

**THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE MOTIVATION AND
PERFORMANCE IN PUBLIC ORGANIZATIONS: A CASE STUDY OF THE
NIGERIAN IMMIGRATION SERVICE, EDO STATE COMMAND**

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SSC2106331

DEPARTMENT OF PUBLIC ADMINISTRATION

FACULTY OF SOCIAL SCIENCES

UNIVERSITY OF BENIN

BENIN CITY, NIGERIA

NOVEMBER, 2025

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**BEING A PROJECT WORK PRESENTED TO THE DEPARTMENT OF PUBLIC
ADMINISTRATION, FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF BENIN,
BENIN CITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF THE DEGREE OF BACHELORS OF SCIENCE IN PUBLIC
ADMINISTRATION**

NOVEMBER, 2025

CERTIFICATION

We, the undersigned certify that this project titled “The Influence of Leadership Style on Employee Motivation and Performance in Public Organizations: A Case Study of the Nigerian Immigration Service, Edo State Command” was carried out by IYOHA JEFFREY JESUSEMEN with matriculation number SSC2106331 of the Department of Public Administration in partial fulfilment of the requirements for the award of Bachelor of Science (B.Sc.) in Public Administration, University of Benin.

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(Head of Department)

DATE

DATE

DEDICATION

This work is dedicated to God almighty the Beginning and the End. This work is also dedicated to my wonderful parents, Mr. and Mrs. Iyoha.

ACKNOWLEDGEMENTS

All thanks goes to my Heavenly Father and Creator, for making this work a success. I am forever indebted to God for His faithfulness. I am profoundly indebted to my project supervisor, Mrs. M. O. Esesobor whose invaluable insights, contributed greatly and aided the success of this project work. My sincere appreciation also goes to the Head of Department of Public Administration, Prof. A. I. Mustapha. I also wish to thank Mr. Osifo, my course adviser and all the other lecturers in the department for all their tremendous input to make me a better person.

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ABSTRACT

The study investigated the influence of leadership style on employee motivation and performance in public organizations: A case study of the Nigerian Immigration Service, Edo State Command. To achieve the purpose of the study, four (4) research questions were raised and answered. To achieve the purpose of the study, four (4) research questions were raised and answered. The sample size for the study was made up of 100 respondents. The data collected was analyzed using frequency count and simple percentage. The study revealed that the manner in which leadership is practised significantly affects both the motivation and performance of employees in public organizations. It was concluded that leadership style is not merely a management function but a strategic determinant of employee motivation, job satisfaction, and institutional performance in public service delivery. The study recommended among others that public organizations, particularly the Nigerian Immigration Service, should prioritise democratic and transformational leadership approaches, as these styles have been shown to enhance employee motivation, engagement, and overall performance.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Leadership is one of the most essential elements in determining the success or failure of an organisation, particularly in public institutions where effectiveness is often questioned. Nakpodia (2023) asserted that leadership style directly affects how employees perceive their work environment, influencing their commitment and enthusiasm. In Nigeria's public sector, where bureaucratic bottlenecks and rigid hierarchies are common, leadership must play a pivotal role in shaping employee attitudes and performance. Leaders who are able to effectively communicate, inspire, and engage their workforce are more likely to promote a culture of productivity. Without such leadership, the performance of public organisations tends to suffer due to low morale and lack of direction. Thus, exploring how leadership style influences motivation and performance is essential for reforming the public sector in Nigeria and beyond (Salau, 2022).

Employee motivation is a critical component of organisational productivity, and it has been widely recognised as a function of effective leadership. Adebayo (2021) observed that in many Nigerian public organisations, the absence of supportive and participatory leadership styles often leads to employee apathy and low morale. Leaders who foster open communication, provide clear expectations, and reward good

performance can significantly improve motivation among staff. In contrast, authoritarian or indifferent leadership styles can stifle innovation, reduce enthusiasm, and cause a decline in overall performance. In the Nigerian public service, motivated employees are rare, yet they are vital for the successful implementation of national development plans and service delivery. Therefore, the connection between leadership and motivation is a key area requiring scholarly attention (Oladipo, 2023).

Over the years, public institutions in Nigeria have been plagued by inefficiencies that are frequently linked to poor leadership practices and low workforce motivation. Okonkwo (2022) emphasised that leadership in many public organisations is dominated by a command-and-control approach that disregards employee welfare and initiative. This often results in a demoralised workforce that lacks the drive to go beyond minimum responsibilities. To achieve the level of productivity expected in modern governance, leaders in the public sector must embrace more participatory and empowering leadership styles. This shift is necessary to address growing demands for improved service delivery and accountability. The relevance of leadership style to employee performance cannot be overemphasised in a nation striving to build strong institutions and promote good governance (Ezeji, 2021).

The Nigerian public sector has undergone several reform efforts, yet many of these have failed due to a lack of attention to human resource factors, especially leadership. Ibrahim (2023) noted that transformational leadership, which is based on trust,

inspiration, and employee development, can enhance job satisfaction and performance in public service settings. Unlike transactional leadership that focuses mainly on performance-based rewards, transformational leadership seeks to build long-term commitment and innovation. In environments where change is constant, such as the public sector, effective leadership can help employees adapt and stay motivated. However, despite the proven benefits of adopting appropriate leadership styles, many Nigerian institutions continue to rely on outdated methods of control and authority that suppress employee creativity (Uche, 2020).

Several leadership styles exist, each with distinct implications for employee behaviour and organisational performance. Bello (2022) highlighted that while autocratic leadership may yield short-term compliance, it rarely leads to lasting motivation or innovation in the workplace. Democratic and transformational styles, on the other hand, have been shown to improve employee engagement, collaboration, and a sense of ownership. In Nigerian public organisations, leadership styles that promote inclusiveness and participation can result in improved worker morale and productivity. Nevertheless, systemic constraints, such as corruption and political interference, often limit leaders from adopting people-centred approaches. Understanding which leadership styles best fit the Nigerian public sector context is vital for both theory and practice in public administration (Ajayi, 2021).

Leadership in public organisations is not only about guiding others but also about fostering an environment where employees feel valued and inspired. Musa (2020) posited that when leaders are perceived as fair, supportive, and visionary, employees are more likely to put in their best efforts. Unfortunately, in many Nigerian government institutions, employees experience leadership that lacks empathy, communication, and a sense of direction. This often results in a disillusioned workforce and poor service outcomes. Addressing this leadership gap requires re-evaluating current practices and training public sector leaders in adaptive and emotionally intelligent approaches. Without this transformation, the goal of achieving improved performance and public trust will remain elusive (Shittu, 2022). Leadership is most effective when it aligns with the psychological and professional needs of staff members. Workers are not just motivated by salaries or promotions but also by how they are treated and involved in decision-making. In many Nigerian public organisations, leadership often fails to address these non-monetary motivators, leading to a disengaged and unproductive workforce. A more inclusive leadership approach that listens to employees' concerns and nurtures their talents can significantly improve outcomes (Afolabi, 2023).

1.2 Statement of the Problem

Despite the critical role leadership plays in shaping employee attitudes and enhancing productivity, many public organisations in Nigeria continue to experience poor performance, low morale, and widespread inefficiency. Preliminary observations suggest

that leadership styles in public institutions are often autocratic, indifferent, or transactional—approaches that fail to inspire or empower employees (Haruna, 2021). In several ministries and government parastatals, employees report feeling undervalued, poorly motivated, and disconnected from institutional goals. This lack of motivation has contributed to reduced productivity, high absenteeism, and general apathy towards work responsibilities. Moreover, the absence of participatory leadership that fosters communication, recognition, and employee development has hindered innovation and accountability in the public sector. Bureaucratic rigidity, coupled with politicised appointments into leadership positions, has further weakened the ability of public sector managers to lead effectively (Obasi, 2023).

