

# **Chapter 1**

## **Introduction**

### **1.0 BACKGROUND TO THE STUDY**

**Effective Leadership is a topic of great concern to managers, employers, and the general public. Good leadership is essential to government, to business and to countless group and organizations that shapes the way which lives works and play. Many managers believe that leadership is the major determinant of Organizational success. This belief can be seen in the thousands of Naira spent annually by individual companies on leadership programmes.**

**Government has been wrecked in some countries due to bad leadership. There are such comments as “He is a very effective leader”, “the Company failed because it lacked effective leadership”, “the country Lacked effective leadership”, “and leadership makes the differences Between success and failure”.**

**In the achievement of organizational goals and objectives of any organization, an effective leadership or leader is obviously an Important ingredient. The follower acts as a compliment to the leader in the achievement of the organizational goals of any organization. If there is no effective leader, most organizational goals and objectives may not be adequately realized. When leaders who are professionals in their respective fields are involved in the**

**management to a company, the impact on their achievement is easily noticeable. This becomes a dynamic force in most sectors of our economy today and emphasis on the crucial nature of effective leadership.**

**In commerce, similar attempts are directed towards appointing leaders who will be able to run the organization effectively and efficiently for the achievement of Organizational goals. Leadership increasingly becomes under great pressure from the followers and from the environments. With the presence of effective leadership, there are efficient and effective management of government enterprises to perform up to expectations. Like most other tools for achieving organizational goals effective leadership is faced with some constraints which prevent some enterprises from achieving their normal goals objectives.**

**Also, most management is not even aware of the exact constraints to the effective leadership. The exigency of the situation created by effective leadership encourages research on the issue of "EFFECTIVE LEADERSHIP AS A TOOL FOR ACHIEVING ORGANIZATIONAL OBJECTIVES". The dream of improving government enterprises or any enterprise can only be achieved through effective and efficient leadership and it is an account of this that this work is embarked upon.**

**As a result of this, UNIVERISTY OF IBADAN WATER ENTREPRISE as government owned enterprises has therefore been selected as a case study for this research. This work when completed is expected to**

help companies, both private or government owned to understand and manipulate effective leadership in achieving organizational goals.

## **1.1 STATEMENT OF THE RESEARCH PROBLEM**

There are so many problems that hinder the University of Ibadan Water Enterprise from the achievement of the organizational aims and objectives. These problems are:

- **PLANNING:** This is regarded as one of the crucial element/aspect of the administrative functions of the chief executives. This concerns working out in broad outline, the things that must be done in an organization and also involves the forecasting of the future and making preparation to meet it. Planning constitutes problem in the leadership of University of Ibadan Water Enterprise for the achievement of its organizational goals. The University Management interference in the business of University of Ibadan Water Enterprise does not allow for effective planning of the business.
- **STAFFING:** This concerned with the personnel function of devising efficient and effective system of recruitment, training and providing favourable condition for work. University of Ibadan Water Enterprise does not have proper staffing personnel as being affected by the activities of the University Management. The leader of University appoints unqualified personnel's to fill some important or key post in the University of Ibadan Water Enterprise management who has nothing to contribute to the growth and development of Enterprise.
- **DIRECTING:** It involves making appropriate decisions and seeing that such decisions are embodiment in order and instructions in an away to ensure effective and efficient enterprise aimed at achieving predetermined goals of an organization. Due to

**unqualified personnel seen in the management and leadership of University of Ibadan Water Enterprise, giving direction or directives becomes difficult as communication is hard to pass through because of the lack of experiences in the office. This is a bane to the development of University of Ibadan Water Enterprise.**

- **BUDGETING:** This function of Water Enterprise management forms the hallmark of his position because; administration cannot be separated from finance. This task is concerned with accounting and costing of financial management. It can be seen that no sectors or ministry even government owned business is free from corruption. University of Ibadan Water Enterprise is filled with corrupt practice which hinder it function as result of its bad leaderships which has assumed a great dimensions in the business of University of Ibadan Water Enterprise. Some of this problems based on the research are:
  - **Is effective leadership the only dependent variable for achieving organizational goals and objective?**
  - **Is the success of an organization a large extent tightly dependent on the quality of it leadership?**
  - **How is the possibility of achieving the goals and, objectives of University of Ibadan Water Enterprise through its leadership?**
  - **Does it mean that without the help of an efficient and effective Leader, an organization cannot achieve its pre-determined goals and objectives?**
- **MARKETING:** Marketing is the homework a company does to figure out what the people need and what your company should offer in the light of promoting the sale of a product and growing customer through creating, communicating and delivering customer value. Due to poor Marketing strategies, the Water Enterprise has not been able to meet with the demand and values of consumers/customers
- **COMMITMENT:** Commitment is a state of being bound intellectually or being focused, sincere to a course of

**action. It is open that the workers and even the management have the attitude of:**

- It not my father business it is a government enterprise**
- Since they are in power they can operate the enterprise as they wish, it certain we must be paid no matter the challenges.**

**This has brought about no commitment and concern for the growth of the business.**

## **1.2 OBJECTIVE OF THE STUDY**

**The aim of this research is to determine through empirical investigation and analysis those factor considered as tools for achieving organizational aims and objectives. It is also the objective of this study to examine the following points:**

- 1. That effective leadership in the work place is a function of many variables which collectively help the leader to contribute towards the attainment of the organizational aims and objectives.**
- 2. To assist the relationship between the executive and subordinates. The result of the evaluation will help in the solution of the research problem.**
- 3. To untold the roles played by effective and efficient leadership in achieving organizational aims and objectives.**

## **1.3 SIGNIFICANCE OF THE STUDY**

**Proper evaluation of effective leadership as a tool for achieving organizational goals and objectives and the findings resulting from the efforts shall undoubtedly and**

**the company or enterprise involved to do better and the result of the study could also provide basis for improvement of government and private enterprises.**

**The company involved can employ the techniques more effectively to ensure optional result. The out-come of this study is also expected to contribute to the expansion of his total knowledge base in this aspect of study.**

**Another aspect is that this study will offer a basis for future researcher who shall find and use this study as a reference material when analyzing other issues related to this.**

## **1.4 SCOPE OF THE STUDY**

**This study examines the role played by effective leadership in the achievement of organizational aims and objectives. It is limited to cover the UNIVERSITY OF IBADAN COMMUNITY AND FEDERAL SCHOOL OF STATISTICS. All data collected are strictly confidential and for academic purpose. It also raises some problems encountered in the causes of the study and more solutions to them which will improve the achievement of organizational goals and objectives of University of Ibadan Water Enterprise.**

## **1.5 LIMITATION OF THE STUDY**

**In this research work, there is no doubt that some problem was encountered which affected the progress of the research. It was difficult to get permission to be allowed to collect data from the enterprise. Several time I went to University of Ibadan water enterprise to get permission from the manager. Some workers declined and other reluctant to discuss information needed with reason that they are not enlighten on leadership. Also, there was**

problem of cost which I managed to update from different sources. However, most of the other problems were reduced by the presentation of my identity card, letter of identification from my school, my being friendly with them as well as explaining the aim of the research.

## **1.6 HISTORICAL BACKGROUND AND ABOUT THE CASE STUDY**

### **Historical background of the case study**

The University of Ibadan Water Enterprise was unveiled for the establishment commissioning of University of Ibadan Water by Chief Wole Olanipekun SAN, OFR, Pro-Chancellor and Chairman of University of Ibadan Governing council on Monday, 22 October, 2012.

### **About the case study**

The case study for this research work is the University of Ibadan Water Enterprise, located within the university community; off Atiba road, beside the University of Ibadan International conference center, 2<sup>nd</sup> gate. University of Ibadan Water Enterprise was establish to produce good and nourishing water to the Institution at large and to generate income for the Institution. At the Enterprise, they produce bottled water of 50cl and 75cl, sachet water. Furthermore, the organizational structure is:

**The Director**



**The Plant Manager**



**The Production Manager**



**Factory supervisor**



**The Marketing Manager**



**The Accountant**



## **The Workers**

**The official working hours is 8hours ( 8am - 4pm), every Monday to Friday. Hence, the University of Ibadan Water Enterprise Nafdac number is: B1-8717L**

## **1.7 METHOD OF RESEARCH**

**The research design for this study has the following elements:**

**The Primary Data was used to obtain data from University of Ibadan Water Enterprise**

**Data collection methods used was obtained through personal interviews, questionnaire conducted during the preliminary stages of the study. There was the organization of planned observation of office Management performance and also data obtained from the information board of the University of Ibadan Water Enterprise.**

**The research instrument, personal interviews conducted during the preliminary stages of the study involves the researcher discussing with the leaders or management of the enterprise and interacting with subordinates in University of Ibadan Enterprise.**

**The research instrument, questionnaire was issued/distributed to the management, staffs of the Enterprise.**

## **Chapter 2**

### **Literature Review**

#### **2.1 CONCEPT OF LEADERSHIP**

**The concept of leadership has occupied the efforts of many writers. Leadership is seen and understood to mean various things to different People depending on their point of view.**

**Some see leadership as “the capacity to inspire and mobilize masses of people”. This is a broad definition given by Author M. Schelesinger (1988 page.20) jnr. and this concern governance of the state but for the purpose of this study, emphases will be place on the narrow definition of leadership since it is concerned with leadership in a industrial set-up.**

**Raph M. Stodis et al (1976) defined leadership as “the process of directing and influencing the task related activities of group members”.**

**Jame A.F Stoner (1990) defined it as a process of influencing one or more people in a position way so that the task determined by the goals and objective in an organization are accomplished.**

**Schwartz (1976) defined leadership as “the art of inspiring subordinates, to perform their duties willingly and enthusiastically between their leaders and subordinates, the goal being the task accomplished and this must be achieved with the constraints imposed by higher management. Some as matter of fact see leadership position as a means to an end while others see it as an end itself.**

**It includes guiding, directing, controlling, organizing and delegating. These definitions have many things in common. These are the objectives or the goals to be attained through resources which includes both human and material, also it is left to the person that occupies the leadership position of an organization or department to influence his subordinates to put in their maximum efforts after being supported with necessary things, tools and encouragement in other to accomplished the objective of the organization.**

**According to Kootz O Donne (1986), leadership is simply defined as influence of the art or process of influencing people so that they will strive willingly towards the achievement of group goals.**

**This concept can be enlarged to imply not only willingness to work but also willingness to work with zeal and confidence. Zeal reflects ardor, intensity, earnestness and technical ability. To lead is to guide conduct, direct and proceed. Leaders act to help a group achieve its goals and objectives with maximum application of its capacities. They do not stand behind a group to push and to produce**

**rather the people themselves before the group as they facilitates progress and inspire the group to accomplish organizational goals.**

**In effect, it does not refer to the chief executive or general manager or those at the apex of the organizational hierarchy but it also embraces such caliber of people as from supervisor to the chief executives.**

**This is because, these categories of workers perform general function aimed at achieving the goals of an organization through directing other junior workers below them in the organizational hierarchy.**

**Scoff and Rochester (1984) captured this view when argued that if you are called a supervisor, you are responsible for getting things done economically through the efforts of your people in jobs that do not have the label of managers even though they are near bottom of an organizational chart. They are all job that require some management ability to be done properly. The central issue in management leadership is achievement of organizational goals. Leaders in general among other things, usually concern its self with all kind of efforts at examining and identifying some basic or significant ways in which economic benefits could be achieved. Infact, economic performance is the essence of business of University of Ibadan water Enterprise and must be considered at the top of its priority.**

**Katz and Kahn (1989) proposed that leadership as applied to formally organized enterprises is “the influential increment over and above mechanical compliance with routine directives of the organization. An organizational role may encompass definite objectives and plans in order to achieve them.**

**They maintained that organizational design should be supplemented with information necessary for persons to perform their role in view of the changing environment and organizing the fact that every role is apart of an open**

**social system which responds to change by being aware of the dynamic of an organized enterprises and interpreting them to those working in it and their various behaviour pattern. The idea of leadership as an influential increment is made special necessary by the fact that all enterprises are open system and that people have varying drives, attitudes and desires. Author, by recognizing leading as a major function of managers supports the idea that an increment influence is needed beyond these portions of people role that can be defined through effective planning, organizing, staffing and controlling. From the above cited works the productivity of workers is determined by how effective they are managed. It also determined whether the goals of the enterprises will be achieved. Since work need to be performed and resource to perform them is work of all categories, it therefore, means that works has to be organized in a way to make people work most effectively. The plans, offices, equipment and other government enterprises are unproductive except for all human efforts and directives of all management tasks. Also managing the human component is very important because it depends on how well is done in any situation of life; the leader is the pivot around which every other factors in the organization revolves. The ideal leader is a spring of inspiration to his followers.**

**Wess Roberts (1983) in his work, the leadership secrets of Atella confirms this idea by seeing it as “the action of others in carrying out one purposes of the organization at varying levels of authority and with accountability for both success and failed endeavor”. The concept of leadership should be exemplary conduct.**

**In words of George Imayin, Assistant Director and Head Management Development Lagos, A leader is defined as a “person who can influence other people more than they can influence him”.**

**According to George R. Terry (1981 page.2) leadership is activity of influencing people to strive willingly for group objectives”.**

**Leadership is the ability to influence a group to voluntary contribute or do something towards the achievement of a goal. It is the activity of influencing people to strive willingly for group objectives. The definition has several key elements. First, leadership is a process of influence. A person cannot be a leader without being influential. Secondly, leadership involves interactions between two or more people. It takes place when one person (leader) influences the actions of others (followers). Finally, it involves a concept of shared objectives and goals. When a leader attempts to influence other people, he has a certain goals in mind. His leadership is then judged by how well his goals have been achieved.**

**Leadership is a reciprocal process between a leader and follower. A leader is someone who has follower, a people who can elicit extra ordinary performance from subordinates. An exemplary leader is also very important. He is an invaluable asset to his organization in the sense that the success of an organization so a large extent is highly dependent on the quality of its leaders. Effective leadership in the work place is function of many variables which collectively help the leader to contribute towards the attainment of the organization’s goals.**

## **2.2 STYLE OF LEADERSHIP**

**When developing your leadership skills, you must soon ask yourself, “What leadership style work best for me and my organization?” To answer this question, it’s best to understand that there are many from which to choose and**

**as part of your leadership development effort; you should consider developing as many leadership styles as possible.**

**In fact, choosing the right style, at the right time in the right situation is a key element of leader effectiveness. How does a leader go about influencing the subordinates at the right time in the right situation to achieving organizational objectives? We shall look at some classification of leadership styles:**

**1. Autocratic leader: An autocratic leader is often called a dictator. He dishes out instructions without taking into consideration the view and feelings of his subordinates. He sees the organization's goals settings as his exclusive right with minimal subordinate involvement and often times does not even involves his subordinates in the organization's decision making process. In terms of status, he stands out clearly as the boss and there is usually little difficulty in identifying him.**

**Subordinates may "SHIVER IN THEIR BOOTS" in responds to his calls. Such leader utilizes negative sanctions and develops a sense of fear in subordinates. Often his goals and instructions meet subordinates anger and unwillingness to co-operate. This type of leadership style hinders interpersonal relationship between the head and the subordinates and also between the different administration structures.**

**2. Democratic leader: This is the opposite of an autocratic leader. A democratic leader allows full participation of people in an organization. He operates what is known as open door policy. He allows the participation of his subordinates in the organization's decision making process. He does not only recognize the personal work of his organization members but also goes an extra mile to be committed to their welfare and feelings. Rather than constantly**

telling them, he is frequently asking them. Their ideas and suggestion are valued and consultation with them may be used to secure their contribution. The democratic leader handles people properly and carefully. In democratic leadership, the leader plays an active role in stimulating group thinking and developing a solution or reaching a decision.

