**THE IMPACT OF LEADERSHIP STYLES ON WORKERS PERFORMANCE A STUDY OF ACCESS BANK PLC. UYO**

**CHAPTER ONE**

**GENERAL INTRODUCTION**

* 1. **BACKGROUND OF THE STUDY**

Leadership is an important area in management that occupies a central position in our everyday life. Leadership is conceived as a process where one or more persons influence a group of persons to move in a certain direction. The word leadership has been used in various aspects of human endeavour such as politics, business, academics and social works. Messick and Krammer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Therefore, an individual will support the organization if he believes that through it, his personal objective and goals could be met, if not, the person’s interest will decline.

Leadership style is a key determinant of the success or failure of any organization. A leader is person who influences, directs and motivates others to perform specific tasks and also inspire his subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Leadership style is the manner and approach of proving direction, implementing plans, and motivating people (Audra Bianca, Demand Media).

According to Ngambi et al. (2010) and Ngambi (2011), cited ion Jeremy et al. (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 nature of this influence is such that the members of the team cooperate voluntarily with each other in order to achieve the objectives which the leader has set for each member, as well as for the group. 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 et al. 2011). Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization (Obiwuru et at., 2011).

Lian, (2011) say leadership style is the manner and approach of providing direction, implementing plans and motivating people. Having acquired the human resources, there is the need to maintain and keep them together, it should be noted that every individuals has his personal expectation for working in an organization. To this effect, the leader must employ the various ways of making sure that the employee stay at work, feel contented, ready to put in their best and that their expectations are met without neglecting the overall corporate objectives(s) of the organization.

There are numerous styles of leadership but for this study, the transformational leadership, transactional leadership style is more effective, productive, innovative, and satisfying to followers as both parties work towards the good of organization propelled by shared visions and values as well as mutual trust and respect (Avolio & Bass, 2010). Transactional leadership style as opined by Burns (1978) indicate that transactional leaders are those who sought to motivate subordinates to achieve expected levels of performance by helping them to recognize task responsibilities, identify goals and develop confidence about meeting desired performance level, Bass (1990), while laissez-faire style is an absolutely passive leadership. Laissez-faire leadership, also known as delegation leadership is a type of leadership style in which leaders are hands-off and allow group members to make decisions. It generally leads to low productivity. Bad leadership is expensive, under the watch of poor leaders and managers, staff morale declines and workers feel less committed to the organization and its mission that tends to lead to work of lesser quality and things getting done more slowly. Poor leadership can stop planner from producing new ideas and solution to problems.

The kind of leadership style influences how organizations cope with improving productivity, the transformational leadership style play a crucial role in improving productivity by way of improved marketability and creating strategic vision of the organization. Leadership style affects the overall operational performance of effectiveness, efficiency, profitability, large market share and as well as the organization commitment to achieve a stated goal. behind the wonderment of any organization productivity in every organization is largely centre on labour productivity, perhaps human-labour is the universal key resources required of any organization and the ascertain that a critical element in all successful productivity effort to date has been due to good leadership style.

In recent times, many organizations in the Nigerian banking industry, have recorded cases of immoral and unethical, banking practices, gratifications, high labour turnover, inability to meet basic required obligations, and incessant financial distress syndrome, which has led to many banks being merged and acquired. This may be as a result of lack of effective leadership. The prime motive of many organizations is to achieve its stated objectives, hence the need to effectively coordinate and motivate the workers by an effective leader. Unfortunately some organizations do not take cognizance of the leadership style adopted by their mangers. it is on this premises that this research set out to examine leadership style and organizational performance in Access Bank Plc, Uyo.

The study is divided into five chapters; chapter one is the introduction, chapter two is a review of related literature, chapter three the methodology employed in carrying out the study, chapter four is data presentation and analysis while chapter five concludes the study and proffer recommendations to the researched study.

* 1. **STATEMENT OF THE PROBLEMS**

Findings reveal what seems to be a blind spot among company planners about their own leadership and management skills. You might look at this and say that leadership is just about being nice to people, however, its far more complex, coercive leaders can have a slightly positive impact on standards and pacesetters on responsibility. As Gole man point out, no one leadership style is going to be right one in every situation. Leaders in private sector like access bank plc have to balance their concern for their c-workers with their responsibility to the community they serve. A lot of people t think that one need to pay people more money to, motivate them, wrong; there are plenty of low and no-cost strategies one can use to motivate staff, executives who want to improve performance will bring in tough managers or promote the most productive staff member as a pacesetter. having weak, ineffective managers in the workplace has many damaging effect on employees and the firm as a whole. company with poor managers almost always perform below expectations, they lack vision, and adequate understanding of business finance and good communication skills. By recognizing if these characteristic are present in the manager of their firms, company’s can make the necessary changes in order to prevent failure. Many planners undervalue leadership because, I believe, the hold onto old, the incorrect assumptions about the subject but as professionals whose work greatly affect the public, there is need to have a responsibility to be effective and efficient.