Furthermore, the persistent challenges of underperformance in public service raise critical concerns about the suitability of prevailing leadership styles in achieving organisational goals. Many employees in government institutions often perceive their leaders as inaccessible, unsupportive, or overly focused on control and hierarchy. This perception significantly affects job satisfaction, career commitment, and motivation levels. In some cases, staff are reluctant to take initiative or express ideas due to fear of reprimand or lack of recognition. The resulting work culture is often one of compliance without engagement, where duties are performed mechanically rather than with purpose. The researcher is therefore concerned about the growing disconnect between leadership practices and employee needs in public organisations, and seeks to investigate the

influence of leadership style on employee motivation and performance in public organizations: a case study of the Nigerian Immigration Service, Edo State Command.

1.3 Research Questions

The following questions were raised to guide the study:

1. What are the predominant leadership styles practised within the Nigerian Immigration Service, Edo State Command?
2. To what extent do different leadership styles influence employee motivation in the Nigerian Immigration Service, Edo State Command?
3. How does leadership style affect the job performance of employees in the Nigerian Immigration Service, Edo State Command?
4. How can leadership practices be improved to enhance employee motivation in the Nigerian Immigration Service, Edo State Command?

1.4 Research Objectives

The main objective of the study is to investigate the influence of leadership style on employee motivation and performance in public organizations. However, the specific objectives of the study are:

1. To examine the predominant leadership styles practised within the Nigerian Immigration Service, Edo State Command;

2. To ascertain the extent different leadership styles influence employee motivation in the Nigerian Immigration Service, Edo State Command;
3. To find out how leadership style affect the job performance of employees in the Nigerian Immigration Service, Edo State Command;
4. To investigate how leadership practices can be improved to enhance employee motivation in the Nigerian Immigration Service, Edo State Command.

1.5 Scope of the Study

The scope of this study focuses on the influence of leadership style on employee motivation and performance within the Nigerian Immigration Service, Edo State Command. It examines the predominant leadership styles practised by senior officers and assesses how these styles impact the motivation and job performance of personnel. The study also explores how leadership practices can be enhanced to improve employee outcomes. Data will be collected from officers and staff members of the Edo State Command, with emphasis placed on their perceptions, experiences, and the observable effects of leadership behaviours on workplace motivation and productivity. The study is limited to the Nigerian Immigration Service in Edo State and does not cover other public organizations or immigration commands outside the state.

1.6 Significance of the Study

This study on the influence of leadership style on employee motivation and performance in public organizations, with specific reference to the Nigerian Immigration

Service, Edo State Command, holds relevance for a wide range of stakeholders including public sector administrators, policymakers, human resource managers, academic researchers, and employees within the service.

The study will be beneficial to public sector administrators and senior officers by offering insights into the leadership styles currently practised within the Nigerian Immigration Service. It will help them understand how their approach to leadership directly impacts staff motivation and overall performance, thereby serving as a guide for developing more effective leadership strategies that foster a productive working environment.

The study will assist policymakers and government bodies in making informed decisions regarding leadership development and management reforms in public organizations. The findings will provide empirical evidence on the connection between leadership behaviour and workforce outcomes, supporting the design of training programmes and leadership policies that enhance public service delivery.

The study is significant to human resource practitioners within the Nigerian Immigration Service and similar public institutions. It will offer valuable recommendations on how to tailor leadership practices to meet employee needs, boost morale, and improve performance. This will be especially useful in designing employee engagement and capacity-building initiatives.

The study will contribute to academic research by enriching the existing literature on organisational leadership and employee performance in the Nigerian public sector. It will serve as a reference for future researchers and students, particularly those interested in public administration, leadership studies, and human resource management. By bridging theoretical perspectives with real-world application, it encourages further studies on leadership effectiveness in government agencies across Nigeria.

1.7 Definition of Terms

The following terms were defined in the study:

Leadership Style: Leadership style refers to the behavioural pattern a leader adopts in directing, motivating, guiding, and managing individuals or teams. Common styles include autocratic, democratic, transformational, and laissez-faire, each of which can influence employee morale, motivation, and performance differently within an organisation.

Employee Motivation: Employee motivation is the internal or external drive that stimulates individuals to pursue and achieve organisational goals. It includes factors such as job satisfaction, recognition, incentives, and a positive work environment, all of which are influenced by leadership practices.

Job Performance: Job performance refers to how effectively an employee executes their assigned duties and responsibilities in alignment with organisational goals. It is typically measured by productivity, quality of work, efficiency, and commitment to tasks.

Public Organization: A public organization is a government-owned and controlled entity established to provide services to the public. In the context of this study, the Nigerian Immigration Service represents a public organization responsible for regulating the entry, stay, and exit of individuals in and out of Nigeria.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This chapter presents a comprehensive review of literature on leadership styles and their impact on employee motivation and performance within public organizations. It critically explores the fundamental concepts of leadership styles, examining various approaches such as transformational, transactional, and democratic leadership, and their relevance to motivating employees. The chapter also analyzes the relationship between leadership styles and employee performance, emphasizing how effective leadership practices influence productivity, job satisfaction, and organizational success. Furthermore, it investigates the extent to which leadership strategies contribute to fostering motivation among employees, thereby improving overall workplace efficiency. Additionally, this review highlights practical recommendations and strategies for enhancing leadership practices in public organizations to create an environment that promotes employee engagement and optimal performance.

2.1 Concept of Leadership Styles

Leadership styles refer to the distinct approaches and strategies leaders use to direct, motivate, and influence individuals or groups towards achieving organisational objectives. Damagun and Asike (2023) asserted that leadership styles represent the behavioural patterns and decision-making techniques that leaders adopt, which are often

shaped by their personalities, beliefs, experiences, and the cultural context of their organisations. These styles determine how power is distributed, how communication flows, and how employees are engaged in achieving goals. Effective leadership styles are essential for improving productivity, employee satisfaction, and organisational growth, as they define how leaders respond to challenges and interact with team members. Over time, scholars and practitioners have recognised that there is no single “best” leadership style; rather, the effectiveness of a style depends on context, team dynamics, and desired outcomes, making adaptability a key trait of effective leaders (Adesina, 2021).

Autocratic leadership style is one of the oldest leadership approaches, marked by centralised authority, unilateral decision-making, and strict supervision of subordinates. Musa (2022) emphasised that in this style, leaders retain absolute control, rarely seek input from employees, and expect immediate compliance with instructions, which can lead to efficiency and quick decision-making in critical situations. While autocratic leadership is effective in environments that require adherence to strict protocols, such as manufacturing or military organisations, it often discourages employee participation, creativity, and autonomy. This lack of involvement can result in lower morale, reduced job satisfaction, and limited innovation among team members. However, some employees prefer clear instructions and structured environments, making this style suitable in certain industries. Leaders who rely solely on this style must be careful to avoid overbearing practices that may foster resentment or resistance among employees (Ejiofor & Okafor, 2021).

Democratic leadership, also known as participative leadership, is characterised by the active involvement of team members in decision-making processes and a focus on collaboration. Bello (2023) argued that democratic leaders promote open communication, shared responsibility, and trust, ensuring that employees feel valued and empowered to contribute to organisational decisions. This inclusive approach encourages creativity, fosters innovation, and strengthens relationships within teams, leading to greater motivation and productivity. While democratic leadership is effective in organisations that value teamwork and employee engagement, it can sometimes be time-consuming, as reaching consensus often requires extensive consultation. Despite this limitation, democratic leadership remains popular in modern workplaces due to its ability to enhance employee morale and create a sense of ownership over organisational goals. Leaders who balance inclusion with timely decision-making often achieve strong organisational results (Eze, 2022).

Transformational leadership is a visionary style that seeks to inspire, motivate, and develop employees by appealing to their intrinsic values and potential. Ibrahim (2021) explained that transformational leaders create a compelling vision of the future, demonstrate passion and charisma, and act as role models, motivating employees to exceed expectations. This style focuses on building trust, encouraging innovation, and empowering individuals to take initiative, making it especially valuable in organisations undergoing change or seeking growth. Transformational leaders tend to foster loyalty, creativity, and resilience among team members, enabling organisations to thrive in

competitive environments. This style requires leaders to prioritise communication, emotional intelligence, and empathy, ensuring that employees feel supported and motivated. When effectively implemented, transformational leadership drives a culture of continuous improvement and collaboration, benefiting both individuals and the organisation as a whole (Olawale, 2023).