**3. Laissez-faire or free-rein leader:** laissez-faire or free rein leader on the other hand goes a Step farther and turns an entire problem or project over to subordinates. Subordinates may be asking to get objectives and develop plans for achieving them. In one approach, it is characterized by the absence of any active leadership by the formal designed leader. Although, Laissez-faire leaser is the lackadaisical type with an I don't care attitude. He does not care about his responsibilities. He is the type that even though he is working for the organization, he is actually against the achievement of the organizational goal. He makes the accomplishment for the company objectives difficult. He lacks commitment and achieves very little.

**4. Idiocratic leader:** This is a leader appointed because of his number of years in service in the organization without possessing the pre-requisite knowledge and expertise which that position demands. He is clever at deciding people and easing makes friends with subordinates whom he ingeniously pretends to love or like. By his familiarity, with the subordinates, he is able to know ability of individuals and use each accordingly so as to achieve the objectives of the system.

**One weakness, that is common in the Nigerian system whether public or private is that the leadership does**

not give the young energetic workforce the opportunity to exercise their knowledge. This is because the older is often considered wiser but it is not all old people who are wise. From the work cited above, all the style of leadership are base on a blend of two factors, concern for people and concern for output. The most effective style being the one which has high concern for output with equal high concern for people.

A leader who does not have the essential characteristics of leading by example is not a leader. Leadership, is not necessarily charisma, the world most charismatic individuals caused more problem than anyone else. Rather a leader is a person who is able to extract genuine and apprehended respect and loyalty from his followers and his subordinates. A leader can not be regarded as a lever or brilliant if he lacks the essential qualities that can make him influence his subordinates and associate. You have to get work hard and are punctual to work before you can get subordinates to do the same.

5. **SERVANT LEADERS:** A "[servant leader](#) " is someone, regardless of level, who leads simply by meeting the needs of the team. The term sometimes describes a person without formal recognition as a leader. These people often lead by example. They have high [integrity](#) and [lead with generosity](#). Their approach can create a positive corporate culture, and it can lead to high morale among team members. Supporters of the servant leadership model suggest that it's a good way to move ahead in a world where values are increasingly important, and where servant leaders can achieve power because of their values, ideals, and [ethics](#).

## **2.3 ATTRIBUTES OF THE IDEAL LEADER**

**This four important attributes of the ideal leader which in addition to exemplary conduct will guarantee him success in his position. They include-know the job, good inter personal skills, maturity and emotional stamina, intelligence.**

- 1. Know the job: A good leader must know the job. He must have sufficient information about the job and a broad view of the organization. A leader who knows the job facilitates the success of the organization.**
- 2. Good inter personal skills: The ideal leader must have a very good inter personal skills. A good leader should be able to communicate effectively with the staff and clients. Also he should be accessible and friendly.**
- 3. Maturity and emotional stamina: An ideal leader must be matured and posses emotional stamina. He must be self motivated person who should be able to resolve crisis between and among his staff or subordinates. A leader should show interest in the personal affairs of his subordinates and give assistance where possible but his familiarity is excessive, it may become difficult to enforce discipline when there is need for it.**
- 4. Intelligence: In addition, the ideal leader should be intelligent and charismatic. Intelligent is not only in terms of education because a collage drop out could hold sway where a second degree holder would fumble and wobble.**

**With regard to leaders attributes and leadership style, they are intact indispensable attitudes which a leader must possess. Also the extent to which any profit oriented**

organization achieves its set goals depends entirely on those persons who make up that organization. Note that: "All the activities of any enterprise are determined by the persons who make up that institution". Leadership or the act of leading does not operate in a vacuum because all those saddled with the responsibility of co-coordinating the various resources towards the realization of the pre-determined objectives are functional parts of the management process. They are the principal dynamic force that stimulates, motivates and coordinates the organization in the accomplishment of its objectives.

A finishing touch to this ideal is regarding leadership "as an inter personal relation in which the concept of goal attainment is stresses and give recognition to the fact that leadership serve a continuing function in a group".

Chin-Ningchn, author of the national best seller also gave his own view; his ideal or view is that "leadership is a state of mind, what you do yourself, not what you do to others. According to him, the type of leader you are depends largely on your personality or disposition.

## **2.4 TYPES OF LEADERS**

Here are listed six different types of leader which could broaden one knowledge on the ever important concepts of leadership.

- 1. The wise leader:** A good leader must be wise. He must also be self constrained, strong and humble in manner.
- 2. The courageous leader:** For a leader to succeed, he must be courageous. He should more courageous as challenges become bigger.
- 3. The virtuous leader:** The virtuous leader is never concerned about his personal interest but for the promotion of the company or enterprise. He also

**guides his subordinates with virtuous heart or virtuously.**

- 4. The great leader: The great leader treats a proficient individual with great respect. He has the capacity to accept criticism and suggestion. He is tolerant, yet firm. He is also courageous and brave and skilled in strategies, and take unimaginable steps or steps to greatness**
- 5. The compassionate leader: He knows the difficulties of his subordinates and appreciates their deployed devotions. He also guides his subordinates with virtuous heart and supervises them with strict standards, He is compassionate toward his subordinates and tend to understand and make his subordinate understand the task ahead.**

## **2.5 QUALITIES OF A LEADER**

**In correlation to the type of leader, early leadership scholars identify qualities of a leader. This pervades all activities of leadership. Some writers have sub-divided some while others fuse two functions in one. The qualities include:**

- 1. Courage: A leader must have courage. He must be Fearless and have the fortitude to carry out assignment given to him. He must be ready to accept the risk of leadership. A leader must be long suffering in his duties and must have the courage to act with confidence and to excel in times of certainty or danger.**
- 2. Accountability: This is fundamental to leadership. A leader must be able to give account of any responsibility he is charged with. Supervisors must never leap praise or lay blame on others for what they themselves achieved or failed to achieve no matter how glorious or grave the consequences.**
- 3. Credibility: A leader must be credible. His word and actions must be believable to subordinates and**

friends even foes. He must be trusted to have the intelligence and integrity to provide correct information.

4. **Empathy:** A leader must develop empathy and appreciation for and an understanding of the values of subordinates and supervisors alike but empathy must be not to be confused with sympathy.
5. **Tenacity:** The yielding drive to accomplish assignment is a desirable and essential quality of a leader.
6. **A leader must have an instinct desire to win :** A leader without a sense of competitiveness is a weak-one and easily overcome by the slightest change. One important thing must be bear in mind that the concept of leadership, attributes and types of leaders all aims at the accomplishment of the goals and objectives of any organization.
7. **Consistent:** Confidence and respect cannot be attained without leadership being consistent. People must have confidence that their opinions and thoughts will be heard and taken into consideration.
8. **Delegator:** An exceptional leader realizes that he/she cannot accomplish everything on his own. A leader will know the talents and interests of people around him/her, thus delegating tasks accordingly.
9. **Initiative:** A leader should work to be the motivator, an initiator. He/she must be a key element in the planning and implementing of new ideas, programs, policies, events, etc.
10. **Open to Change:** A leader will take into account all points of view and will be willing to change a policy, program, cultural tradition that is out-dated, or no longer beneficial to the group as a whole.
11. **Interested in Feedback:** How do people feel about your leadership skill set? How can you improve? These are important questions that a

**leader needs to constantly ask the group. View feedback as a gift to improve.**

- 12. Evaluative: Evaluation of events and programs is essential for an organization/group to improve and progress. An exceptional leader will constantly evaluate and change programs and policies that are not working.**
- 13. A Good Communicator: As a leader, one must listen...a lot! You must be willing to work to understand the needs and desires of others. A good leader asks many questions, considers all options, and leads in the right direction.**
- 14. Respectful: Treating others with respect will ultimately earn respect.**

**Furthermore on the qualities of leader, According to Stodgil (1950) considered leadership as the process of influencing activities of an organized group towards goals settling and goal attainment.**

**From the foregoing definition of leadership, a few basic ideas about the concept of leadership become are:**

- Leadership involves other people-followers or subordinates, thus there can be no leader without followers.**
- Leadership involves the use of influence process in relation to the subordinates which has to be with motivation and mobilization.**
- Leadership process involves an equal distribution of powers among leader and group members.**

- **Leadership is a process i.e. an ongoing activity engaged in by certain individuals in an organization.**
- **Leadership focuses on the accomplishment of goals. This means that the outcome of the leadership process is some form of goals accomplishment.**

**Leadership characteristically, motivates or inspires other to be active, hence, leadership must be capable of motivating members of the followers towards goals achievement and organizational activities in such a way that the individuals and organization energies be effectively directed towards the leaders desired ends.**

**It is very important to note that it is inconceivable to think of leadership without human organization first, leadership therefore is absolutely essential for the survival of group organization. This is because in absence of organization and leadership in society, anarchism will be order of life. In organizational leadership, a leader may achieve his power by birth, election or seizure, there may be formal recognition of the leader hence leadership can be formal or**

**Informal.**

**Formal leadership is often associated with complex human organization. This views agrees with the fact that 'masses are in capable of taking part in decision making process and therefore desire strong leadership'. In every group where there is a leader, that leader has the responsibility of motivating and coordinating the efforts of the groups towards predetermined goals. It follows from above idea that leadership process relies on communication and motivation within an organization, relationship depends participating on leadership, and leadership is but a matter of personality vested with authority and role.**

## **2.6 THE APPROACHES TO LEADER EFFECTIVENESS TOWARD ACHIEVING ORGANIZATIONAL OBJECTIVES**

### **APPROACHES TO LEADERSHIP EFFECTIVENESS**

**Approaches to leaders effectiveness are distinct and broad theories or approaches to the study of effective leadership and approaches toward achieving organizational objectives.**

**Leadership, as explained by successful businessman Alan Keith, is "ultimately about creating a way for people to contribute to making something extraordinary happen." Good leaders move their followers to action and help them realize their potential to accomplish a greater objective. Understanding the theories/approaches of organizational leadership helps leaders to grow and develop leadership skills and identify potential leaders during the hiring process. The theories/approaches of effective Leadership are identified through research and they include:**

- 1. Trait-centred approach or theory**
- 2. Personal-behaviour approach or theory**
- 3. Situational or contingency approach/theory**
- 4. Functional approach or theory**
- 5. Transformational approach or theory**
- 6. Environmental approach or theory**

### **The Trait-Centred Approach**

**The trait-centred approach is based in the beliefs that leaders are born not made. It is referred to as the "great man approach to the study of leadership. In this approach traditional notion leadership, credited effective leader will supernatural powers. This a leader was seen as a person gifted by nature with certain qualities such as intelligence, courage, persuasiveness, was believed that a man who lacked these qualities would not be effective leader. In view of these traits considered for effective leadership early researchers, sought to identify traits that were common and unique to effective leaders and:**

- 1. To compare the trait of those who emerged as effective leader with that of those who did not and to**
- 2. Compare the trait of effective leaders with those of ineffective leaders. Stomer (1978) and From room (1985 p. 661).**

**These attempts, according to Agboini for et al (1995) were generally not very fruitful; as different researches ended up with different list, with very few traits in common. Hence, researchers have concluded that a leader is not a parson characterized by any particular consistent set of personality traits. However, most researchers' base on the trait approach was designed to identify intellectual, emotional and physical characteristics for successful or effective leaders; hence it is advisable that leaders should reflect or personify the quality expected in their groups or organizations to succeed.**

**Furthermore, in the trait-centred approach, efforts were concentrated on identifying the natural traits attributable to effective leaders. Nwachukwu (1988) considered such traits as intelligence appearance, (physical attributes), knowledge, judgment initiatives honesty truthfulness, open minded, courage, perseverance, social skills, age and socio-economic background. Admittedly, the key to effective leadership is by identifying the personality traits of leader, however, analysis of effective leadership by this approach is therefore to compare these traits, as enumerated above to find uniqueness of communality in the traits of effective leaders are that of non-effective.**

### **Personal Behaviour Approach**

**The general dissatisfaction with the traits approach couple with the approach inability to establish whether personality or general characteristics have been identified and accepted among scholars influencing effective leaders, constituted a search for the second historic approach to the study of leadership unlike the trait**

approach which attempts to describe leadership on the basis of what leaders are leadership behaviour approach seek to explain leadership in terms of what they do is interested in exploring the relationship which exist between behavior and work group performance. Again the behavioral approach sought the “one best” style of leadership that would be effective in all situation and ignored situational factor.

However, the examination of this approach is premise on realizing that an individual rarely fits perfectly into any specific behaviour pattern. The personal behaviour approach believes that leaders behavior and the style in which he relates to the other people, affects his effectiveness. This approach centers on what leaders do and how they carry out their task. In other to identify what leaders do as entrenched in this approach, three generalizations emerged according to Hoy and Miskel (1982). They are:

1. More effective leaders tend to have relationship with others. Subordinates that are supportive and enhance the follower, sense of self esteem.
2. More effective leaders use group rather than person to perform method of supervision and decision making.
3. More effective leader tends to high performance goal; two areas (major) of leadership behaviour emerged in this approach.

(a)The people oriented and (b)The position based or task oriented leadership style.

Lewin Lipitt and white in their study, categorized these two aforementioned behavioural orientation of a leader as democratic, autocratic and laissez-faire which all centre on the technique of decision making. Finally, a particular pattern of leadership behaviour is related to the degree of authority with the amount of autonomy granted to subordinates.

**Situational Approach**

**In this approach, it is believed that the performance of a leader is usually associated with the situation in which he finds himself. The approach attempts to identify any distinctive characteristics of the situation to which leader's behaviour can be attributed. The situationalist therefore believes that leaders are not born but are partly made by circumstances in which they operate. This approach does not deny the important are only with respect to specific situation and the characteristics of the followers, hence the fact about this approach is in its recognition that leaders who is effective in one situation, may not be effective in a different setting or environment.**

**The assumption of this approach calls attention to the necessity specifies one situational variables and performance criteria and these variables include: factors in the leader, factors in the followers and factors in the situation. Another factor in the assumption of this approach is that leadership effectiveness is not based on stereotyped of changing leadership style and therefore depends on matching the approach style to a specific situation.**

### **Functional Approach**

**Functional theory/approach argues that leaders' primary responsibility is to assess what their followers need and ensure that those needs are met. A range of studies indicate that leaders must perform five primary functions: monitor the environment, organize subordinate activities, train and coach subordinates, motivate followers, and participate in the group's work.**

### **Transformational Theory**

**Transformational leaders focus on the big picture and use communication to motivate followers to effectively and efficiently execute their vision. Transformational leadership theory calls for leaders to be visible and**

accessible, and to actively seek out new ideas to realize objectives.

### **Environmental Theory**

The environmental theory of leadership argues that leaders use psychology and self-awareness to foster self-sustaining environments where group members bring out the best in one another. The leader creates a culture that motivates and excites members to complete required tasks not because they are required to but for the benefit of the group. Instead of carrying the group, environmental leaders create a setting in which group members want to carry one another and are empowered to do so.