An effective leadership makes decision with the information available, provide clear guidance, flexible enough to change direction, delegate and build team spirit. a leader that involves employees in the company’s operation builds morale and improves productivity, when staff feels aliened, morale and productivity suffer. If you search for projection leadership style, almost every expert agrees that no management style is able to fit all projects. Unfortunately, leaders who are unable to be flexible, trustworthy, open and inspiring may have a combination of the varying trait of management styles with no clear definition to guide a team. An effective manager realizes the need for change in style and aspects the correct style to the team or project goal. Managers that fall claim to many complaints to upper management from team members should re-evaluate their manager goals and project management certifications to help improve their careers. While no project management leadership style may be the best style, each should be considered when tackling projects. As Daniel Goleman pointed out, a manager should consider the project and then select and effective style, or “choose the correct club for the shot”?, to bring project to successful completions. You may have the title of manager but what is you project management leadership style? Are you forceful, determined, opinionated, or feared? surprisingly, there are many projects management leadership styles and no style fits all projects. What makes you a leader style is critical during all phases of the project’s life cycle. Here is quick reviews of leadership style that will help different leaders respond to the elements; transformational leaders want to change the world or at least the world of their organization. A transformational leader is visionary leader who thinks in possibilities comes realities. A transactional leaders offers incentives and rewards to employees for commitment and efforts in fulfilling the organization goals. Laissez-faire leadership, also known as delegation leadership is a type of leadership style in which leaders are hands-off and allow group members to make decisions. It generally leads to low productivity. Bad leadership is expensive, under the watch of poor leaders and managers, staff morale declines and workers feel less committed to the organization and its mission that tends to lead to work of lesser quality and things getting done more slowly. Poor leadership can stop planners form producing new ideas and solution to problems.

**1.3 OBJECTIVES OF THE STUDY**

The main objective of this study is to identify the styles of leadership adopted by mangers, and examined impact on workers performance, which in variably translated to organization performance.

The specific objectives include the following:

1. To examine the impact of leadership style son workers performance in organization
2. to determine the relationship between leadership styles and organizational performance
3. To critically evaluate the nature of leadership styles as it affects workers performance in Access Bank Plc, Uyo.
4. To ascertain whether leader-employee relations affects organizational productivity.
5. To identify factors affecting leaderships styles in organizations.

**1.4 RESEARCH QUESTION**

The study would examine the following questions for the study

1. Does leadership styles create any impact on the performance of workers in organization?
2. Is there any relationship between leadership styles and organizational performance?
3. What type of leadership styles could be adopted to improve workers’ performance in Access bank Plc, Uyo?
4. Do leader employee relations affects organizational productivity
5. What are the factors affecting leadership styles in organizations?

**1.5 RESEARCH HYPOTHESES**

In the course of the study, the following hypotheses were formulated

**Ho**: That leadership styles or patterns does not impact on the performance of workers in organizations.

**Hi**: That leadership styles or patterns impact on the performance of workers in organizations.

**Ho**: There is no significant relationship between leadership styles and organizational productivity.

**Hi**: There is significant relationship between leadership styles and organizational productivity.

**Ho**: leader-employee relation does not lead to productivity in organizations.

**Hi**: leader-employee relation leads to productivity in organizations.

**1.6 SIGNIFICANCE OF THE STUDY**

The significance of this research work is that it would explore the impact of leadership on the performance of workers in organizations with special references to Nigerian contest. This particular industry was chosen because of the rigour employees are made to go through in the industry in the course of meeting the targets of the management. This has affected the economic, social and private lives of the workers. It is intended to investigate whether employee’s performance e is related to the leadership style adopted by the management. It is hoped that this study would contributed to the promotion of the existing frontier or boundary between human knowledge and strengthen the relationship between the management/ employer and the employee in the banking industry of Nigeria.

**1.7 SCOPE OF THE STUDY**

The scope of this study will be limited to the impact of leadership styles on the performance of workers in the banking industry in Nigeria. The research work will focus mainly on leadership variables as it affects the performance of workers. The study also aim at using Access bank Plc for opinion sampling. The field survey shall be conducted in uyo metropolis.

**1.8 LIMITATIONS OF THE STUDY**

A research work of this nature is always associated with numerous problems that seek to limit the researcher’s ability especially, in out context where organizations do not disclose the true information about organization to the public. The research found t difficult to access meaningful data concerning the organizations leadership styles, but had to use the limited information available.

Also, a number of constraints were met. They range from:

* Inadequate financial resources to move around for data collection, typing and photocopying and the search for materials.
* Lack of time-time constraints affects this study in terms of duration. For instance; given the time line within which to submit this work. Materials. Paucity- inadequate materials also affects this work. Due to the sensitivity of the topic, no adequate blue print on the exact conceptual/theoretical framework.
* Weather condition- as the research period falls on rainy season, poor weather condition that sometimes resulted to heavy down pour hampered movements.

Nevertheless, these did not affect the quality of the outcome of the study

**1.9 DEFINITION OF TERMS**

**Organizational Performance**: An analysis of a companies performance as compared to goals and objectives. It comprises the actual output objectives of an organization as measured against its intended goals (Judge & Robbins,2010).

**Organizational Goals:** Something that the organization is striving to achieve, a future expectation, a desired future state and something towards which the activities of the organization are directed in an effort to attain this state (Mullins, 2012).

**Organizational Culture:** The collection of traditional values, policies, beliefs and attitudes that constitute a pervasive context for everything we do and think in an organization (Atkinson, 2010).

**Leadership:** Getting others to follow to “getting people to do thing willing”, or the use of authority indecision making (Watson, 2007).

**Leadership Style:** It is the way in which the functions of leadership are carried out, the way in which the manager typically behaves towards members of the group (Mullins, 2012).

**Management**: The process through which efforts of members of the organization are co-ordinate, directed and guided towards the achievements of organization goals (Mullins, 2012).

**Organization**: It is an entity. Organization can be seen as a process of coordinating individual efforts to accomplish a common objective (Nwachukwu 2007).

**Performance**: Is the measure of efficiency; it measures the output of a firm in relation to its inputs (Nancy, 2013).

**Motivation**: The driving force with individual by which they attempt to achieve some goals in order to fulfill some needs or expectation (Mitchell, 2002).

**Productivity:** The measure of how well resources are brought together in organizations and utilized for accomplishing set of result (Nwachukwu 2007).

**Laissez:** Faire style of leadership-where the manager consciously makes a decision to pass the focus of power the member of the group allowing them freedom of action (Mullins, 2007).