Laissez-faire leadership, often called the delegative style, gives employees significant autonomy in decision-making, with leaders stepping back to allow teams to take control of their work. Sule (2022) stated that this approach is effective when leading highly skilled, experienced, and self-motivated individuals who can operate independently without constant supervision. By providing freedom, laissez-faire leaders can foster creativity, innovation, and accountability within their teams, encouraging members to take ownership of their roles. However, this leadership style may lead to confusion, lack of coordination, and decreased productivity if employees lack the necessary skills or discipline to work independently. To succeed, leaders adopting this style must strike a balance between autonomy and oversight, ensuring clear communication of goals and expectations. Laissez-faire leadership is particularly useful in creative or research-driven industries where innovation is prioritised over rigid structures (Chukwu, 2023).

2.1.1 Concept of Employee Motivation

Employee motivation is the internal drive that inspires workers to actively contribute to achieving organisational objectives and remain dedicated to their roles. Garba (2023) asserted that motivation in the workplace is a psychological force that determines how willing an employee is to devote their time and energy to tasks. Motivation includes intrinsic factors, such as personal growth, passion, and job satisfaction, as well as extrinsic factors like financial rewards, recognition, and career advancement opportunities. Organisations that understand and prioritise employee motivation are often more productive and competitive, as workers feel appreciated and invested in the company's success. In Nigeria, research has shown that motivated employees are more innovative and loyal, especially in companies that provide enabling environments, leadership support, and fair reward systems, demonstrating the importance of motivation as a core aspect of human resource management (Ekpo & Ogunleye, 2021).

Employee motivation can also be described as a deliberate organisational strategy that aligns individual aspirations with company goals, ensuring employees see value in their efforts. Bikoro (2022) observed that when workers are properly motivated, they are more likely to be committed, proactive, and engaged, leading to higher organisational performance. Motivation is not limited to financial benefits but also involves creating a sense of belonging, offering growth opportunities, and cultivating a positive workplace culture. Organisations that consistently motivate their employees tend to foster resilience, collaboration, and loyalty, even during economic challenges. Motivation is essential in

Nigerian workplaces, where staff often face diverse challenges, including high workloads and limited resources. Companies that offer recognition programmes, capacity-building initiatives, and open communication channels often enjoy lower employee turnover, stronger morale, and improved productivity, which highlights motivation's crucial role in workforce management and organisational development (Abubakar, 2023).

The concept of employee motivation goes beyond ensuring job satisfaction; it is an essential driver of organisational growth and performance. Yusuf and Aina (2021) argued that motivation fuels workers' willingness to consistently produce quality results and persevere through challenges. Effective motivation strategies are often influenced by factors like leadership style, organisational culture, and working conditions, all of which can either inspire or demoralise employees. A highly motivated workforce tends to demonstrate greater creativity, teamwork, and efficiency, giving organisations a distinct competitive advantage. In Nigeria, where business environments are often dynamic and competitive, motivation plays a vital role in employee retention and organisational resilience. Companies that invest in meaningful incentives, training programmes, and supportive environments often record impressive growth and higher employee commitment. By placing value on motivation, Nigerian organisations can transform workforce potential into measurable results and long-term success (Isiorho, 2022).

Employee motivation is also viewed as a psychological contract between the employer and employees, fostering mutual respect and shared objectives. Suleiman (2023)

emphasised that motivated employees exhibit higher emotional commitment to their roles, leading to improved overall organisational performance. Effective motivational strategies include providing opportunities for career growth, fostering inclusion, and ensuring fairness in promotions and remuneration. Employees in Nigeria often place value on workplaces that appreciate their contributions and prioritise their welfare. Thus, companies that adopt these strategies experience improved employee retention and stronger workplace harmony. Motivation is not a one-time intervention but an ongoing process requiring consistent communication and recognition of staff efforts. Nigerian organisations that successfully integrate motivation into their management practices tend to maintain a positive organisational culture where staff feel valued and inspired to achieve more for themselves and their employers (Ibrahim & Esiri, 2021).

Employee motivation is a central element of modern human resource management, as it enables organisations to maximise workforce potential. Kolawole (2022) stated that motivation acts as a catalyst that empowers employees to apply their skills effectively, contributing to organisational growth. Motivated workers are more adaptable, resilient, and innovative, enabling organisations to remain competitive in dynamic business environments. This drive extends beyond financial benefits, encompassing a sense of purpose and fulfilment at work. Nigerian organisations that actively cultivate motivation experience enhanced employee loyalty, improved morale, and increased productivity. They achieve this by investing in leadership development, employee recognition programmes, and capacity-building initiatives. Motivation empowers workers to feel a

strong sense of ownership and connection with their organisations, creating an environment where both employees and employers benefit from mutual trust and commitment (Nwachukwu, 2023).

2.1.2 Influence of Leadership Styles on Employee Motivation

Leadership styles play a significant role in shaping employee motivation within public organisations. Yekini (2023) asserted that the way leaders interact with employees and structure management processes greatly influences staff morale, productivity, and engagement. Public organisations, often characterised by bureaucratic systems, require effective leadership to inspire enthusiasm and commitment among employees. Leaders who practise participative or democratic approaches foster motivation by ensuring inclusion in decision-making processes. This encourages employees to feel valued, boosting their willingness to contribute meaningfully to organisational goals. Leadership practices that emphasise fairness, recognition, and open communication are crucial in creating a sense of belonging and trust. By providing guidance while respecting employees' input, leaders strengthen motivation and loyalty, which ultimately improves service delivery and organisational efficiency. Effective leadership in public service must focus on empowering people, not merely enforcing administrative structures (Babalola, 2021).

Transformational leadership is widely acknowledged as a powerful approach to motivating employees in public organisations. Makuola (2022) observed that

transformational leaders focus on inspiring their teams by creating a shared vision, promoting innovation, and demonstrating genuine care for employees' development. In highly structured public organisations, transformational leadership offers employees a sense of purpose, motivating them to exceed basic expectations. Leaders employing this style set high standards while fostering creativity and trust among staff, which encourages engagement and productivity. Such leaders also empower subordinates by delegating responsibilities, boosting employee confidence and morale. Transformational leadership is particularly effective because it motivates workers to embrace change and remain committed even in challenging environments. By prioritising both organisational vision and employees' growth, transformational leaders create a positive atmosphere that drives exceptional performance and motivation across all levels of public service (Erhiyo, 2020).

Autocratic leadership styles often hinder employee motivation in public organisations. Udo (2021) emphasised that autocratic leaders typically make unilateral decisions, limiting participation and discouraging innovation among staff. While this leadership style can ensure control and strict compliance in heavily regulated settings, it often results in poor morale and disengagement. Employees working under autocratic leaders may feel undervalued, reducing their enthusiasm and performance over time. Additionally, a rigid leadership approach can create resistance and dissatisfaction, undermining organisational objectives. In dynamic public organisations, autocratic leadership may lead to higher turnover rates as workers seek more supportive

environments. To improve motivation, leaders should adopt inclusive strategies that promote dialogue, recognition, and employee involvement. Emphasising collaboration encourages loyalty, creativity, and satisfaction, ultimately improving public service outcomes. Leadership in public organisations must strike a balance between structure and empowerment to enhance employee motivation effectively (Bamigboye, 2023).

Democratic leadership styles promote employee motivation by encouraging inclusivity, engagement, and transparency in public organisations. Salakor and Ibabo (2023) asserted that leaders who involve employees in organisational decisions create a strong sense of belonging, which motivates them to perform better. Public sector employees often feel restricted by bureaucratic systems; however, democratic leadership allows them to share opinions, improving morale and reducing workplace stress. This style also builds trust and strengthens relationships between leaders and subordinates, enhancing communication and accountability. Employees under democratic leaders are more likely to align themselves with organisational objectives because they feel valued and recognised. By fostering fairness and equality, democratic leadership helps create a culture of cooperation and shared responsibility, boosting motivation and performance. In public service environments, this approach is essential to sustaining employee commitment and delivering quality services to citizens (Chidalu, 2022).