## **CONTINGENCY MODEL OF LEADERSHIP EFFECTIVENESS**

Professor Fred Fielder's model of leadership effectiveness identified two basic leadership orientations: the task oriented leader and the relationship oriented leader. He put differently leaders effective style depends on:

- His position power.
- The task structured and
- The leader-member relation.

This model believe that different types of situation requires different styles of leadership and situation determines whether a leader can exert influence in his group or not, hence the above element is a factor of situation and style adopted by the leader.

Position-Power as element of leadership style refers to the authority, which is vested in the leader by virtue of his leadership position in a group. For Professor Fred Fielder, a leader with a high position-power has a greater opportunity to leader effectively, than one with low position-power.

Task situation here describes the task to be performed, which is defined in terms of the steps needed to perform

it, the clarity of the goals to be attained, the multiplicity of alternative solutions, and the absoluteness, and specificity of the solutions.

Leader-member relation refers to the personal relationship between the leader and the members of the group. The relationship may be good, when example, the group accepts the leader, and when the relationship is one of trust, friendliness and cooperation. The leader personality and behaviour rather than the organization or structure determines these elements. Fred Fielder therefore conceptualizes leadership effectiveness structure in terms of good-achievement as group morsel. The interaction between these elements implies that no one leadership style is likely to be effective in all situations.

## **GAP IN KNOWLEDGE**

A leader is therefore considered effective to the extent he achieve the goals required of his position, he is not judged by observable leadership style but in terms of achievement of the expected goals. Leadership effectiveness is also a personal character. Leadership effectiveness has an objective dimension accomplishment of organizational goal, and a subjective dimension perceptual evaluation of significant reference.

This perception evaluation includes opinion held judgment mode by Subordinates, peers and superiors. Leadership effectiveness drives its strength from the willingness of the followers to be influenced to work willingly with zeal towards the achievement of goals. It also calls for decisions that will facilitate well inter personal relation between the subordinates and superordinate interactions.

Although there is no approach or style of leadership is considered effective on its own, however, an effective leader may need to adopt different styles, depending on

the characteristics of the group and the situation in which he operates. Situational factors that could affect leadership effectiveness include; the size of the organization, the degree of centralization, the complexity of the task, the willingness of the followers, organization and the task to be performed.

Furthermore, leader rational decision-making approach is another factor for leadership effectiveness and this depends on the extent to which the leader is an effective decision maker. The logic of this assumption implies inter personal relation between the leader and the subordinates help to achieve group of objectives. To achieve effectiveness in decision making process; leaders must be situationally sensitive to the implication of approaches to permit reality and objectivity in organization relation and that if decision making must achieve effective result in managerial leadership, it must be participative and not restrictive nor authoritative.

Finally, effective leadership is also predicated on leader's ability to enhance his subordinate's motivation to perform, job satisfaction and acceptance of the leader. Leadership effectiveness is therefore a function of many variables, ranging from the leader's trait, personal behaviour and leader's perception of the task situation in relation to the friendly disposition between him and his subordinates or followers.

## **2.7 DEFINITION OF TERMS**

### **Operational Definition of the Terms:**

In order to avoid confusion in this work, some basic terms on which our discussion are predicted are defined or given clarification as used in this work.

- 1. Government Owned Enterprises:** This is the same as state owned enterprises. These are enterprises established and run by the government, according to

**Ukw (1986, p.16) they are “the whole range of business in which government has a controlling interest.**

- 2. Organizational Structure: Macfarlan (1970, p.103) defined organizational structure as “the pattern of network of relationship between the various positions and the position holders”. He further maintained that both formal and informal organizations posses structure, the former being defined by executive decision and the informal developing out of interactions and sentiment of particular individuals comprising the organizations.**
- 3. Efficiency: The degree of effectiveness with which something is done or of the persons who does it. Technically, it could also be defined as the ratio of the work done to the work needed.**
- 4. Effectiveness: This can be generally looked upon as the extent to which organization realizes its goals and objectives.**
- 5. Leadership: This refers to ability to influence a group towards the achievement of goals. It is the activity of influencing people to strive willingly for group objectives.**
- 6. Motivation: This refers to anything that moves or extends to move a person to course of action. Motivation releases stimuli which creates drives, which is in turn reinforced by the offer of reward of one kind or another.**
- 7. Morale: This refers to favourable attitudes on the part of a member or members of a group towards its goals and leadership. “It is a social device for**

efficiently accomplishing some stated purposes through group means.

## **CHAPTER 3 RESEARCH METHODOLOGY**

### **3.1 RESEARCH DESIGN**

The research design employed in this research work, the role of effective leadership in achieving organizational objective is the Primary Data and the Secondary Data form of data collection from the University of Ibadan water Enterprise. The Primary Data collection was gotten directly from the research population through the use of questionnaire, personal interview while the Secondary Data was gotten from pre-existing document, journals, bulletin and magazines.

### **3.2 POPULATION OF THE STUDY**

The Population of the study covers the top, middle and lower level type of management, the accounting, marketing, human resources personnel department. This bring the population thirty (30).

### **3.3 SAMPLE AND SAMPLING TECHNIQUES/METHODS**

## **Sample**

**A Sample is fractional part of a population. In this research work, the sample (group members of the study population) shall be drawn out from various departments as related to this field of study. They include:**

**1) The various levels of management:-**

- The Top level management: they operate at strategic legislative level. This is the highest managerial level in an enterprise. E.g.: the Board of Directors**
- Middle level management: they operate at the organizational, tactical, administrative/judicial level. This is the 2<sup>nd</sup> managerial level in an enterprise. e.g.: divisional/departmental heads**
- The Low level management: these refers to the supervisors and the non managerial crew/head who together, carry out the routine operations of the business from day to day**

**2) Various departments and their staff, they include:**

- The marketing department**
- The accountant department**
- The Human resources department**
- The production department**

## **Sampling techniques**

**The sampling techniques refer to the way or procedure used in conducting the sample survey. The sampling technique for this research is determine by the method of sampling adopted, the sampling method adopted is taken to be the most befitting one to the Enterprise because of it advantages over the Enterprise. The sampling technique is:**

**The Stratified sampling: with this method, the population is divided into sub-population called strata to which the researcher allocates specific portions to the total sample.**

Before any selection or survey take place, the population is stratified into homogeneous unit, using stratification factor like sex, age, department, level, etc . The stratification factor used in this research work is the managerial levels and departmental levels.

### **3.4 INSTRUMENTS FOR DATA COLLECTION**

The instrument for the collection of the data for this research is determine by the Nature of the research and the type of Data to be collected

1)The nature of the research: the nature of the research is to examine:

- o the role played by leaders, not just any kind of leader but an effective one, in achieving organizational objectives,
- o to understand what it takes to be a leader
- o to understand what it takes to achieve an objective

Therefore, experiences from those into the field of business would be necessary to work on this research work

2)The type of Data; the type of data used is the primary data. Primary data are expressly or are kind of data collected for the purpose of whatever is being investigated; they are data collected fresh and for the first time by the researcher directly from the field of study for specific investigation

The instruments used for data gathering in this research are: Observation

- 1)Observation
- 2)Personal interview
- 3)Questionnaire

#### **Observation**

Although Observation is sometimes considered as a research method, it is hereby categorized as a data

collection instrument; as it is used for the purpose of collecting data. As a data collection instrument, it can be used in virtually all research situations. There are two categories of *Observation* namely Participant and Non-participant.

Whereas in the former, the researcher is directly involved in the data collection exercise through observation, in the latter, he does not directly participate in the exercise. *Participant Observation* is usually structured while the *Non-participant* is structured. *Observation* is often used as a data collection instrument, to complement the use of other instrument. In that case, it is used to cross-validate certain responses from either the questionnaire or the interview.

For *Observation* to be effective, the observer should record his observation on the spot and have a good safekeeping of the records of his observations. Its result can be integrated into the report of the study's findings during the presentation of data. The most convenient way of using *Observation* as a tool for data collection is to have a checklist. A checklist is a list of all possible behaviors, for example, that could occur during a particular event/phenomenon being investigated. Against each item in such a list, the observer scores or rates his observation. In recording observations, it is important that it does not distract or create a barrier between him and those being observed.

As a data collection instrument, *Observation* demands rigorous adherence to the tenets of scientific enquiry. It is important that the researcher plans the observation exercise carefully and systematically, knowing what to look for and what is irrelevant in a situation. He should be objective, recognizing likely biases thereby eliminating undue influences on what distinguishes between the facts from their interpretations. It is therefore necessary that they observations should be carefully and expertly

recorded, once they have been collected in a valid and reliable way.

### **Personal Interview**

The interview, as an instrument, is quite similar to the questionnaire in a number of ways. This is to the extent that, in a sense, it has been described as an oral questionnaire since the respondent/interviewee, and face-to-face or through telephone.

By its sheer nature, interview allows for the collection of first hand data as well as for a greater depth of response from the respondent. Like the questionnaire, interviews are of two categories namely; *structured/closed and unstructured/open*. When the questions to be asked at the interview session have been listed in what is called an *Interview Schedule*, such is considered as being structured. In that case, the interviewer will be guided by, as he adheres strictly to, the questions listed in the schedules.

On the other hand, an *Unstructured Interview* is open-ended and allows for freedom of both questions and answers. It is more flexible than the structured one as further probing questions not listed in the *Interview Schedule* could be asked. Thus, the structured interview will be more appropriate for quantitative research whereas the unstructured one will serve the qualitative research better. Regardless of the designs, a great deal of communication, human relations and recording skills are required on the part of the interviewer for the exercise to be effective.

### **Questionnaire**

This is a common data gathering instrument among researchers. It consists of set of questions for submission to a number of person's called respondents, used for collecting relevant data in a study. It sets out to gather

**factual information in an enquiry form through which respondents answer questions or respondents to statement in writing.**

**Questionnaire can be categorized as Close/Structured and Open/Unstructured. When structured /closed, respondents are provided with alternative answers from which they will select one or more answers depending on the way the question was structured. On the other hand, they are unstructured/open when they require free responses in the respondent's words and style; hence, this type is designed to permit free responses from participants rather than those limited to specific alternative.**

### **Qualities of a Good Questionnaire**

**A good research questionnaire is expected to have certain characteristics, some of which include the following:**

- It should have an introductory letter to state, explicitly, the objectives and significance of the research and the instrument.**
- Items must be short as possible and only long enough to get the essential data.**
- Its appearance should be attractive by being neatly arranged and clearly duplicated or printed.**
- Each item of the questionnaire should deal with a single idea and worded as simply and clearly as possible.**
- The questions must be objective and not suggest any lead as to the responses desired.**
- The questions must be set up in such a way as to start from the general to the more specific. This is to enable respondents organize their own thinking logically and objectively.**

### **ADMINISTRATION OF QUESTIONNAIRE**

**Questionnaire as one of the instrument for data collection for this study was administered in the following ways/section:**

- **Section 1: contain the Bio Data of the personal details, year of experience, educational qualification and the designation at work**
- **Section 2: contains question on the research topic relating to the objectives of the study.**

### **3.5 PROCEDURE FOR DATA ANALYSIS**

**The Data to be obtained in the course of this study shall be processed to bring out the desired variable. These involve the use of some statistical tools like: Table, bar chart, frequency distribution.**

# **CHAPTER 4 PRESENTATION OF DATA AND ANALYSIS**

## **4.0 INTRODUCTION**

**The objectives of this chapter is to present and analyse the data obtained from the responds of the respondents from the administered questionnaire so as to facilitate the examination, identification, verification and authenticity of the research work. The outcome of the research result will be used to draw up conclusion and recommendation of the study.**

**The research tool for this chapter is bar chart, tables and frequency distitution.**

## **4.1 PRESENTATION AND ANALYSIS OF DATA**

**The responses of the respondents in the questionnaire are analyse and presented here. First of all, the responses of the Bio data of the questionnaire where dealt with before the part 1 of the questionnaire.**

**The table below, shows the responses of the respondents to the bio data (gender, age, marital status, religion, educational qualification, designation, working experience) and the part one (the questions on the research). A total number of 30 questionnaire where duly completed and returned.**

## Bio Data

### 1. Table 1 - Gender

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
Male	21	70%
Female	9	30%
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: Administered questionnaire**

**The table shows 21 of the 30 respondents which is 70% are male, while 9 of the 30 respondents which is 30% are female.**

### 2. Table 2 - Age

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
16-20years	3	10%
21-25years	16	53%
26-30years	3	10%
30 and above	8	27%
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: Administered questionnaire**

**The table shows 10% representing 3 out of the 30 respondents are between the age of 16-20 years; 53% representing 16 out of the 30 respondents are between the age of 21-25 years; 10% representing 3 out of the 30 respondents are between the age of 26-30years and 27% representing 8 out of the 30 respondents are between the age of 30 and above.**

### 3. Table 3- Marital status

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
Single	21	70%
Married	9	30%
Divorce	0	-
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: Administered questionnaire**

The table shows 21 out of the 30 respondents representing 70% are single and 9 out of the 30 respondents representing 30% are married.

#### 4. Table 4: Religion

Variables	Number of respondents	% of respondents
Christian	23	77%
Muslim	7	23%
Traditional	0	-
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: Administered questionnaire**

The table shows 23 out of the 30 respondents representing 77% are Christian and 7 out of the 30 respondents representing 23% are Muslim.

#### 5. Table 5- Educational qualification

Variables	Number of respondents	% of respondents
SSCE	9	30%
OND	11	37%
HND	5	17%
BSC	4	13%
MSC	0	-
OTHERS(PHD)	1	3%
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: Administered questionnaire**

The table shows 30% representing 9 out of the 30 respondents have an educational qualification of SSCE; 37% representing 11 out of the 30 respondents have an educational qualification of OND; 17% representing 5 out of the 30 respondents have an educational qualification of HND; 13% representing 4 out of the 30 respondents have an educational qualification of BSC and 3% out representing 1 out of the 30 respondents have an educational qualification of either PHD/PROF.

