes to think inside the box when solving problems.				
29.	My boss likes inspiring and motivating his subordinates.				
30.	My boss possesses a strong sense of self belief and rarely feels or expresses any doubt about his decisions or goals.				
31.	My boss sense of confidence often encourages the rest of the team to believe as strongly as their leader.				
32.	My boss likes taking risks and convinces others to take risks.				
33.	My boss connect with his subordinates in such a way that the subordinates feels special and needed.				
34.	My boss is sensitive to the needs of his subordinates and are responsive to those needs				
35.	My boss connects with his subordinates by remembering personal details, using direct eye contact and giving complete focus to subordinates.				

**SECTION C:** What is your perception of the behavior of workers in your unit/department? Please, use the following keys: ***Strongly Agreed - 1; Agreed - 2; Disagreed - 3; Strongly Disagreed - 4.***

S/N	QUESTIONS	1	2	3	4
1.	We like helping each other to improve their performance within the organization.				
2.	We like helping each other to solve personal problems that may hamper their productivity in the workplace.				
3.	I like helping my co-workers with excess workloads.				
4.	We like putting a new employee through with using new equipment.				
5.	We like sourcing for information that is work related.				
6.	We show positive attitude and tolerance for the inevitable inconveniences associated with work without complaining.				
7.	We usually work overtime to complete a project.				
8.	We sometimes work under poor conditions in the course of performing our responsibilities.				
9.	We feel happy about my colleagues who are doing better.				
10.	We usually make effort to incorporate the successes of our colleagues in my life.				
11.	Employees in my unit carry out their jobs role well beyond the minimum required levels.				

12.	Employees in my unit show diligence and resourcefulness as regard their job functions.				
13.	Employees in my unit express enthusiasm, commitment and dedication to duties without any form of coercion or monitoring.				
14.	Employees in my unit records outstanding attendance.				
15.	Employees in my unit like helping to maintain the cleanliness and order of the work environment.				
16.	Employees in my unit like focusing on their assigned jobs and do not like doing other jobs not assigned to them.				
17.	Employees in my unit try to maintain and promote the identity of the organization member.				
18.	My colleagues try to fulfill the specific requirements for their assigned role in an interdependent way.				
19.	My colleagues spontaneously generate many acts other than the role requires.				
20.	My colleagues prefers their boss to evaluate their performance based on their officially assigned roles.				
21.	In my unit, we generate novel and useful ideas concerning products, procedures, and processes at work.				
22.	In my unit, we make effort to perform at the highest level.				

23.	We experience breakthrough discoveries in my unit.				
24.	There are incremental improvements in work processes in my unit.				
25.	We make valuable creative contributions in a wide variety of ways in my unit.				

Thank you!