Leadership styles that incorporate emotional intelligence have a strong influence on employee motivation in public institutions. Abamba (2022) explained that emotionally

intelligent leaders understand employees' needs and aspirations, creating a supportive and positive work environment. Public sector employees often encounter stress and undervaluation, but empathetic leadership helps strengthen engagement, morale, and retention. Leaders who practise active listening and provide constructive feedback encourage trust and loyalty, improving employee motivation. Emotional intelligence fosters a culture of care and understanding, which enables workers to perform confidently and take pride in their contributions. Leaders who prioritise interpersonal relationships are more successful in motivating teams, as they address both emotional and professional needs. This approach aligns with modern leadership principles that view employees as essential stakeholders in organisational success, particularly in the demanding environment of public service delivery (Ichippi, 2023).

2.1.3 Influence of Leadership Style on the Job Performance of Employees

Leadership style significantly shapes employees' job performance in public organisations. Nnamani and Okafor (2023) asserted that leadership practices influence staff productivity, efficiency, and dedication to achieving institutional goals. Effective leaders guide employees by clarifying expectations, offering direction, and ensuring resources are available to accomplish tasks. In public institutions, where bureaucracy can limit flexibility, leadership style often determines how employees adapt to challenges and perform their duties. Supportive and inclusive leadership helps staff feel valued, which improves both morale and performance. Conversely, ineffective leadership can demotivate employees, leading to poor service delivery and organisational setbacks.

Leadership approaches that encourage participation, recognise contributions, and provide opportunities for growth are vital in public service environments. Leaders who cultivate these strategies are more likely to create a performance-driven culture, ultimately strengthening organisational success and efficiency in delivering public services (Idigun, 2022).

Transformational leadership is a critical driver of enhanced employee performance in public organisations. Tanko (2022) observed that transformational leaders inspire subordinates through vision, mentorship, and empowerment, fostering loyalty and higher job satisfaction. This leadership style motivates employees to exceed expectations by aligning their efforts with organisational goals. In government agencies, transformational leaders encourage innovation, critical thinking, and continuous improvement, even within bureaucratic systems. By investing in employees' personal and professional growth, transformational leaders build confidence, competence, and commitment, all of which directly influence performance levels. Employees feel inspired to perform beyond their roles, resulting in improved service delivery and productivity. This approach demonstrates that visionary leadership not only motivates employees but also cultivates a results-oriented workplace where both staff and organisations thrive (Yakubu, 2023).

Transactional leadership, though structured and traditional, also affects employee performance outcomes. Ezenwa (2021) explained that transactional leaders use reward

and penalty systems to maintain order, ensuring compliance with organisational rules. In public service, where processes are highly regulated, this approach can provide clarity and stability, helping employees meet short-term objectives effectively. While it may not foster creativity, transactional leadership is essential for maintaining discipline and accountability. Employees often feel motivated to perform well because their efforts are recognised and rewarded. However, overdependence on this style can lead to disengagement, as it prioritises routine over innovation. A well-balanced approach, combining transactional methods with motivational strategies, is necessary to ensure efficiency and maintain employee morale in public organisations (Haruna, 2020).

Democratic leadership strongly supports employee performance by promoting inclusiveness, trust, and collaboration. Fagbemi (2023) stated that democratic leaders actively involve employees in decision-making, improving commitment and accountability. In public organisations, this leadership style enhances communication between management and staff, fostering a supportive environment where employees feel valued. Empowered employees tend to take ownership of their work, which translates into better performance and service delivery. Moreover, democratic leadership encourages creativity, enabling employees to propose solutions to organisational challenges. By cultivating trust, fairness, and respect, leaders motivate employees to contribute effectively. In public institutions, this approach is particularly beneficial because it reduces resistance to change and helps employees work toward common goals with enthusiasm, ultimately improving organisational outcomes (Uchenna, 2022).

Servant leadership is also a highly effective approach to improving employee performance in public organisations. Tegbe (2022) explained that servant leaders prioritise the growth and well-being of employees, fostering loyalty, motivation, and high productivity. This leadership style is grounded in empathy, mentorship, and service to others, which creates a supportive culture that encourages employees to perform exceptionally. Public sector employees often face high workloads, and servant leaders provide emotional and professional support to help them succeed. By investing in employee development, servant leaders inspire dedication and build cohesive teams focused on achieving organisational objectives. This style aligns with contemporary management approaches that see leadership as a tool to empower others, ultimately enhancing public service delivery and institutional effectiveness (Osagie, 2023).

2.1.4 Strategies for Strengthening Leadership Practices to Boost Employee Motivation

Improving leadership practices in public organisations to enhance employee motivation begins with adopting participatory leadership approaches. Uduak (2023) asserted that leaders who involve employees in decision-making create a sense of belonging, which increases morale and productivity. By creating platforms for employee engagement, such as regular team meetings and feedback sessions, leaders can make staff feel valued and invested in organisational goals. This approach not only improves job satisfaction but also reduces resistance to organisational changes. Public organisations in Nigeria often struggle with low employee motivation due to hierarchical structures, so

promoting participatory leadership could bridge the gap between management and employees. Encouraging open communication and transparency is essential to building trust and loyalty among staff, thereby fostering a positive work environment (Akasi, 2021).

Another strategy for improving leadership practices is the provision of continuous training and capacity-building programmes for leaders. Komonibo (2022) noted that leaders equipped with modern management skills and emotional intelligence are better positioned to inspire and motivate their teams effectively. In public organisations, leadership training should focus on developing interpersonal skills, problem-solving abilities, and strategic thinking, as these competencies significantly influence employee engagement. By investing in leadership development, organisations signal their commitment to excellence and innovation. Furthermore, leaders who demonstrate competence and professionalism encourage employees to perform at their best. Training also helps leaders adapt to emerging challenges in the workplace, such as technological advancements and changing workforce expectations (Yerima, 2023).

A key component of effective leadership practices is recognising and rewarding employee contributions. Hadiza (2020) stated that recognition serves as a powerful motivator, enhancing employee morale and fostering a sense of purpose. Public organisations can implement structured reward systems, including both monetary and non-monetary incentives, to acknowledge exceptional performance. Leaders should

celebrate employee achievements through awards, commendations, or career advancement opportunities to encourage continuous improvement. This strategy addresses the common issue of low morale in public service by motivating employees to exceed expectations. When leaders make recognition a consistent part of organisational culture, it creates an atmosphere where employees feel appreciated, valued, and driven to contribute positively (Zawadi, 2021).

Leadership practices can also be improved by fostering a culture of mentorship and coaching. Emoghene (2021) observed that leaders who act as mentors create a supportive environment where employees are encouraged to develop their skills and realise their potential. Mentorship programmes in public organisations can bridge knowledge gaps and enhance employee confidence, ultimately increasing motivation. By guiding employees through career development, leaders not only improve individual performance but also strengthen the organisation's talent pool. Coaching empowers employees to take initiative, make informed decisions, and grow professionally. This approach contributes to employee retention, as staff are more likely to stay in organisations where they feel supported and guided in their career paths (Salami, 2022).

Finally, improving leadership practices involves promoting fairness and inclusivity in organisational decision-making. Okiotodoro (2022) emphasised that fair and inclusive leadership builds trust and ensures that employees feel respected regardless of their background. In public organisations, fairness in task allocation, promotions, and

access to opportunities is critical for sustaining motivation. Leaders should establish clear policies to eliminate bias and favouritism, fostering a sense of equity. Inclusivity further enhances teamwork, as employees are more willing to collaborate when they feel equally valued. When leadership demonstrates fairness and respect, it creates a positive organisational culture that motivates employees to deliver high-quality services. Such practices ultimately improve organisational efficiency and employee satisfaction (Ubong, 2023).