#### 6. Table 6- Designation

Variables	Number of respondents	% of respondents
Management	5	17%

Senior staff	6	20%
Junior staff	19	63%
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: Administered questionnaire**

**The table show 5 out of the 30 respondents representing 17% are designated at management level; 6 out of the 30 respondents representing 20% are senior staff and 19 out of the 30 respondents representing 63% are junior staff**

### **7. Table 7- Working experience**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
1-5year	21	70%
6-10year	7	24%
11-15year	1	3%
16and above	1	3%
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: Administered questionnaire**

**The table shows 70% representing 21 out of the 30 respondents have a working experience between 1-5 year; 24% representing 7 out of the 30 respondents have a working experience between 6-10 years; 1% representing 1 out of 30 respondents have a working experience between 11-15years and 1% representing 1 out of 30 respondents have a working experience between 16 years and above**

### **Part 1 of the questionnaire that relate with the objective of the study**

#### **1. Table 1- leadership is the ability to influence others to voluntarily do something towards the achievement of an objective**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
<b>Strongly agree</b>	<b>20</b>	<b>67%</b>

<b>Strongly disagree</b>	<b>1</b>	<b>3%</b>
<b>Agree</b>	<b>8</b>	<b>27%</b>
<b>Disagree</b>	<b>1</b>	<b>3%</b>
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: administered questionnaire**

**The table shows 67% representing 20 out of the 30 respondents strongly agree; 3% representing 1 out of the 30 respondents strongly disagree; 27% representing 8 out of the 30 respondents agree and ; 3% representing 1 out of the 30 respondents strongly agree**

**2. Table 2- Effective leaders are to work in respect to their field of study and be knowledgeable about the task ahead**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
<b>Strongly agree</b>	<b>19</b>	<b>64%</b>
<b>Strongly disagree</b>	<b>1</b>	<b>3%</b>
<b>Agree</b>	<b>9</b>	<b>30%</b>
<b>Disagree</b>	<b>1</b>	<b>3%</b>
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: administered questionnaire**

**The table show 64% representing 19 out of the 30 respondents strongly agree; 3% representing 1 out of the 30 respondents strongly disagree; 30% representing 9 out of the 30 respondents agree and 3% representing 1 out of the 30 respondents disagree**

**3. Table 3- Effective leadership toward achieving organizational objectives can be achieved**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
<b>Strongly agree</b>	<b>13</b>	<b>43%</b>
<b>Strongly</b>	<b>1</b>	<b>3%</b>

<b>disagree</b>		
<b>Agree</b>	<b>16</b>	<b>54%</b>
<b>Disagree</b>	<b>0</b>	<b>-</b>
<b>Total</b>	<b>30%</b>	<b>100%</b>

**Source: administered questionnaire**

**The table show 43% representing 13 out of the 30 respondents strongly agree; 3% representing 1 out of the 30 respondents strongly disagree and 54% representing 16 out of the 30 respondents agree**

**4. Table 4- Effective leadership and achievement of goals is a function of both the superior(leaders and the subordinate(workers))**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
<b>Strongly agree</b>	<b>12</b>	<b>40%</b>
<b>Strongly disagree</b>	<b>4</b>	<b>13%</b>
<b>Agree</b>	<b>14</b>	<b>47%</b>
<b>Disagree</b>	<b>0</b>	<b>-</b>
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: administered questionnaire**

**The table show 40% representing 12 out of the 30 respondents strongly agree; 13% representing 4 out of the 30 respondents strongly disagree and 47% representing 14 out 30 respondents agree**

**5. Table 5- An ideal leader should be deeply committed to the goal and workers welfare physically and emotionally**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
<b>Strongly agree</b>	<b>20</b>	<b>67%</b>
<b>Strongly disagree</b>	<b>2</b>	<b>6%</b>
<b>Agree</b>	<b>8</b>	<b>27%</b>
<b>Disagree</b>	<b>0</b>	<b>-</b>
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: administered**

The table show 67% representing 20 out of the 30 respondents strongly agree; 6% representing 2 out of the 30 respondents strongly disagree and 27% representing 8 out of the 30 respondents agree

**6. Table 6- Good leaders moves their followers to action and help followers realize their potential to achieve goals**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
<b>Strongly agree</b>	<b>19</b>	<b>63%</b>
<b>Strongly disagree</b>	<b>1</b>	<b>3%</b>
<b>Agree</b>	<b>10</b>	<b>34%</b>
<b>Disagree</b>	<b>0</b>	<b>-</b>
<b>Total</b>	<b>30</b>	<b>100%</b>

Source: administered questionnaire

The table show that 63% representing 19 out of the 30 respondents strongly agree; 3% representing 1 out of the 30 respondents strongly disagree and 34% representing 10 out of the 30 respondents agree

**7. Table 7- Effective leadership calls for decisions that will facilitate good inter personal relation between superior and subordinate**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
<b>Strongly agree</b>	<b>13</b>	<b>43%</b>
<b>Strongly disagree</b>	<b>3</b>	<b>10%</b>
<b>Agree</b>	<b>10</b>	<b>34%</b>
<b>Disagree</b>	<b>4</b>	<b>13%</b>
<b>Total</b>	<b>30</b>	<b>100%</b>

Source: administered questionnaire

The table show 43% representing 13 out of the 30 respondents strongly agree; 10% representing 3 out of the 30 respondents strongly disagree, 34% representing 10 out of the 30 respondents agree and 13% representing 4 out of the 30 respondents disagree

**8. Table 8- Leaders should be rational in decision making and seek the interest of workers even in decision making for effective leadership**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
<b>Strongly agree</b>	<b>19</b>	<b>63%</b>
<b>Strongly disagree</b>	<b>0</b>	<b>-</b>
<b>Agree</b>	<b>11</b>	<b>37%</b>
<b>Disagree</b>	<b>0</b>	
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: administered questionnaire**

**The table show 63% representing 19 out of the 30 respondents strongly agree and 37% representing 11 out of the 30 respondents agree**

**9. Table 9- A requirement for leadership is personal vision or goal and leading by example, because it will keep one aim at achieving goal**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
<b>Strongly agree</b>	<b>13</b>	<b>43%</b>
<b>Strongly disagree</b>	<b>0</b>	<b>-</b>
<b>Agree</b>	<b>16</b>	<b>54%</b>
<b>Disagree</b>	<b>1</b>	<b>3%</b>
<b>Total</b>	<b>30</b>	<b>100%</b>

**The table shows 43% representing 13 out of the 30 respondents strongly agree; 54% representing 16 out of the 30 respondents agree and 3% representing 1 out of the 30 respondents disagree**

**10. Table 10**

<b>Variables</b>	<b>Number of respondents</b>	<b>% of respondents</b>
<b>Strongly agree</b>	<b>20</b>	<b>67%</b>
<b>Strongly disagree</b>	<b>0</b>	<b>-</b>

<b>Agree</b>	<b>10</b>	<b>33%</b>
<b>Disagree</b>	<b>0</b>	<b>-</b>
<b>Total</b>	<b>30</b>	<b>100%</b>

**Source: administered questionnaire**

**The table shows 67% representing 20 out of the 30 respondents strongly agree and 33% representing 10 out of the 30 respondents agree**

## SPSS ANALYSIS

### BIO-DATA

#### GENDER

	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	21	70.0	70.0	70.0
Valid FEMALE	9	30.0	30.0	100.0
Total	30	100.0	100.0	

#### AGE

	Frequency	Percent	Valid Percent	Cumulative Percent
16 - 20	3	10.0	10.0	10.0
21 - 25	16	53.3	53.3	63.3
Valid 26 - 30	3	10.0	10.0	73.3
30 AND ABOVE	8	26.7	26.7	100.0
Total	30	100.0	100.0	

#### MARITAL STATUS

	Frequency	Percent	Valid Percent	Cumulative Percent
SINGLE	21	70.0	70.0	70.0
Valid MARRIED	9	30.0	30.0	100.0
Total	30	100.0	100.0	

#### EDUCATIONAL QUALIFICATION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SSCE	9	30.0	30.0	30.0

OND	11	36.7	36.7	66.7
HND	5	16.7	16.7	83.3
BSC	4	13.3	13.3	96.7
OTHERS	1	3.3	3.3	100.0
Total	30	100.0	100.0	

**STAFF DESIGNATION**

	Frequency	Percent	Valid Percent	Cumulative Percent
MANAGEMENT STAFF	5	16.7	16.7	16.7
SENIOR STAFF	6	20.0	20.0	36.7
JUNIOR STAFF	19	63.3	63.3	100.0
Total	30	100.0	100.0	

**WORKING EXPERIENCE**

	Frequency	Percent	Valid Percent	Cumulative Percent
1 - 5 YEARS	21	70.0	70.0	70.0
6 - 10 YEARS	7	23.3	23.3	93.3
11 - 15 YEARS	1	3.3	3.3	96.7
16 AND ABOVE	1	3.3	3.3	100.0
Total	30	100.0	100.0	

**QUESTIONS RELATED TO THE OBJECTIVES**

**LEADERSHIP IS THE ABILITY TO INFLUENCE OTHERS TO VOLUNTARILY DO SOMETHING TOWARD THE ACHIEVEMENT OF AN OBJECTIVE**

	Frequency	Percent	Valid Percent	Cumulative Percent
STRONGLY AGREE	20	66.7	66.7	66.7
AGREE	8	26.7	26.7	93.3
DISAGREE	1	3.3	3.3	96.7
STRONGLY DISAGREE	1	3.3	3.3	100.0
Total	30	100.0	100.0	

**INTERPRETATION:** Most of the workers **STRONGLY AGREE** that Leadership is the ability to influence others to voluntarily do something toward the achievement of an objective with the highest frequency of 20 (66.7%); while **DISAGREE AND STRONGLY DISAGREE** has the lowest frequency of 1 (3.3%).

**EFFECTIVE LEADERS ARE TO WORK IN RESPECT TO THEIR FIELD OF STUDY AND  
KNOWLEDGEABLE ABOUT THE TASK AHEAD**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	7	23.3	23.3
	AGREE	17	56.7	80.0
	STRONGLY DISAGREE	6	20.0	100.0
	Total	30	100.0	100.0

**INTERPRETATION:** Most of the workers AGREE that effective leaders are to work in respect to their field of study and knowledgeable about the task ahead with the highest frequency of 17 (56.7%); while STRONGLY DISAGREE has the lowest frequency of 6 (20%).

**EFFECTIVE LEADERSHIP TOWARD ACHIEVING ORGANIZATIONAL OBJECTIVES CAN BE ACHIEVED**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	12	40.0	41.4
	AGREE	16	53.3	96.6
	STRONGLY DISAGREE	1	3.3	100.0
	Total	29	96.7	100.0
Missing	System	1	3.3	
Total		30	100.0	

**INTERPRETATION:** Most of the workers AGREE that effective leadership toward achieving organizational objectives can be achieved with the highest frequency of 16 (53.3%); while STRONGLY DISAGREE has the lowest frequency of 1 (3.3%).

**EFFECTIVE LEADERSHIP AND ACHIEVEMENT OF GOALS IS A FUNCTION OF BOTH THE SUPERIOR  
LEADERS AND THE SUBORDINATE (WORKERS)**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	13	43.3	43.3
	AGREE	13	43.3	86.7
	STRONGLY DISAGREE	4	13.3	100.0
	Total	30	100.0	100.0

**INTERPRETATION:** Most of the workers **STRONGLY AGREE** and **AGREE** that effective leadership and achievement of goals is a function of both the superior leaders and the subordinate (workers) with the highest frequency of 13(43.3%); while **STRONGLY DISAGREE** has the lowest frequency of 4 (13.3%).

**AN IDEAL LEADER SHOULD BE DEEPLY COMMITTED TO THE GOAL AND WORKERS WELFARE  
PHYSICALLY AND EMOTIONALLY**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	20	66.7	66.7	66.7
Valid AGREE	8	26.7	26.7	93.3
Valid STRONGLY DISAGREE	2	6.7	6.7	100.0
Total	30	100.0	100.0	

**INTERPRETATION:** Most of the workers **STRONGLY AGREE** that an ideal leader should be deeply committed to the goal and workers welfare physically and emotionally with the highest frequency of 20 (66.7%); while **STRONGLY DISAGREE** has the lowest frequency of 2 (6.7%).

**GOOD LEADERS MOVES THEIR FOLLOWERS TO ACTION AND HELP FOLLOWERS REALIZE THEIR  
POTENTIAL TO ACHIEVE GOALS**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	18	60.0	64.3	64.3
Valid AGREE	9	30.0	32.1	96.4
Valid STRONGLY DISAGREE	1	3.3	3.6	100.0
Total	28	93.3	100.0	
Missing System	2	6.7		
Total	30	100.0		

**INTERPRETATION:** Most of the workers **STRONGLY AGREE** that good leaders move their followers to action and help followers realize their potential to achieve goals with the highest frequency of 18 (60%); while **STRONGLY DISAGREE** has the lowest frequency of 1 (3.3%).

**EFFECTIVE LEADERSHIP CALLS FOR DECISIONS THAT WILL FACILITATE GOOD INTER  
PERSONAL RELATION BETWEEN SUPERIOR AND SUBORDINATE**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	13	43.3	44.8	44.8
	AGREE	10	33.3	34.5	79.3
	DISAGREE	3	10.0	10.3	89.7
	STRONGLY DISAGREE	3	10.0	10.3	100.0
Total		29	96.7	100.0	
Missing	System	1	3.3		
Total		30	100.0		

**INTERPRETATION:** Most of the workers STRONGLY AGREE that effective leadership calls for decisions that will facilitate good inter personal relation between superior and subordinate with the highest frequency of 13 (43.3%); while DISAGREE and STRONGLY DISAGREE has the lowest frequency of 3 (20%).

**LEADERS SHOULD BE RATIONAL IN DECISION MAKING AND SEEK THE INTEREST TRAITS,  
STYLE OF LEADERSHIP AND PERCEPTION OF THE GOAL AHEAD**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	19	63.3	63.3	63.3
	AGREE	11	36.7	36.7	100.0
Total		30	100.0	100.0	

**INTERPRETATION:** Most of the workers STRONGLY AGREE that leaders should be rational in decision making and seek the interest traits, style of leadership of leadership and perception of the goal ahead with the highest frequency of 19 (63.3%); while AGREE has the lowest frequency of 11 (36.7%).

**A REQUIREMENT FOR LEADERSHIP IS PERSONAL VISION OR GOAL AND LEADING BY EXAMPLE,  
BECAUSE IT WILL KEEP ONE AIM AT ACHIEVING GOAL**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	13	43.3	44.8	44.8
	AGREE	16	53.3	55.2	100.0
	Total	29	96.7	100.0	
Missing	System	1	3.3		
Total		30	100.0		

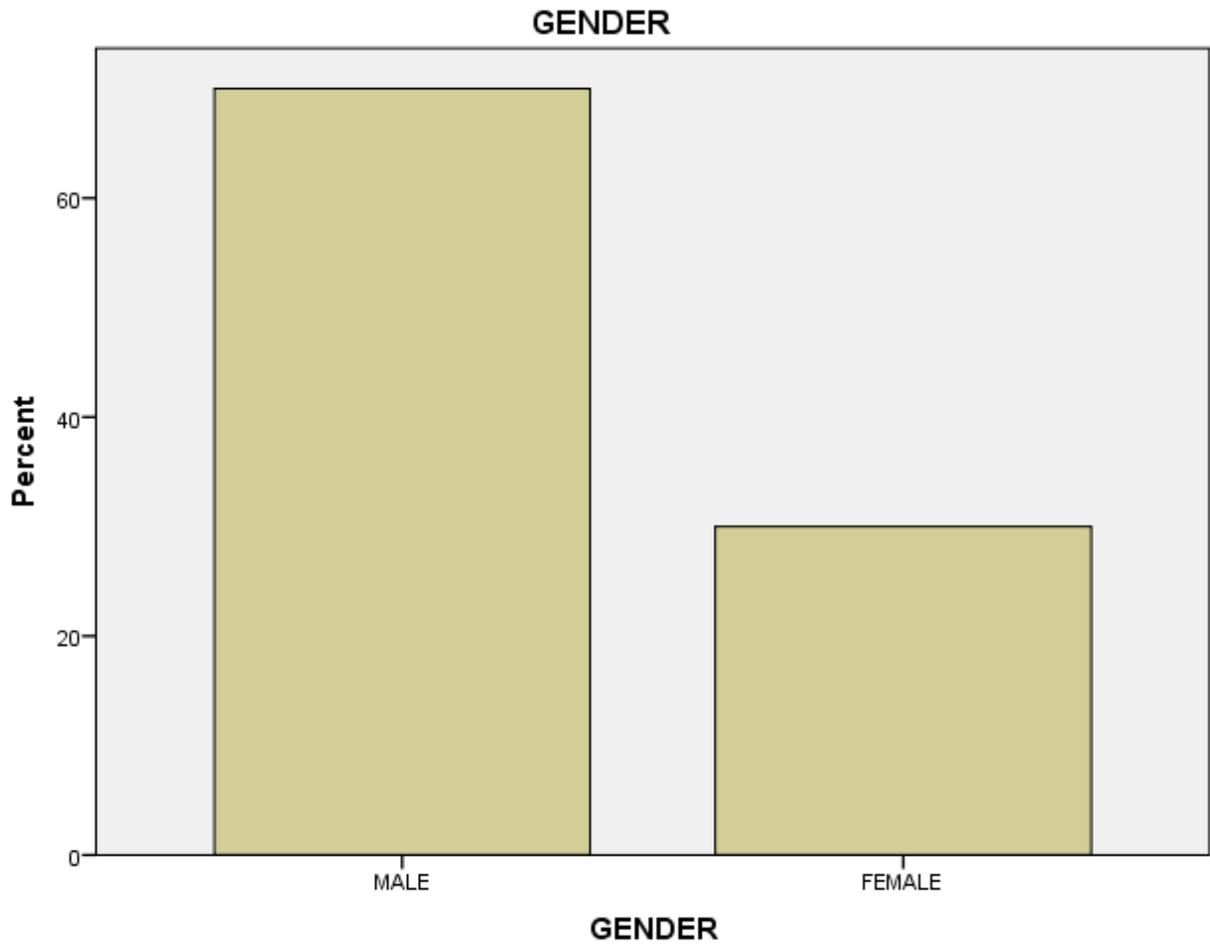
**INTERPRETATION:** Most of the workers AGREE that good a requirement for leadership is personal vision or goal and leading by example, because it will keep one aim at achieving goal with the highest frequency of 16 (55.2%); while STRONGLY AGREE has the lowest frequency of 13 (44.8%).

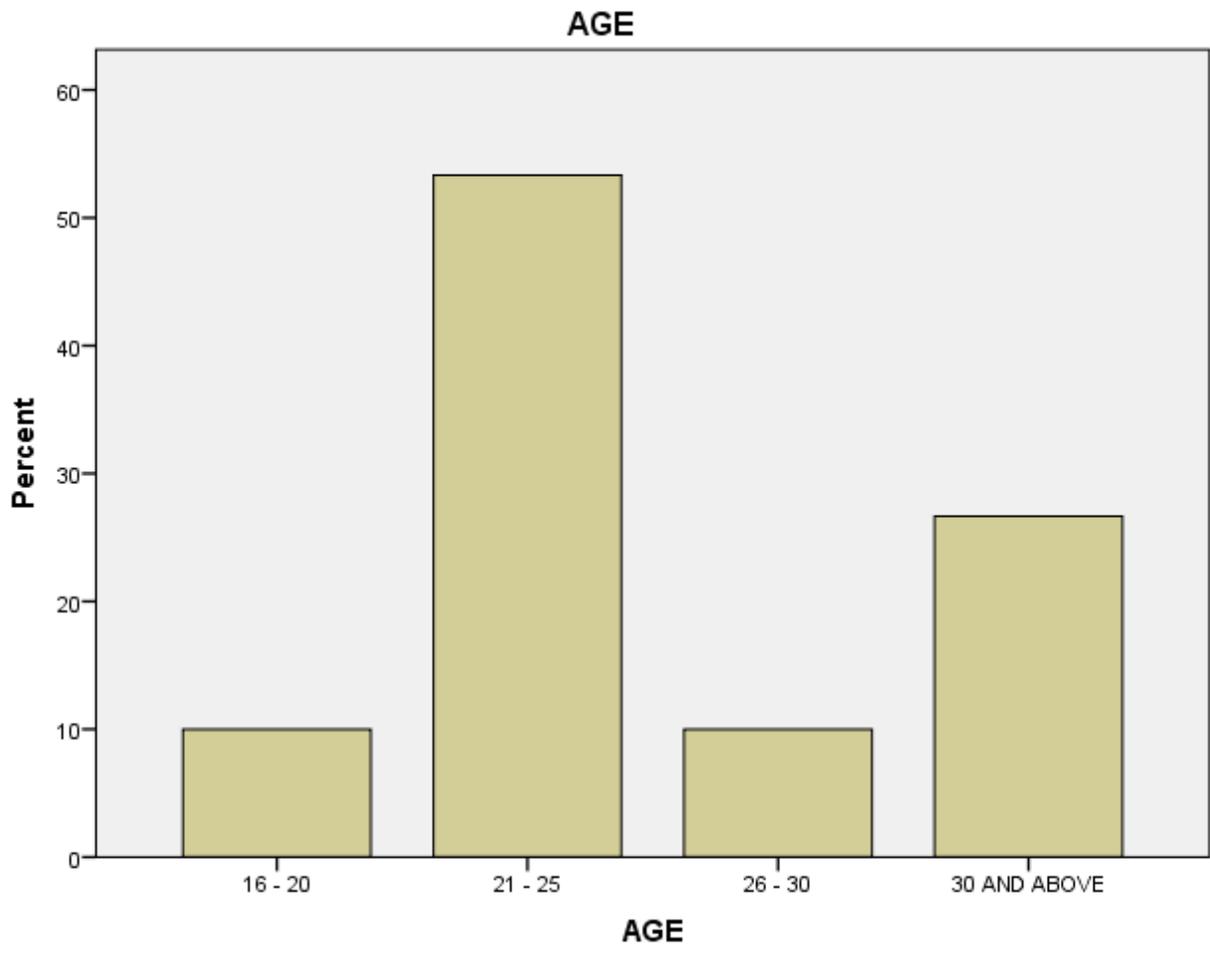
**EFFECTIVE LEADERSHIP DEMAND LEADERS TO BE FRIENDLY, ACCESSIBLE, TRUST WORTHY,  
COOPERATIVE AND COOPERATIVE AND COLLABORATIVE TO WORKERS**

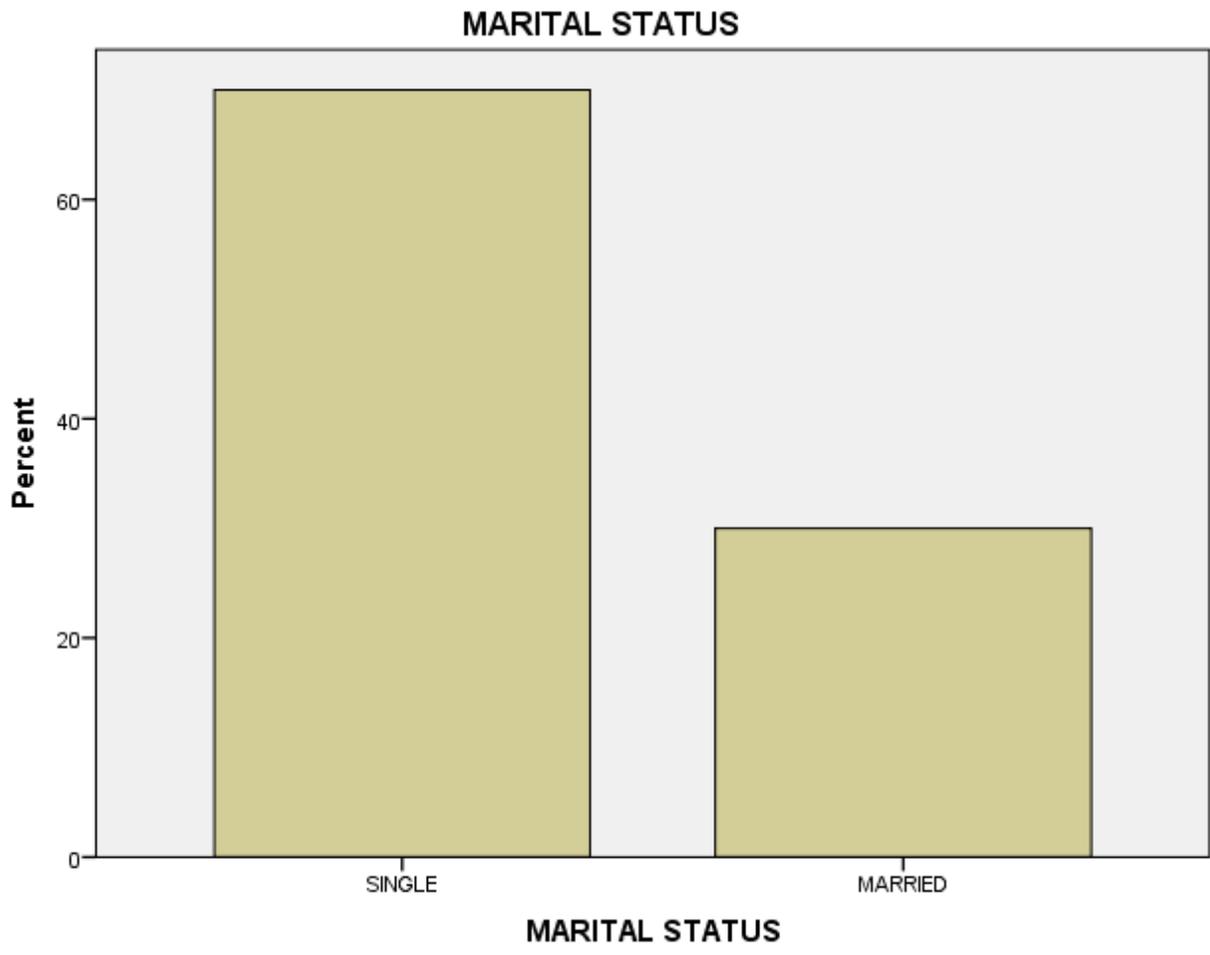
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	20	66.7	66.7	66.7
	AGREE	10	33.3	33.3	100.0
	Total	30	100.0	100.0	

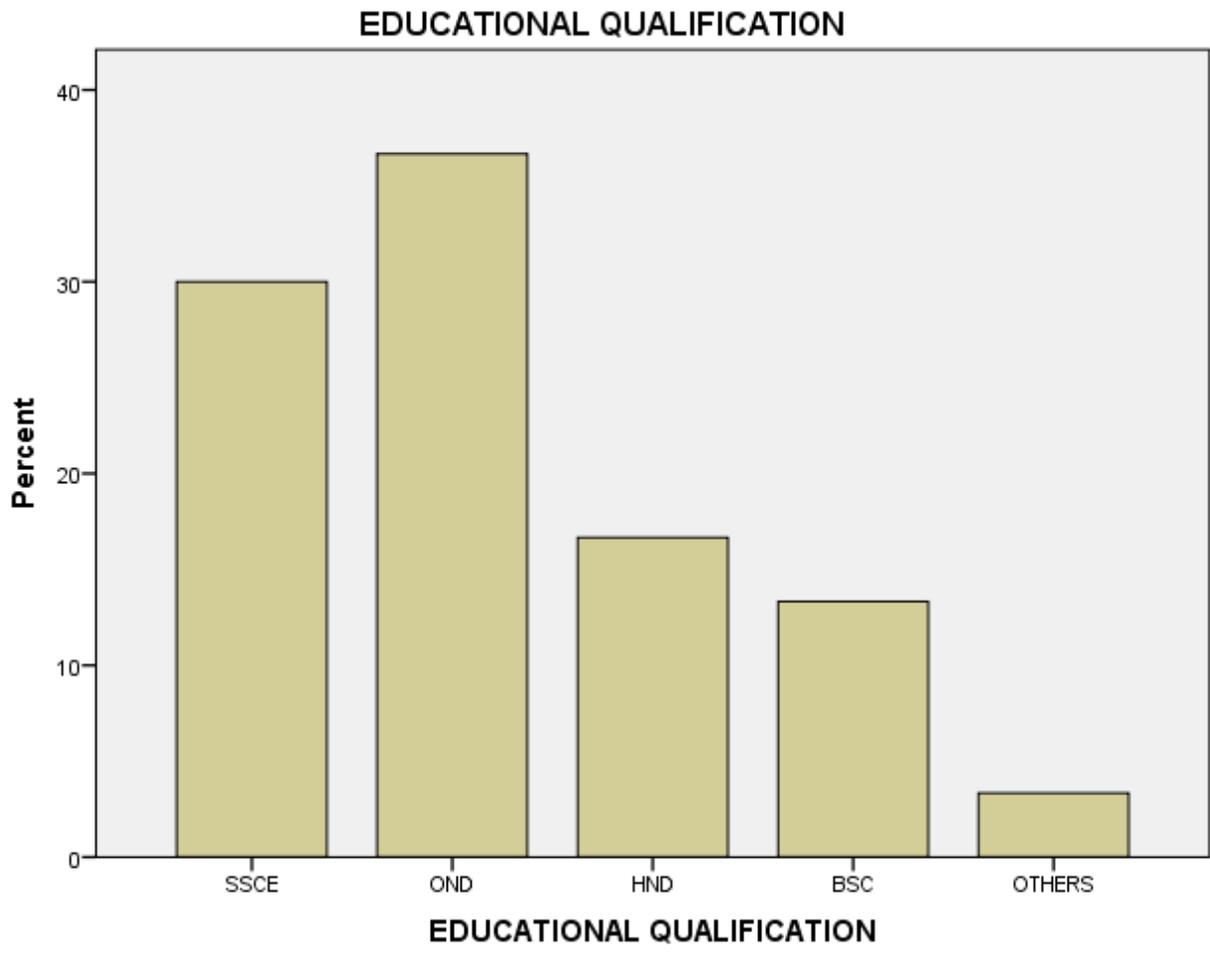
**INTERPRETATION:** Most of the workers STRONGLY AGREE that effective leadership demand leaders to be friendly, accessible, trust worthy, cooperative and collaborative to workers with the highest frequency of 20 (66.7%); while AGREE has the lowest frequency of 10 (33.3%).