2.2 Theoretical Framework

The study is hinged on Transformational Leadership Theory propounded by James MacGregor Burns in 1978. The theory is a leadership approach that emphasises inspiring and motivating followers to achieve more than they initially thought possible. The theory is based on the notion that transformational leaders create significant change by appealing to their followers' values, emotions, and sense of purpose. Unlike transactional leadership, which focuses primarily on exchanges of rewards for performance, transformational leadership encourages creativity, commitment, and moral engagement, fostering a sense of ownership among employees. This leadership style has been widely studied in organisational behaviour and management literature due to its effectiveness in enhancing employee motivation and organisational growth. It is based on the premise that leaders can transform both individuals and institutions by aligning organisational goals with personal aspirations, thereby creating a shared vision that empowers all members of an organisation to perform at their highest potential.

The theory lay great emphasis on vision and inspiration. Bass (1985), who expanded on this theory identified four core components of transformational leadership: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. Idealised influence refers to leaders acting as role models, earning trust and admiration from followers, while inspirational motivation involves articulating a compelling vision that inspires others to commit to organisational goals. Intellectual stimulation encourages employees to think critically and challenge existing processes, fostering innovation and problem-solving. Individualised consideration focuses on recognising each employee's unique needs and providing mentorship and support to help them grow. Together, these elements create a leadership framework that nurtures employee engagement and loyalty while fostering an environment where creativity and excellence thrive.

The theory hold out that transformational leadership often results to increased employee motivation, job satisfaction, and overall performance. Employees working under transformational leaders often feel valued and empowered, leading to higher productivity and stronger organisational commitment (Avolio & Bass, 1991). This leadership approach also supports intrinsic motivation by connecting employees' work with their personal values and goals, making tasks feel more meaningful. Organisations that adopt this style often experience improved employee retention and innovation rates, as leaders actively encourage professional development and reward initiative. In contrast to more authoritarian approaches, transformational leadership is particularly effective in

dynamic and competitive industries where flexibility, collaboration, and innovation are essential for growth and success.

One of the key strengths of the theory is its adaptability in different organisational contexts. Leaders who adopt this style are often able to navigate change effectively, using their vision and charisma to inspire employees during times of uncertainty. This makes the theory particularly relevant in modern workplaces, where rapid technological advances and global competition demand adaptive leadership. Additionally, transformational leaders focus not only on achieving organisational goals but also on fostering personal growth among their followers, which contributes to a more positive workplace culture. Studies show that such leaders encourage open communication, trust, and a sense of belonging, all of which are critical for employee motivation and overall organisational effectiveness.

The theory is relevant to the study as it help provides a comprehensive framework for understanding how visionary, inspiring, and supportive leadership can drive employee motivation and performance. By focusing on trust, innovation, and individual growth, transformational leaders go beyond transactional exchanges to create lasting change within organisations. This leadership style has proven particularly valuable in environments that require adaptability, collaboration, and continuous improvement, making it one of the most influential theories in leadership studies. Organisations that embrace transformational leadership are likely to benefit from motivated employees,

stronger organisational culture, and sustainable growth. As workplaces continue to evolve, the relevance of transformational leadership remains undeniable, serving as a vital tool for leaders who aim to inspire excellence and achieve long-term success.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter examined the methodology adopted in carrying out the study. The following were examined: research design, population of study, sample size and sampling technique, sources of data, validation of the instrument, instrument for data collection, and techniques for data analysis.

3.1 Research Design

The research design that was employed in this study was the descriptive survey design. The descriptive survey research design was a quantitative research approach that aimed to provide a comprehensive understanding of a specific population or phenomenon by systematically collecting data on their current conditions, behaviours, or attitudes. This design was deemed appropriate as it allowed the researcher to thoroughly investigate the influence of leadership style on employee motivation and performance in public organizations.

3.2 Population of the Study

The population for this study comprised all 312 staff of the Nigerian Immigration Service, Edo State Command, including senior officers, middle-level officers, and junior personnel directly involved in administrative, operational, and service delivery functions within the command. (Source: Nigerian Immigration Service, Edo State Command, 2025).

3.3 Sample Size and Sampling Technique

The sample for this study consisted of 100 respondents, who were selected from the staff of the Nigerian Immigration Service, Edo State Command. Using the stratified sampling technique, 25 respondents were selected from each of the four major departments within the Command: Administration, Operations, Investigation and Compliance, and Human Resource Management. This approach was adopted to ensure equal representation across departments and to capture diverse perspectives on the influence of leadership style on employee motivation and performance within the organisation.

3.4 Sources of Data

The study utilized both primary and secondary sources of data. The primary data were obtained through the design and administration of questionnaires aimed at gathering information from respondents on the influence of leadership style on employee motivation and performance in public organizations. Secondary data, on the other hand, were sourced from archival materials such as books, journals, conference publications, newspapers, and online resources. Primary data provided direct insights specifically aligned with the research objectives, while secondary data offered contextual background, supported the interpretation of results, and validated the study by referencing existing knowledge.

3.5 Validation of the Instrument

The questionnaire designed for the study was submitted to the project supervisor for review to ensure content validity. Corrections provided by the supervisor were incorporated into the final version of the instrument before it was administered to the respondents.

3.6 Instrument for Data Collection

The study employed a structured questionnaire designed by the researcher as the primary instrument for data collection. The questionnaire was organised into four sections: A, B, C, and D. Section A addressed the dominant leadership styles practised within the Nigerian Immigration Service, Edo State Command. Section B sought information on the extent to which different leadership styles influenced employee motivation in the organisation. Section C examined the effect of leadership styles on the job performance of employees, while Section D explored ways in which leadership practices could be improved to further enhance employee motivation within the Nigerian Immigration Service, Edo State Command.

3.7 Techniques of Data Analysis

The data analysis technique encompassed the methods and tools that were used to process and interpret the information gathered during the study. For this research, the Statistical Package for Social Sciences (SPSS) was used as the primary tool for data analysis. Simple descriptive statistics, such as frequency counts and percentages, were

utilized to compute and present the results. These methods facilitated a clear and understandable summary of the data's characteristics.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter focuses on the presentation and analysis of data obtained from respondents through the administered questionnaires. The responses are presented using frequency distribution tables and simple percentages. The data used for the analysis were primarily derived from the completed questionnaires. Out of the one hundred (100) questionnaires distributed to respondents, all were duly completed and returned. Consequently, the analysis was based on the entire set of one hundred (100) retrieved questionnaires.

4.2 Analysis of Respondents Demographic Data

This section begins with the presentation of respondents' demographic information, including gender, age, educational qualification, and ranks. These variables are intended to provide a clear understanding of the influence of leadership style on employee motivation and performance in public organisations.

Table 1: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	41	41%
Female	59	59%
Total	100	100%

Source: Field Work, 2025

Table 1 shows the distribution of respondents according to gender. As shown in the table above, male respondents are 41 which constitutes 41% while female respondents are 59 representing 59%. This indicates that majority of the respondents were females.

Table 2: Distribution of Respondents by Age

Age Range	Respondents	Percentages
18-25	17	17%
26-35	51	51%
36-45	21	21%
46 years and above	11	11%
Total	100	100%

Source: Field Work, 2025

Table 2 shows that 17% of the respondents fall within the 18-25 age range, representing the youngest group in the study. The largest proportion, 51%, is in the 26-35 age range. The 36-45 age group accounts for 21%, while those aged 46 years and above make up the smallest category at 11%. This distribution highlights a predominantly youthful sample, with a significant concentration in the 26-35 age bracket.

Table 3: Distribution of Respondents by Qualifications

Qualifications	Respondents	Percentages
SSCE	11	11%
OND	23	23%
HND/B.Sc.	57	57%
M.Sc. and above	9	9%
Total	100	100%

Source: Field Work, 2025

Table 3 shows that 11% of the respondents hold an SSCE qualification, representing the least educational attainment in the study. The majority, 57%, possess an HND/B.Sc., indicating that most respondents have a higher education degree. Those with an OND

qualification make up 23%, while the smallest group, 9%, have an M.Sc. or higher. This distribution highlights a well-educated sample, with the largest concentration at the HND/B.Sc. level.