# Chart

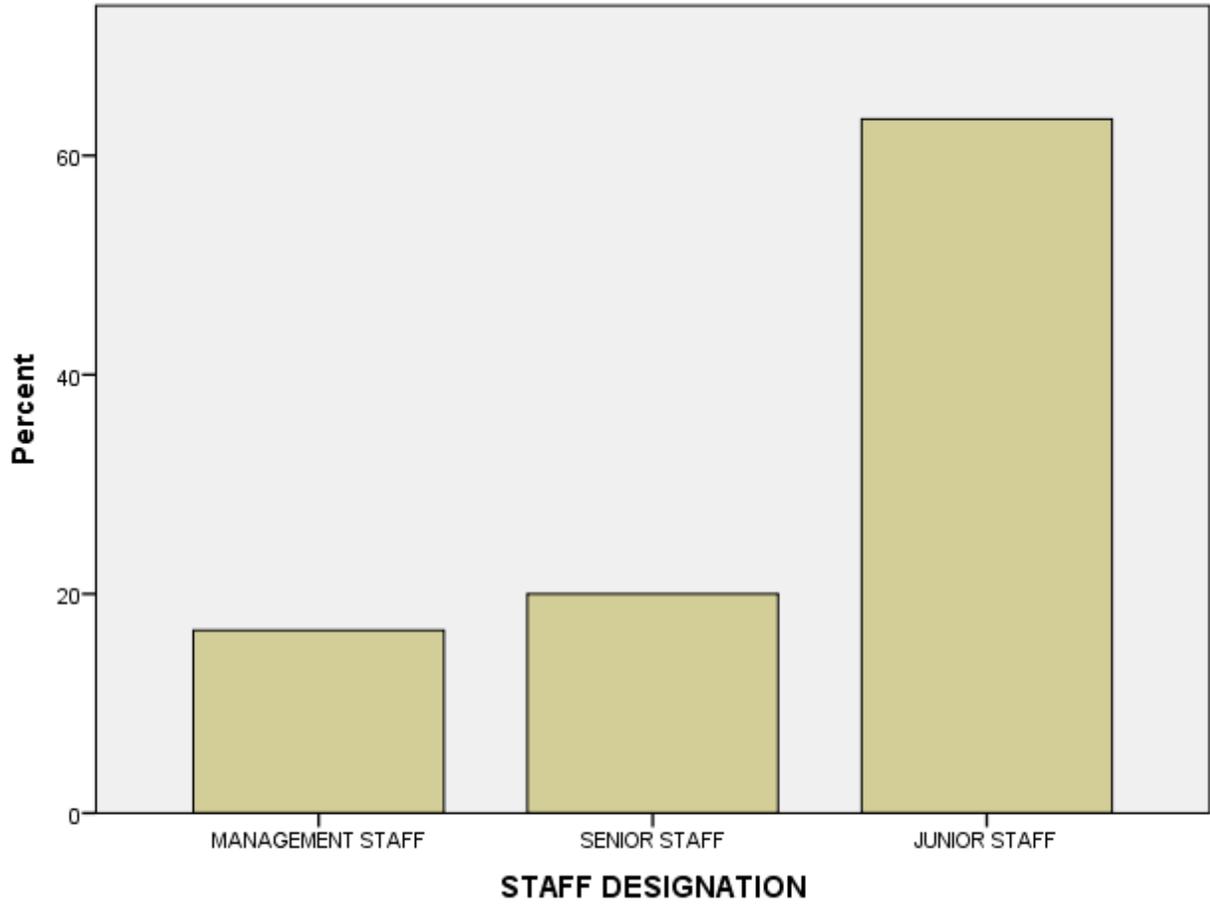




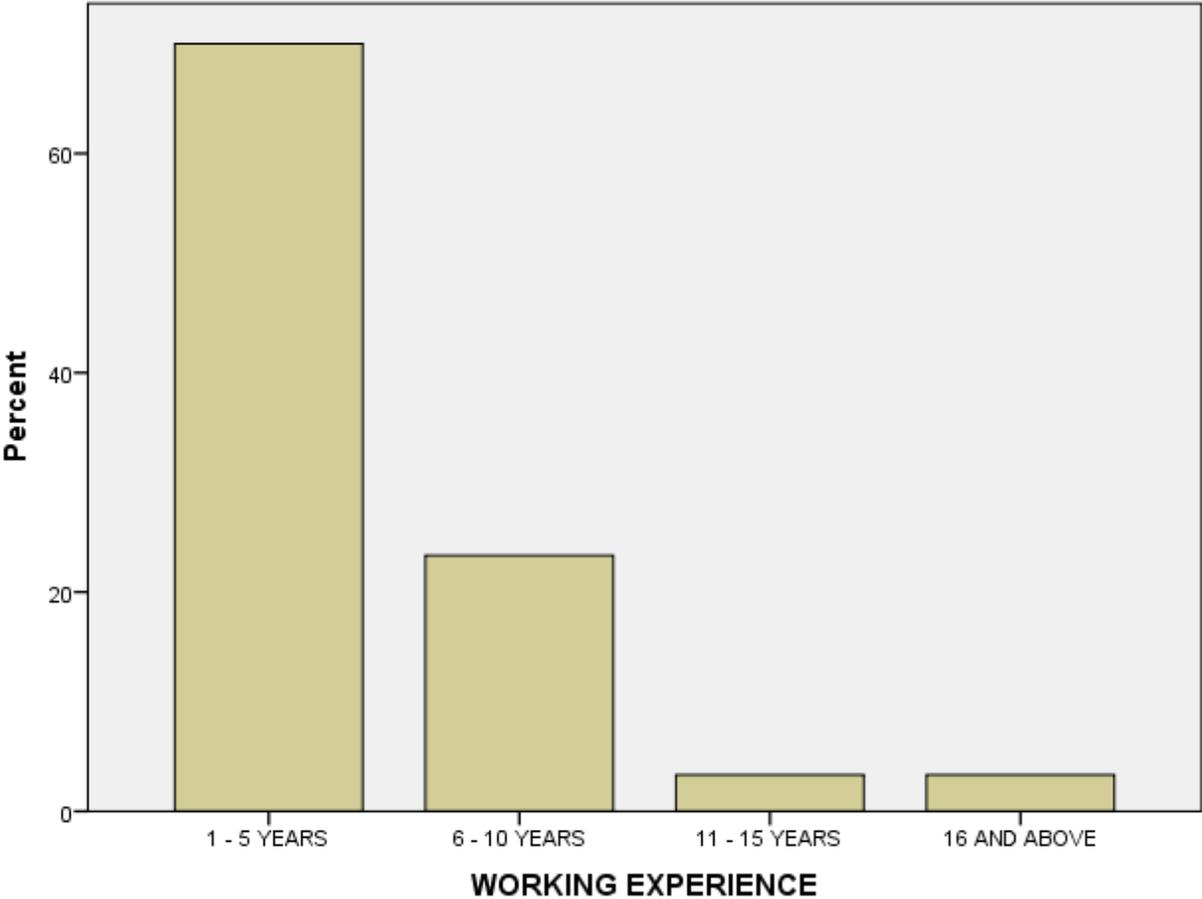




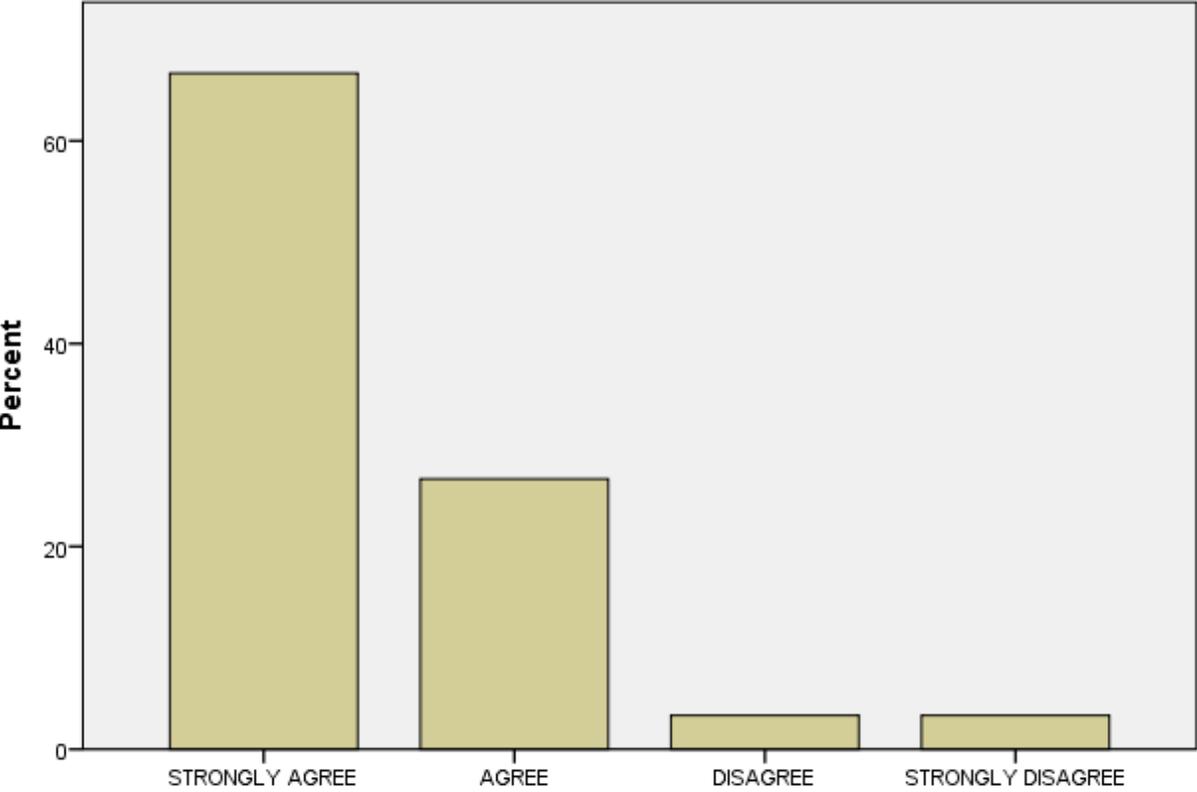
### STAFF DESIGNATION



**WORKING EXPERIENCE**

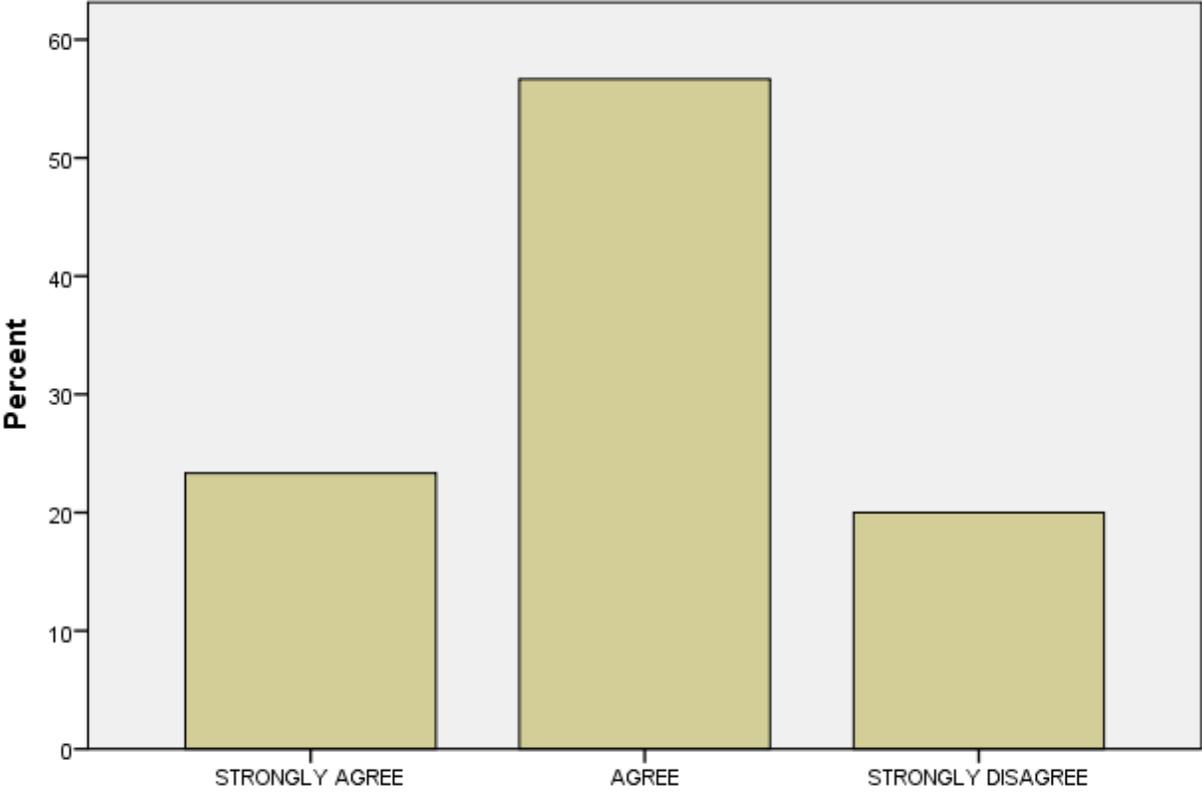


**LEADERSHIP IS THE ABILITY TO INFLUENCE OTHERS TO VOLUNTARILY DO SOMETHING TOWARD THE ACHIEVEMENT OF AN OBJECTIVE**



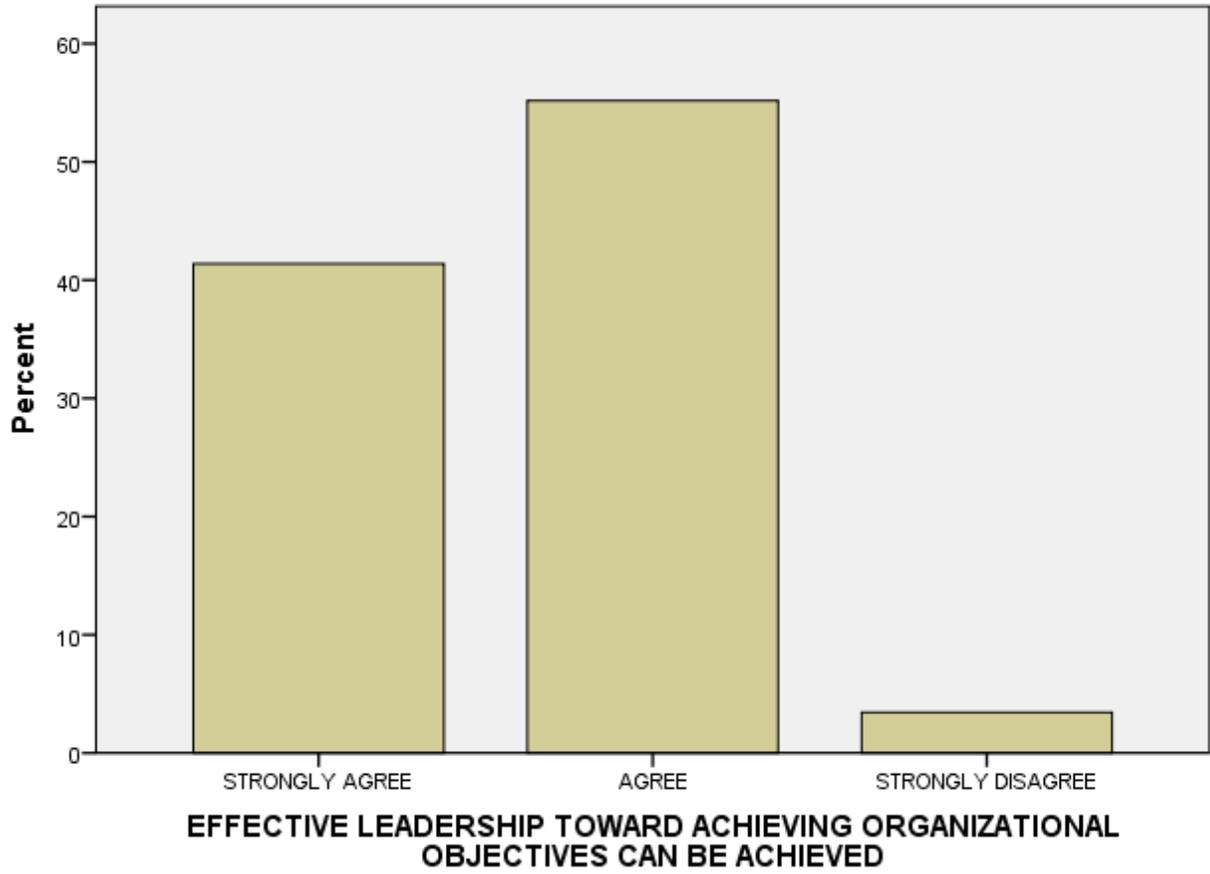
**LEADERSHIP IS THE ABILITY TO INFLUENCE OTHERS TO VOLUNTARILY DO SOMETHING TOWARD THE ACHIEVEMENT OF AN OBJECTIVE**

**EFFECTIVE LEADERS ARE TO WORK IN RESPECT TO THEIR FIELD OF STUDY AND KNOWLEDGEABLE ABOUT THE TASK AHEAD**

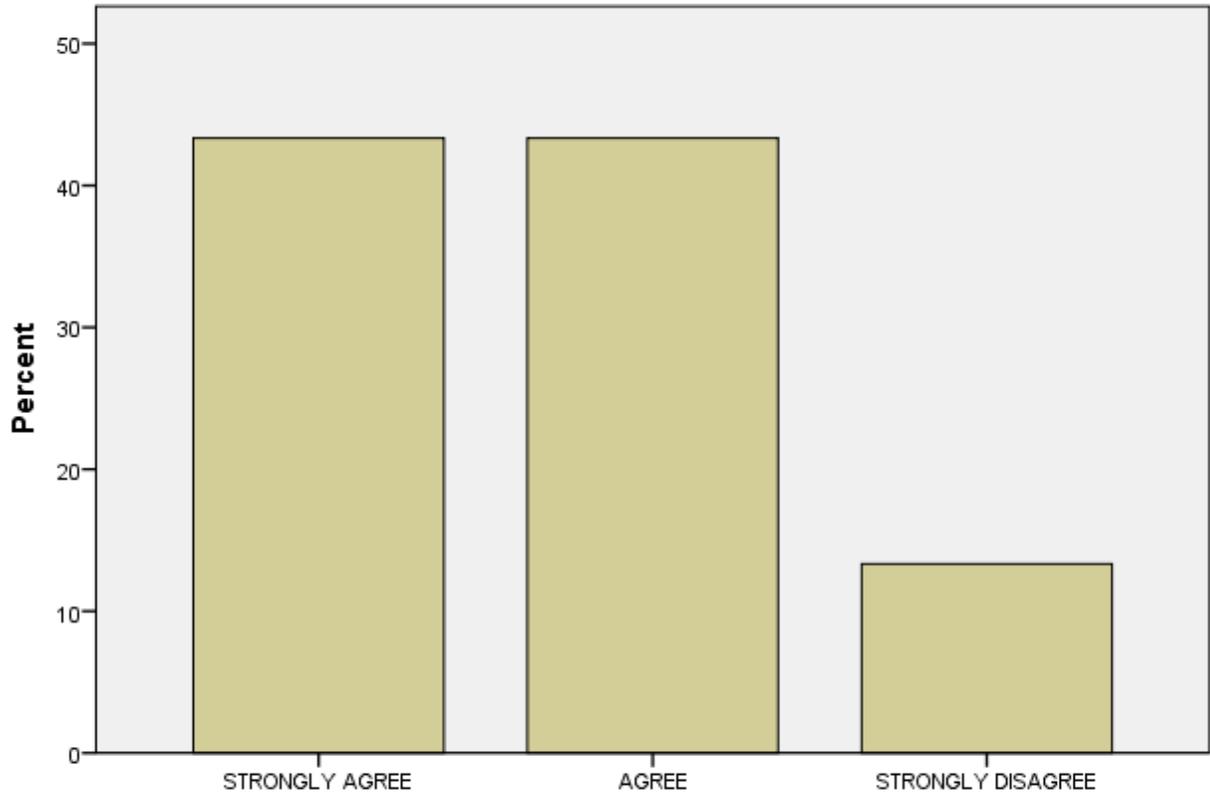


**EFFECTIVE LEADERS ARE TO WORK IN RESPECT TO THEIR FIELD OF STUDY AND KNOWLEDGEABLE ABOUT THE TASK AHEAD**

**EFFECTIVE LEADERSHIP TOWARD ACHIEVING ORGANIZATIONAL OBJECTIVES CAN BE ACHIEVED**

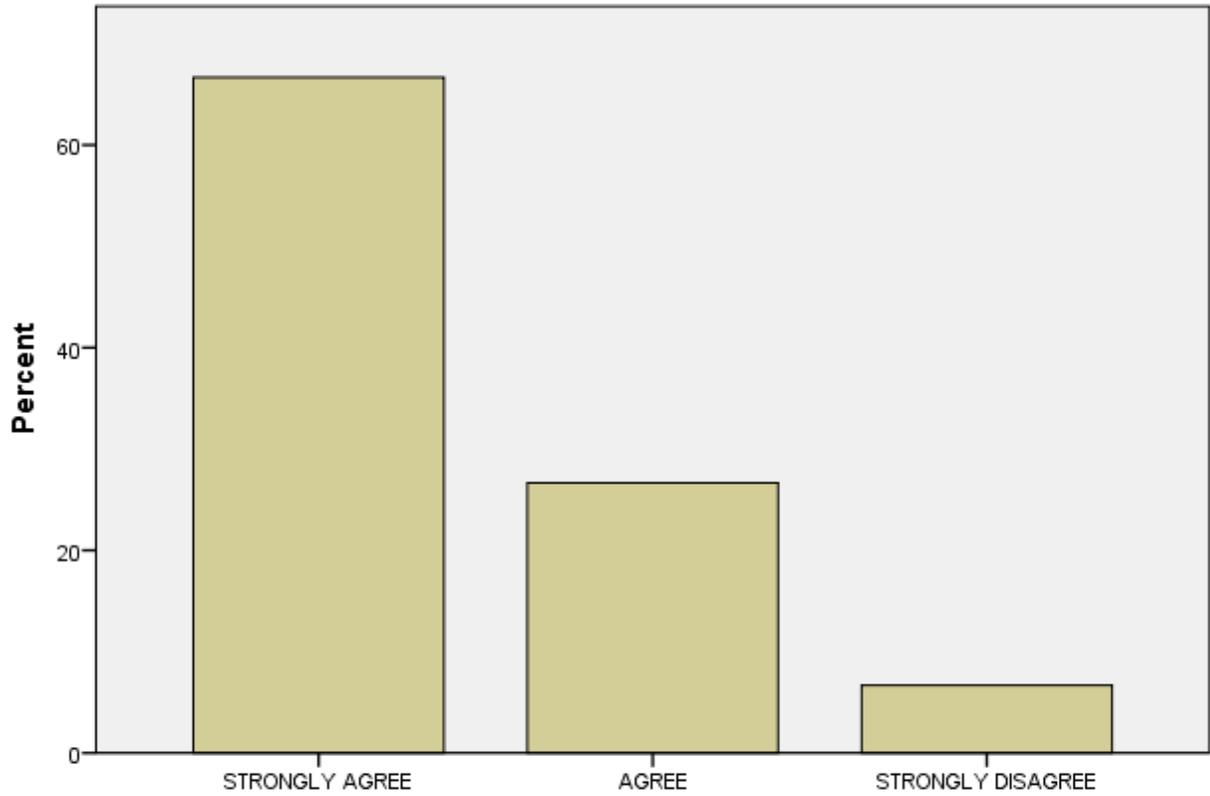


**EFFECTIVE LEADERSHIP AND ACHIEVEMENT OF GOALS IS A FUNCTION OF BOTH THE SUPERIOR LEADERS AND THE SUBORDINATE (WORKERS)**



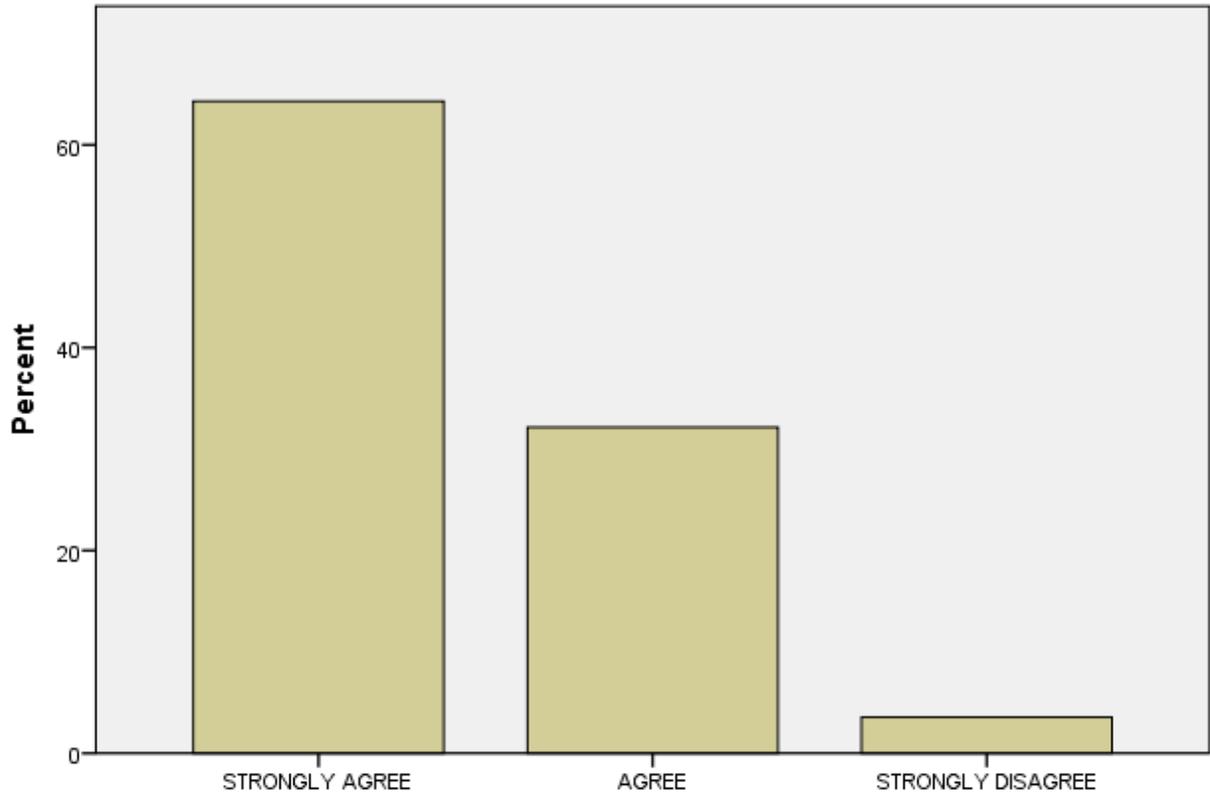
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**AN IDEAL LEADER SHOULD BE DEEPLY COMMITTED TO THE GOAL AND WORKERS WELFARE PHYSICALLY AND EMOTIONALLY**



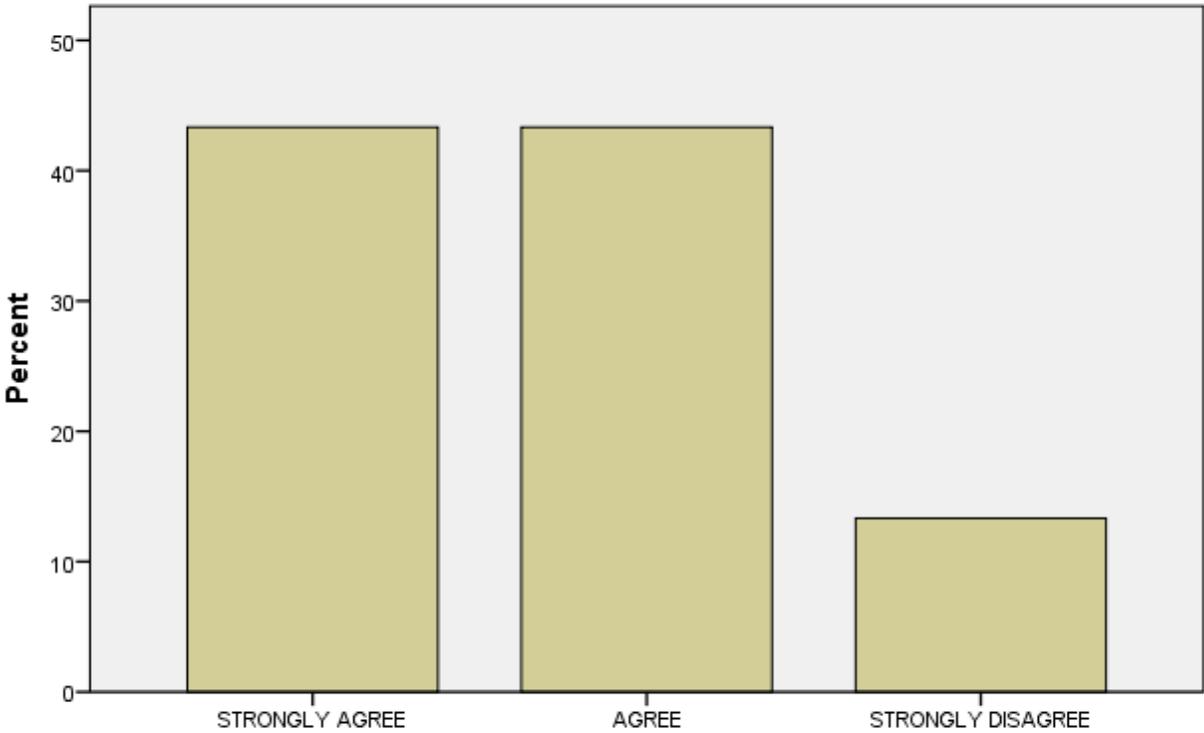
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**GOOD LEADERS MOVES THEIR FOLLOWERS TO ACTION AND HELP FOLLOWERS REALIZE THEIR POTENTIAL TO ACHIEVE GOALS**



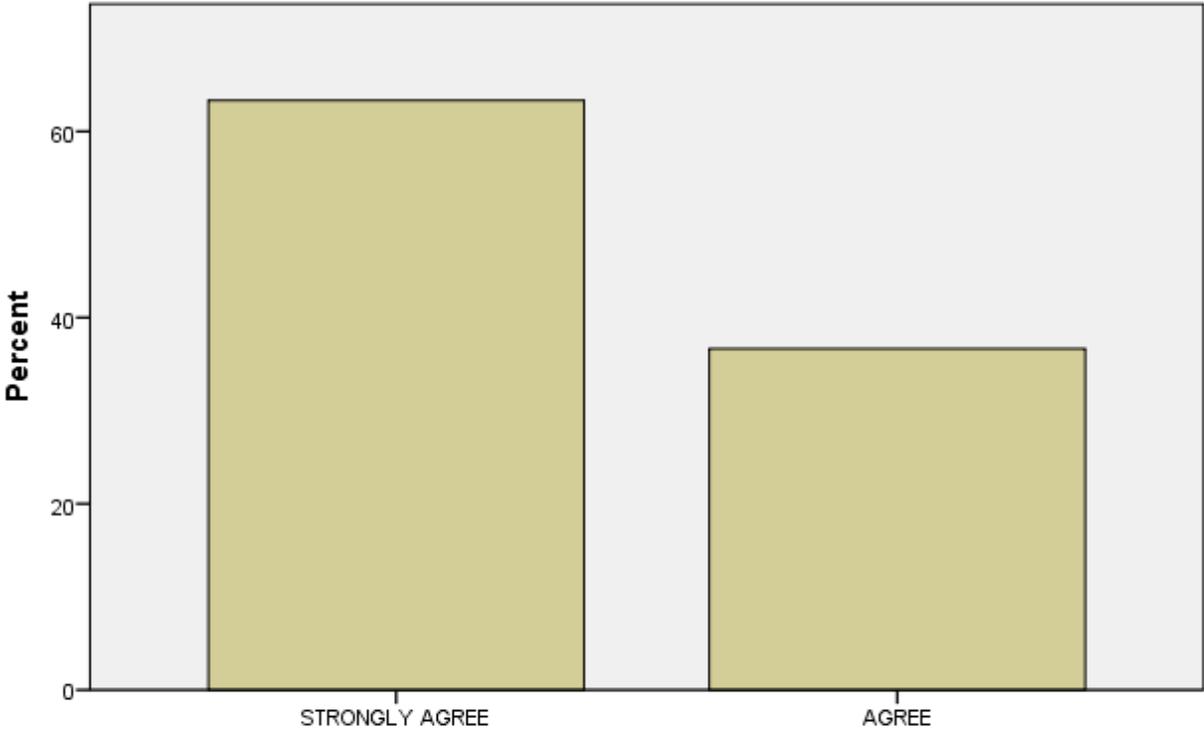
**GOOD LEADERS MOVES THEIR FOLLOWERS TO ACTION AND HELP FOLLOWERS REALIZE THEIR POTENTIAL TO ACHIEVE GOALS**