Table 4: Distribution of Respondents by Ranks

Rank	Respondents	Percentages
Senior Officer	21	21%
Middle-Level Officer	49	49%
Junior Personnel	30	30%
Total	100	100%

Source: Field Work, 2025

Table 4 reveals the distribution of respondents by rank within the organisation. The majority of the respondents (49%) are middle-level officers, indicating that this group forms the largest proportion of the workforce surveyed. Senior officers constitute 21% of the respondents, while junior personnel make up 30%. This distribution suggests that responses were drawn from various hierarchical levels, ensuring a balanced representation of views across different ranks in the organisation.

4.3 Analysis of Findings

Objective One: To Examine the Predominant Leadership Styles Practised within the Nigerian Immigration Service, Edo State Command

Table 5: Distribution of Responses on Predominant Leadership Styles Practised within the Nigerian Immigration Service, Edo State Command

S/N	Items	Total No of respondents	Strongly Agree	Agree	Disagree	Strongly Disagree
1.	Leaders in the Nigerian Immigration Service often practise an autocratic leadership style regularly	100	44 (44%)	31 (31%)	14 (14%)	11 (11%)
2.	Democratic leadership style is commonly embraced by leaders in the Nigerian Immigration Service	100	69 (69%)	25 (25%)	4 (4%)	2 (2%)
3.	Laissez-faire leadership approach is sometimes adopted by leaders in the organisation frequently	100	27 (27%)	59 (59%)	6 (6%)	8 (8%)
4.	Transformational leadership style is displayed by many leaders within the Nigerian Immigration Service	100	61 (61%)	28 (28%)	6 (6%)	5 (5%)
5.	Leaders usually adopt a mixture of leadership styles depending on varying situations	100	44 (44%)	31 (31%)	11 (11%)	14 (14%)

Source: Field Work, 2025

Table 5 presents the distribution of responses on the predominant leadership styles practised within the Nigerian Immigration Service, Edo State Command. In item 1, the findings reveal that autocratic leadership style is notably practised, as 44% of respondents

strongly agreed and 31% agreed, while 14% disagreed and 11% strongly disagreed, indicating that 75% acknowledged its prevalence within the organisation. For item 2, democratic leadership style was highly recognised as the most common, with 69% strongly agreeing and 25% agreeing, while only 4% disagreed and 2% strongly disagreed, showing that 94% of respondents affirmed its adoption by leaders. Item 3 indicates that the laissez-faire leadership approach is occasionally applied, with 27% strongly agreeing and 59% agreeing, while 6% disagreed and 8% strongly disagreed, suggesting that 86% believed this style is sometimes adopted. In item 4, transformational leadership style received substantial approval, with 61% strongly agreeing and 28% agreeing, while only 6% disagreed and 5% strongly disagreed, implying that 89% of respondents recognised its practice among leaders. Lastly, item 5 shows that leaders often adopt a blend of leadership styles depending on situational demands, as 44% strongly agreed and 31% agreed, while 11% disagreed and 14% strongly disagreed, indicating that 75% supported the view of leadership flexibility. Overall, the results suggest that democratic and transformational leadership styles are the most dominant within the Nigerian Immigration Service, Edo State Command, while autocratic and situational approaches are also considerably evident in leadership practices.

**Objective Two: To Ascertain the Extent Different Leadership Styles Influence
Employee Motivation in the Nigerian Immigration Service, Edo
State Command**

Table 6: Distribution of Responses on Extent Different Leadership Styles Influence
Employee Motivation in the Nigerian Immigration Service, Edo State
Command

S/N	Items	Total No of respondents	Strongly Agree	Agree	Disagree	Strongly Disagree
1.	Autocratic leadership style influences the level of motivation I demonstrate towards my work	100	62 (62%)	26 (26%)	8 (8%)	4 (4%)
2.	Democratic leadership approach significantly encourages me to become more committed and effective	100	59 (59%)	31 (31%)	3 (3%)	7 (7%)
3.	Laissez-faire leadership style often reduces my motivation to achieve organisational goals	100	48 (48%)	37 (37%)	9 (9%)	6 (6%)
4.	Transformational leadership style usually inspires me to exceed expectations in assigned responsibilities	100	53 (53%)	36 (36%)	3 (3%)	8 (8%)
5.	The leadership style adopted by superiors directly influences my overall workplace motivation level	100	59 (59%)	33 (33%)	5 (5%)	3 (3%)

Source: Field Work, 2025

Table 6 presents the distribution of responses on the extent to which different leadership styles influence employee motivation in the Nigerian Immigration Service, Edo State Command. In item 1, findings indicate that autocratic leadership style has a notable

influence on employee motivation, as 62% of respondents strongly agreed and 26% agreed, while 8% disagreed and 4% strongly disagreed, showing that 88% believed this leadership style affects their motivation towards work. For item 2, the democratic leadership approach was highly acknowledged as a strong motivational factor, with 59% strongly agreeing and 31% agreeing, while only 3% disagreed and 7% strongly disagreed, revealing that 90% of respondents affirmed its positive impact on their commitment and effectiveness. Item 3 shows that laissez-faire leadership style tends to reduce employee motivation, as 48% strongly agreed and 37% agreed, while 9% disagreed and 6% strongly disagreed, suggesting that 85% recognised its demotivating effect on achieving organisational goals. In item 4, transformational leadership style was perceived as a major source of inspiration, with 53% strongly agreeing and 36% agreeing, while only 3% disagreed and 8% strongly disagreed, indicating that 89% viewed it as a driver of higher performance and enthusiasm. Lastly, item 5 demonstrates that the overall leadership style adopted by superiors directly influences workplace motivation, as 59% strongly agreed and 33% agreed, while 5% disagreed and 3% strongly disagreed, showing that 92% of respondents believed leadership behaviour plays a vital role in shaping their motivation. Overall, the results suggest that democratic and transformational leadership styles have the strongest positive influence on employee motivation, while laissez-faire leadership tends to have a negative impact within the Nigerian Immigration Service, Edo State Command.

**Objective Three: To Find out how Leadership Style Affect the Job Performance of
Employees in the Nigerian Immigration Service, Edo State
Command**

Table 7: Distribution of Responses on how Leadership Style Affect the Job Performance
of Employees in the Nigerian Immigration Service, Edo State Command

S/N	Items	Total No of respondents	Strongly Agree	Agree	Disagree	Strongly Disagree
1.	My job performance improves whenever leaders involve employees in important decision-making	100	61 (61%)	32 (32%)	4 (4%)	3 (3%)
2.	An autocratic leadership style often negatively reduces my overall job performance effectiveness	100	69 (69%)	22 (22%)	3 (3%)	6 (6%)
3.	Transformational leadership style enhances my creativity, innovation, and problem-solving capabilities consistently	100	44 (44%)	29 (29%)	11 (11%)	16 (16%)
4.	Laissez-faire leadership style usually weakens my ability to complete assigned tasks efficiently	100	71 (71%)	21 (21%)	5 (5%)	3 (3%)
5.	The leadership style of my superiors directly influences the quality of my job	100	57 (57%)	29 (29%)	6 (6%)	8 (8%)

Source: Field Work, 2025

Table 7 presents the distribution of responses on how leadership style affects the job performance of employees in the Nigerian Immigration Service, Edo State Command. In item 1, results show that employee job performance improves when leaders involve subordinates in important decision-making, as 61% of respondents strongly agreed and

32% agreed, while only 4% disagreed and 3% strongly disagreed, indicating that 93% recognised participatory leadership as a key factor in enhancing performance. For item 2, autocratic leadership style was viewed negatively, with 69% strongly agreeing and 22% agreeing that it reduces job performance effectiveness, while only 3% disagreed and 6% strongly disagreed, suggesting that 91% of respondents believed autocratic leadership hinders performance. In item 3, transformational leadership style was perceived as an important driver of innovation and creativity, as 44% strongly agreed and 29% agreed, while 11% disagreed and 16% strongly disagreed, showing that 73% affirmed its positive influence on problem-solving and performance outcomes. Item 4 indicates that laissez-faire leadership style often weakens employees' ability to complete assigned tasks efficiently, with 71% strongly agreeing and 21% agreeing, while 5% disagreed and 3% strongly disagreed, meaning that 92% of respondents viewed it as detrimental to task completion. Lastly, item 5 reveals that the leadership style of superiors directly influences job quality, with 57% strongly agreeing and 29% agreeing, while 6% disagreed and 8% strongly disagreed, indicating that 86% of respondents believed leadership behaviour has a direct impact on job performance. Overall, the findings suggest that participatory and transformational leadership styles positively enhance job performance, while autocratic and laissez-faire approaches tend to hinder employees' effectiveness within the Nigerian Immigration Service, Edo State Command.