**EFFECTIVE LEADERSHIP CALLS FOR DECISIONS THAT WILL FACILITATE  
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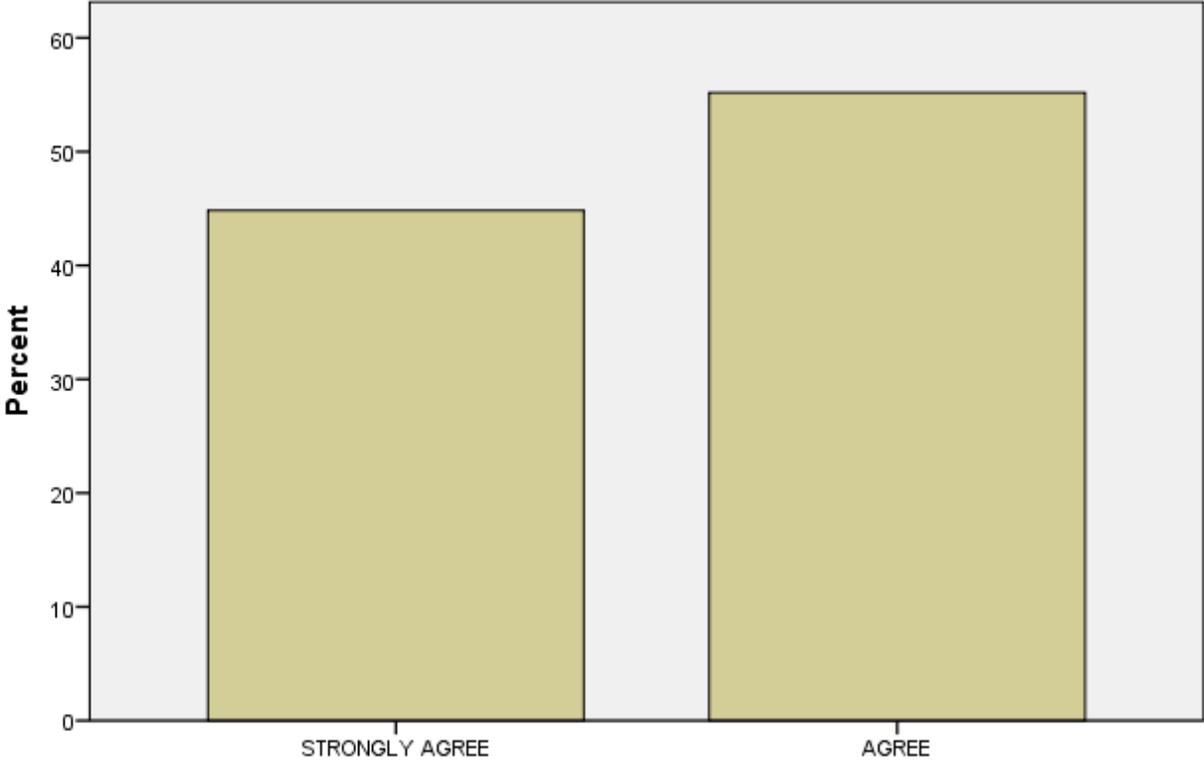
**EFFECTIVE LEADERSHIP CALLS FOR DECISIONS THAT WILL FACILITATE  
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**LEADERS SHOULD BE RATIONAL IN DECISION MAKING AND SEEK THE INTEREST TRAITS, STYLE OF LEADERSHIP AND PERCEPTION OF THE GOAL AHEAD**



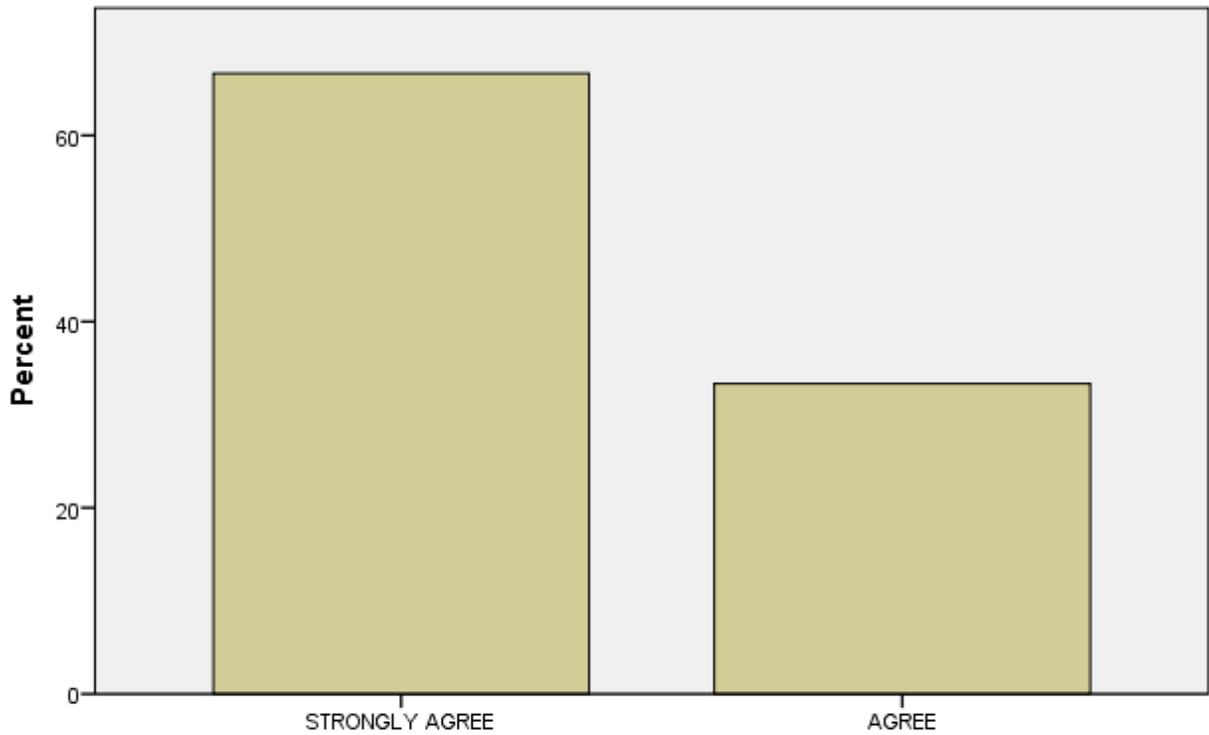
**LEADERS SHOULD BE RATIONAL IN DECISION MAKING AND SEEK THE INTEREST TRAITS, STYLE OF LEADERSHIP AND PERCEPTION OF THE GOAL AHEAD**

**A REQUIREMENT FOR LEADERSHIP IS PERSONAL VISION OR GOAL AND LEADING BY EXAMPLE, BECAUSE IT WILL KEEP ONE AIM AT ACHIEVING GOAL**



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**EFFECTIVE LEADERSHIP DEMAND LEADERS TO BE FRIENDLY, ACCESSIBLE, TRUST WORTHY, COOPERATIVE AND COOPERATIVE AND COLLABORATIVE TO WORKERS**

# **Chapter 5**

## **SUMMARY/CONCLUSION AND RECOMMEDATION**

### **5.0 SUMMARY OF FINDINGS**

**Based on the result of the study, we have the following findings:**

- **Most of the workers STRONGLY AGREE that Leadership is the ability to influence others to voluntarily do something toward the achievement of an objective with the highest frequency of 20 (66.7%); while DISAGREE AND STRONGLY DISAGREE has the lowest frequency of 1 (3.3%).**
- **Most of the workers AGREE that effective leaders are to work in respect to their field of study and knowledgeable about the task ahead with the highest frequency of 17 (56.7%); while STRONGLY DISAGREE has the lowest frequency of 6 (20%).**
- **Most of the workers AGREE that effective leadership toward achieving organizational objectives can be achieved with the highest frequency of 16 (53.3%); while STRONGLY DISAGREE has the lowest frequency of 1 (3.3%).**
- **Most of the workers STRONGLY AGREE and AGREE that effective leadership and achievement of goals is a function of both the superior leaders and the subordinate (workers) with the highest frequency of 13(43.3%); while STRONGLY DISAGREE has the lowest frequency of 4 (13.3%).**

- **Most of the workers STRONGLY AGREE that an ideal leader should be deeply committed to the goal and workers welfare physically and emotionally with the highest frequency of 20 (66.7%); while STRONGLY DISAGREE has the lowest frequency of 2 (6.7%).**
- **Most of the workers STRONGLY AGREE that good leaders move their followers to action and help followers realize their potential to achieve goals with the highest frequency of 18 (60%); while STRONGLY DISAGREE has the lowest frequency of 1 (3.3%).**
- **Most of the workers STRONGLY AGREE that effective leadership calls for decisions that will facilitate good inter personal relation between superior and subordinate with the highest frequency of 13 (43.3%); while DISAGREE and STRONGLY DISAGREE has the lowest frequency of 3 (20%).**
- **Most of the workers STRONGLY AGREE that leaders should be rational in decision making and seek the interest traits, style of leadership of leadership and perception of the goal ahead with the highest frequency of 19 (63.3%); while AGREE has the lowest frequency of 11 (36.7%).**
- **Most of the workers AGREE that good a requirement for leadership is personal vision or goal and leading by example, because it will keep one aim at achieving goal with the highest frequency of 16 (55.2%); while STRONGLY AGREE has the lowest frequency of 13 (44.8%).**
- **Most of the workers STRONGLY AGREE that effective leadership demand leaders to be friendly, accessible, trust worthy, cooperative and collaborative to**

**workers with the highest frequency of 20 (66.7%); while AGREE has the lowest frequency of 10 (33.3%).**

## **5.1 CONCLUSION**

**Effective leadership in achieving organizational objectives have been a bane in various organization as they realize thing are not going well, as anticipated and according to the proposed objectives and mandate of the organization.**

**As a result of this, this research work examines the roles/responsibilities of an effective leader or effective leadership in achieving the objectives of the organization that is the reason for establishing the organization.**

**Furthermore, the results of the case study and the research work have sufficiently helpful to ascertain the credibility of our stance, and we can see that how leaders and followers can come achieving organizational objectives flourishingly. Therefore, we conclude under the light of this research that organizational objectives can be achieved which are based on the**

- One's Traits, style, character, attitude and belief**
- One's Perspectives of leadership and goal,**
- Good interpersonal relationship between the superior and subordinate**
- Commitment to task of the superior and subordinate**
- Effective leadership**

## **5.3 RECOMMENDATION**

**Based on the findings of this research, it is obvious that the role of effective leadership in achieving**

**organizational objectives affected University of Ibadan Water Enterprise. The following recommendation is made:**

- 1. There is need for an effective leader in every organization who knows his responsibilities and not just a casual leader.**
- 2. Effective Leaders move there followers to work as expected and influence others to voluntarily do something toward the achievement of organizational objectives**
- 3. An effective leader, contributing his quota and responsibilities committed would allow for the achievement of the objectives of the organization.**
- 4. It not only the duty of the leadership in achieving organizational objectives but also the workers in collaboration, good inter-persoanl relationship with leaders and understanding with the leaders.**
- 5. The external environment have a role to play in achieving organization objective.**

**When can conclude or say that a leader/leadership is effective to the extent he achieves the organizational goal or if he achieves his goal and the relationship between the leaders and workers.**

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FEDERAL SCHOOL OF STATISTICS, IBADAN CAMPUS CHAPTER  
DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

RESEARCH ON THE ROLE OF EFFECTIVE LEADERSHIP IN ACHIEVING  
ORGANIZATIONAL OBJECTIVES  
**(CASE STUDY: UNIVERSITY OF IBADAN WATER**

**ENTERPRISE)**

This questionnaire is design to elicit information on the role of effective leadership in achieving organizational objective. Kindly respond to the question provided below in your best. The information provided will be strictly confidential and used for academic purpose only.

**You are required to fill the relevant option that suit you, please tick (✓)**

BIO DATA

1. Gender: male  female
2. Age: 16-20  21-25  26-30  30 and above
3. Marital status: single  married  divorce
4. Religion: Christian  Muslim  Traditional
- others

5. Educational qualification: SSCE  OND  HND  BSC   
 MSC  OTHERS   
 (PHD/PROF.)
6. Designation: management  senior staff  junior staff
7. Working experience: 1-5 years  6-10  11-15   
 16and above

Part 1(SA: strongly agree, SD: strongly disagree, A: agree D: disagree)

	S	S	A	D
	A	D		
1) Good leadership is a major determinant of organizational success				
2) Leadership is the ability to influence others to voluntarily do something toward the achievement of an objective				
3) Effective leaders are to work in respect to their field of study and be knowledgeable about the task ahead				
4) Effective leadership toward achieving organizational objectives can be achieved				
5) Effective leadership and achievement of goals is a function of both the superior(leaders and the subordinate(workers)				
6) In communicating your goal to the worker, it must be Achievable, Inspiring and Measurable				
7) An ideal leader should be deeply committed to the goal and workers welfare physically and emotionally				
	S	S	A	D
	A	D		
8) Good leaders moves their followers to action and help followers realize their potential to achieve goals				
9) A leader is consider effective to the extent he achieve the proposed objective of the organization				
10) Effective leadership calls for decisions that will facilitate good inter personal relation between superior and subordinate				
11) Leaders should be rational in decision making and seek the interest of workers even in decision making for effective leadership				
12) Effective Leadership is a function of many variables				

ranging from leaders traits, style of leadership and perception of the goal ahead				
13) Gaining the trust and loving workers can build a mutual relationship between workers and leader				
14) A requirement for leadership is personal vision or goal and leading by example, because it will keep one aim at achieving goal				
15) Effective and ideal leadership qualities can be developed				
16) Effective leadership demand leaders to be friendly, accessible, trust worthy, cooperative and collaborative to workers				
17) An effective leader character work in favour of the goal of the organization and be evaluative toward the workers				
18) The external environment and customers have a role to play in achieving organizational objectives				
19) Encouraging and implementing comments, suggestions, support and innovation from both the customers and workers will help in achieving organizational objectives.				
20) Setting standard, coordinating and clarity of expected result for a task will bring about achievement of goal and effective leadership				
21) Resolving challenges and problem that could disrupt the work should be done amicably				
22) Planning, Organizing, controlling, directing work activities will promote effective leadership				
23) Job satisfaction to worker will motivate workers diligence toward achieving the set goal				
24) Welfare to the needy, provision of amenities and promotion will build relationship between superior and subordinate				

General comment:

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