Objective Four: To Investigate How Leadership Practices can be Improved to Enhance Employee Motivation in the Nigerian Immigration Service, Edo State Command

Table 8: Distribution of Responses on How Leadership Practices can be Improved to Enhance Employee Motivation in the Nigerian Immigration Service, Edo State Command

S/N	Items	Total No of respondents	Strongly Agree	Agree	Disagree	Strongly Disagree
1.	Leaders should provide regular constructive feedback to employees in order to improve motivation	100	73 (73%)	22 (22%)	3 (3%)	2 (2%)
2.	Leadership training and development programmes can effectively increase overall employee motivation significantly	100	66 (66%)	24 (24%)	6 (6%)	4 (4%)
3.	Recognition and appropriate rewards from leaders enhance employees' morale and motivation positively	100	71 (71%)	22 (22%)	4 (4%)	3 (3%)
4.	Leaders should practise participatory approaches that actively involve employees in decision-making	100	54 (54%)	36 (36%)	4 (4%)	6 (6%)
5.	Effective communication between leaders and employees will greatly enhance motivation and commitment	100	78 (78%)	16 (16%)	4 (4%)	2 (2%)

Source: Field Work, 2025

Table 8 presents the distribution of responses on how leadership practices can be improved to enhance employee motivation in the Nigerian Immigration Service, Edo

State Command. In item 1, findings reveal that providing regular constructive feedback is viewed as essential for improving motivation, as 73% of respondents strongly agreed and 22% agreed, while only 3% disagreed and 2% strongly disagreed, showing that 95% supported this approach. For item 2, 66% strongly agreed and 24% agreed that leadership training and development programmes can effectively boost motivation, while 6% disagreed and 4% strongly disagreed, indicating that 90% of respondents affirmed the importance of leadership capacity building. Item 3 highlights the significance of recognition and appropriate rewards, with 71% strongly agreeing and 22% agreeing, while just 4% disagreed and 3% strongly disagreed, suggesting that 93% believed such practices enhance morale and motivation. In item 4, participatory leadership was also emphasised, as 54% strongly agreed and 36% agreed that involving employees in decision-making enhances motivation, while 4% disagreed and 6% strongly disagreed, showing that 90% recognised the benefits of inclusion in leadership processes. Lastly, item 5 indicates that effective communication between leaders and employees is considered the most crucial factor, with 78% strongly agreeing and 16% agreeing, while only 4% disagreed and 2% strongly disagreed, meaning that 94% acknowledged communication as vital to motivation and commitment. Overall, the findings suggest that improved feedback, training, recognition, participation, and communication are key leadership practices that can significantly enhance employee motivation within the Nigerian Immigration Service, Edo State Command.

4.4 Discussion of Findings

Findings from the study revealed that democratic and transformational leadership styles are the most dominant within the Nigerian Immigration Service, Edo State Command, while autocratic and situational approaches are also considerably evident in leadership practices. The dominance of democratic and transformational leadership styles within the Nigerian Immigration Service, Edo State Command, can be attributed to the organisation's increasing emphasis on participatory decision-making, motivation, and teamwork to enhance service delivery and operational efficiency. These leadership styles encourage officers to contribute ideas, foster innovation, and align individual goals with institutional objectives, which are essential in managing a dynamic and people-oriented service environment. However, the noticeable presence of autocratic and situational leadership approaches reflects the hierarchical and command-driven nature of the paramilitary structure, where quick decision-making and strict compliance are sometimes necessary to maintain discipline, ensure security, and achieve immediate operational goals, especially during sensitive or high-risk situations that demand authority and control. This finding is in line with Salakor and Ibabo (2023) who asserted that leaders who involve employees in organisational decisions create a strong sense of belonging, which motivates them to perform better.

Findings from the study shows that democratic and transformational leadership styles have the strongest positive influence on employee motivation, while laissez-faire leadership tends to have a negative impact within the Nigerian Immigration Service, Edo

State Command. The finding can be attributed to the participatory and inspirational nature of these approaches. Democratic leaders encourage inclusiveness, shared decision-making, and open communication, which foster a sense of belonging and value among employees. Similarly, transformational leaders motivate subordinates by articulating a clear vision, providing intellectual stimulation, and recognising individual contributions, thereby enhancing morale and commitment. In contrast, laissez-faire leadership, which is characterised by a lack of guidance and accountability, often results in confusion, low morale, and reduced productivity. Hence, employees in structured organisations like the Immigration Service respond more positively to leadership that is engaging, supportive, and visionary. In support of the finding, Makuola (2022) observed that transformational leaders focus on inspiring their teams by creating a shared vision, promoting innovation, and demonstrating genuine care for employees' development.

Findings from the study indicated that participatory and transformational leadership styles positively enhance job performance, while autocratic and laissez-faire approaches tend to hinder employees' effectiveness within the Nigerian Immigration Service, Edo State Command. The finding can be explained by the fact that these leadership approaches promote collaboration, trust, and motivation among employees. Participatory leaders involve subordinates in decision-making, which increases their sense of ownership, responsibility, and commitment to achieving organisational goals. Likewise, transformational leaders inspire and empower employees through vision, encouragement, and recognition of individual efforts, thereby improving efficiency and

job satisfaction. Conversely, autocratic and laissez-faire leadership styles often suppress creativity, reduce morale, and limit initiative, as they either impose rigid control or lack direction entirely. Consequently, leadership that values inclusion, communication, and empowerment tends to drive higher performance and organisational effectiveness. This finding is in agreement with Nnamani and Okafor (2023) asserted that leadership practices influence staff productivity, efficiency, and dedication to achieving institutional goals. In same vein, Udo (2021) emphasised that autocratic leaders typically make unilateral decisions, limiting participation and discouraging innovation among staff.

Findings from the study revealed that improved feedback, training, recognition, participation, and communication are key leadership practices that can significantly enhance employee motivation within the Nigerian Immigration Service, Edo State Command. This finding can be attributed to the fact that leadership practices such as feedback, training, recognition, participation, and communication foster a sense of belonging, competence, and value among employees. When leaders provide regular feedback and training, employees gain clarity about their roles and opportunities for personal growth, which boosts confidence and job satisfaction. Recognition reinforces positive behaviours and motivates staff to maintain high performance, while participatory decision-making gives them a sense of ownership and commitment to organisational goals. Moreover, effective communication promotes transparency and trust between leaders and subordinates, reducing misunderstandings and enhancing morale. Collectively, these practices create a supportive and empowering work environment that

strengthens employee motivation and performance within the Nigerian Immigration Service, Edo State Command. In support of the finding, Uduak (2023) asserted that leaders who involve employees in decision-making create a sense of belonging, which increases morale and productivity. Similarly, Komonibo (2022) noted that leaders equipped with modern management skills and emotional intelligence are better positioned to inspire and motivate their teams effectively.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents a summary of the study, the conclusions derived, the findings obtained, and the recommendations provided.

5.2 Summary

The study investigated the influence of leadership style on employee motivation and performance in public organizations. To achieve the purpose of the study, four (4) research questions were raised and answered. The sample size for the study was made up of 100 respondents. The researcher used descriptive survey research design in building up this project work. An analysis of data was done using the statistical package for social sciences (SPSS). Simple descriptive statistics such as frequency count and simple percentage were used in presenting the findings of the research.

The study revealed that democratic and transformational leadership styles are the most dominant within the Nigerian Immigration Service, Edo State Command, while autocratic and situational approaches are also considerably evident in leadership practices. The dominance of democratic and transformational leadership styles within the Nigerian Immigration Service, Edo State Command, can be attributed to the organisation's increasing emphasis on participatory decision-making, motivation, and teamwork to

enhance service delivery and operational efficiency. These leadership styles encourage officers to contribute ideas, foster innovation, and align individual goals with institutional objectives, which are essential in managing a dynamic and people-oriented service environment. However, the noticeable presence of autocratic and situational leadership approaches reflects the hierarchical and command-driven nature of the paramilitary structure, where quick decision-making and strict compliance are sometimes necessary to maintain discipline, ensure security, and achieve immediate operational goals, especially during sensitive or high-risk situations that demand authority and control.

The study also revealed that democratic and transformational leadership styles have the strongest positive influence on employee motivation, while laissez-faire leadership tends to have a negative impact within the Nigerian Immigration Service, Edo State Command. The finding can be attributed to the participatory and inspirational nature of these approaches. Democratic leaders encourage inclusiveness, shared decision-making, and open communication, which foster a sense of belonging and value among employees. Similarly, transformational leaders motivate subordinates by articulating a clear vision, providing intellectual stimulation, and recognising individual contributions, thereby enhancing morale and commitment. In contrast, laissez-faire leadership, which is characterised by a lack of guidance and accountability, often results in confusion, low morale, and reduced productivity. Hence, employees in structured organisations like the Immigration Service respond more positively to leadership that is engaging, supportive, and visionary.

It was further seen from the study that participatory and transformational leadership styles positively enhance job performance, while autocratic and laissez-faire approaches tend to hinder employees' effectiveness within the Nigerian Immigration Service, Edo State Command. The finding can be explained by the fact that these leadership approaches promote collaboration, trust, and motivation among employees. Participatory leaders involve subordinates in decision-making, which increases their sense of ownership, responsibility, and commitment to achieving organisational goals. Likewise, transformational leaders inspire and empower employees through vision, encouragement, and recognition of individual efforts, thereby improving efficiency and job satisfaction. Conversely, autocratic and laissez-faire leadership styles often suppress creativity, reduce morale, and limit initiative, as they either impose rigid control or lack direction entirely. Consequently, leadership that values inclusion, communication, and empowerment tends to drive higher performance and organisational effectiveness.

The study also shows that improved feedback, training, recognition, participation, and communication are key leadership practices that can significantly enhance employee motivation within the Nigerian Immigration Service, Edo State Command. This finding can be attributed to the fact that leadership practices such as feedback, training, recognition, participation, and communication foster a sense of belonging, competence, and value among employees. When leaders provide regular feedback and training, employees gain clarity about their roles and opportunities for personal growth, which boosts confidence and job satisfaction. Recognition reinforces positive behaviours and

motivates staff to maintain high performance, while participatory decision-making gives them a sense of ownership and commitment to organisational goals. Moreover, effective communication promotes transparency and trust between leaders and subordinates, reducing misunderstandings and enhancing morale. Collectively, these practices create a supportive and empowering work environment that strengthens employee motivation and performance within the Nigerian Immigration Service, Edo State Command.

5.3 Conclusion

The study investigated the influence of leadership style on employee motivation and performance in public organizations, with a particular focus on the Nigerian Immigration Service, Edo State Command. Based on the findings derived from the research objectives, it was concluded that democratic and transformational leadership styles are the most predominant and effective within the command, as they promote open communication, inclusiveness, and trust among employees. These leadership approaches were found to foster a positive work environment, thereby enhancing employee morale and encouraging a stronger sense of commitment to organizational goals. Conversely, the study revealed that authoritarian and laissez-faire leadership styles tend to produce negative outcomes, leading to decreased motivation, reduced job satisfaction, and lower performance levels among personnel. Thus, leadership style plays a crucial role in determining the degree of employee engagement and productivity within the Nigerian Immigration Service.

Furthermore, the study concluded that the manner in which leadership is practised significantly affects both the motivation and performance of employees in public organizations. Effective leadership practices—characterised by empathy, accountability, communication, and recognition—were found to inspire employees to exert greater effort, demonstrate creativity, and take ownership of their tasks. The research also established that leadership practices in the Nigerian Immigration Service can be further improved through consistent leadership training, participatory decision-making, and transparent communication channels. Overall, the study underscores that leadership style is not merely a management function but a strategic determinant of employee motivation, job satisfaction, and institutional performance in public service delivery.

5.4 Recommendations

Based on the findings and conclusion drawn, the following recommendations were put forward:

1. Public organizations, particularly the Nigerian Immigration Service, should prioritise democratic and transformational leadership approaches, as these styles have been shown to enhance employee motivation, engagement, and overall performance.
2. Regular training and capacity-building workshops should be organised for leaders and supervisors to develop skills in communication, conflict resolution, and team

management, ensuring that leadership practices align with best motivational strategies.

3. Leaders should involve employees in the decision-making process to foster a sense of ownership, accountability, and commitment, which can significantly boost motivation and job performance.
4. Clear, consistent, and open communication should be maintained between leadership and staff to reduce misunderstandings, enhance trust, and strengthen organisational cohesion.
5. Public organisations should develop structured recognition and reward systems that acknowledge employee contributions, thereby motivating personnel to maintain high levels of performance and dedication.

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QUESTIONNAIRE

Dear Respondent,

The questionnaire is for the purpose of investigating the “Influence of Leadership Style on Employee Motivation and Performance in Public Organizations”. Kindly fill it as appropriate. Your information will be treated confidentially. Thank you for your time.

DEMOGRAPHIC DATA

Please tick the option you consider appropriate and fill in blank spaces

Gender: Male () Female ()

Age: 18-25yrs () 26-35yrs () 36-45yrs () 46 years and above ()

Qualification: SSCE () Diploma/OND () BSC/HND () Master’s Degree and above ()

Rank: Senior Officer () Middle-Level Officer () Junior Personnel ()

**SECTION A: PREDOMINANT LEADERSHIP STYLES IN THE NIGERIAN
IMMIGRATION SERVICE**

S/N	Items	SA	A	D	SD
1.	Leaders in the Nigerian Immigration Service often practise an autocratic leadership style regularly				
2.	Democratic leadership style is commonly embraced by leaders in the Nigerian Immigration Service				
3.	Laissez-faire leadership approach is sometimes adopted by leaders in the organisation frequently				
4.	Transformational leadership style is displayed by many leaders within the				

	Nigerian Immigration Service				
5.	Leaders usually adopt a mixture of leadership styles depending on varying situations				

SECTION B: LEADERSHIP STYLES AND EMPLOYEE MOTIVATION

S/N	Items	SA	A	D	SD
6.	Autocratic leadership style influences the level of motivation I demonstrate towards my work				
7.	Democratic leadership approach significantly encourages me to become more committed and effective				
8.	Laissez-faire leadership style often reduces my motivation to achieve organisational goals				
9.	Transformational leadership style usually inspires me to exceed expectations in assigned responsibilities				
10.	The leadership style adopted by superiors directly influences my overall workplace motivation level				

SECTION C: LEADERSHIP STYLES AND JOB PERFORMANCE

S/N	Items	SA	A	D	SD
11.	My job performance improves whenever leaders involve employees in important decision-making				
12.	An autocratic leadership style often negatively reduces my overall job performance effectiveness				
13.	Transformational leadership style enhances my creativity, innovation, and problem-solving capabilities consistently				
14.	Laissez-faire leadership style usually weakens my ability to complete assigned tasks efficiently				
15.	The leadership style of my superiors directly influences the quality of my job				

SECTION D: STRATEGIES FOR STRENGTHENING LEADERSHIP PRACTICES TO BOOST EMPLOYEE MOTIVATION

S/N	Items	SA	A	D	SD
16.	Leaders should provide regular constructive feedback to employees in order to improve motivation				
17.	Leadership training and development programmes can effectively increase overall employee motivation significantly				
18.	Recognition and appropriate rewards from leaders enhance employees' morale and motivation positively				
19.	Leaders should practise participatory approaches that actively involve employees in decision-making				
20.	Effective communication between leaders and employees will greatly enhance motivation and commitment				