

**INFLUENCE OF LEADERSHIP ON ORGANISATIONAL  
PERFORMANCE (A STUDY OF AIICO INSURANCE PLC LAGOS.)**

**BY**

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**A PROJECT REPORT SUBMITTED TO  
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## **DECLARATION**

I hereby declare that this project report written under the supervision of Dr Ogundele is a product of my own research work. Information and data obtained from various sources have been rightly acknowledged in the text and list of references provided. This research project has not been previously presented anywhere for the award of any degree or certificate.

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## **CERTIFICATION**

I certify that this work was carried out by Babaniyi Oluwaseyi Adebowale at the department of Business Administration, Mountain Top University, Ogun State, Nigeria under my supervision.

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Head of Department

## **DEDICATION**

This project work is dedicated to the creator of heaven and earth, the Almighty God.

## **ACKNOWLEDGEMENTS**

My eternal appreciation goes to the Almighty God the owner of my very breathe for the successful completion of this phase of my academic pursuit which is this project work. I am eternally grateful to Him for endowing me with the intelligence and brilliance to successfully carry out this research and present it in the most acceptable format.

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## **ABSTRACT**

The performance of any work organization is a function of many factors. Previous studies have not been able to explain organizational performance within the context of leadership. Consequently, the study examined influence of leadership on organizational performance in AIICO Insurance Plc. Lagos.

The Path Goal theory of leadership was employed as framework. The research design was purely surveyed and the sample size was 150. Multi-stage sampling technique involving purposive and systematic sampling method was employed. The data collection instrument was purely questionnaire. While 66.0% of the respondents were males, 34.0% were females. The highest proportion of the respondents (34.7%) were 29years and above, the remaining proportion (2.7%) were 60years and above. While 39.3% were Bachelor degree holders, 12.7% were Masters degree holders and the highest proportion (40.0%) were Diploma holders. While 52.0% of the respondents had 5years and above working experience, 10.0% had 16- 20 years working experience in the organization. As to whether leadership styles adopted in the work place promoted high quality of work among employees, 44.0% strongly agreed, 50.7% agreed and 5.3% disagreed. As to whether decision making in the work place involved both workers and management, 15.3% strongly agreed, 67.3% agreed, 7.3% disagreed while 10.1% strongly disagreed. On the issue of good personality trait in leadership as a factor that could accelerate high output, 25.3% of the respondents strongly agreed, 64.7% agreed, 2.7% disagreed, while 7.3% strongly disagreed. On the issue of leadership promoting workers' unity as a method for target achievement, 64.6% of the respondents agreed with this view, 36.0% strongly agreed, while no respondents disagreed with the view. Hypothesis one showed significant relationship between types of leadership style and quality of work by the workers. Hypothesis two revealed that no significant relationship existed between leadership style adopted and quantity of work done by employees. Hypothesis three demonstrated positive association between leadership personality traits and attitudes of employees to work. Hypothesis four showed significant relationship between leadership team building capacity and employees' target achievement.

Organisational performance goes a long way to determine the success of any work organization. In view of this, AIICO insurance plc and other work organisations should embrace democratic and participatory leadership approach that could facilitate standard work performance.

**Keywords: Leadership and organizational performance.**

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# CHAPTER ONE

## INTRODUCTION

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

For employees to contribute maximally towards the success and profit of any work organisation, there must be good leadership responsible for planning, motivating, coordinating, directing and controlling the work process. Performance of workers must be constantly monitored in order to guarantee efficiency in terms of the quantity and quality of work done. Efficiency of employees will produce high productivity and this will in turn augment the profit base of the organisation.

Effective performance of employees contributes optimally to the success of the organisation and this performance stems from diverse factors. It may be as a result of good pay, effective management supervision and adequate incentives. All these will promote positive behaviour from the workforce or workers will be keen to work diligently according to schedule. Besides, they will be able to meet targets or even surpass such target sometimes by offering good services to meet customers' needs.

Leadership, therefore, is a critical tool that can give direction for employees' performance in the workplace coupled with other factors in and outside the work environment.

As a matter of fact, leadership in the workplace must ensure that employees are well motivated through the use of promotion, recognition, rewards for achievement, possibility for personal growth and proper structuring of jobs. All these will accelerate effective job performance, high productivity and profit of the organisation. There are cases where some companies/organisations have folded up due to poor performance by the employees relative to leadership styles and approach. This is one of the reasons why to some extent, organisational productivity is low in Nigeria which often affects the National output and National income of the country. It is against this; this background of study takes a look at leadership relative to employees' performance in Nestle Nigeria plc.

The business world is relative, dynamic and unpredictable. This implies that an organisation whose leadership fails to carry out the basic functions of management in order to manage employees diligently will certainly collapse. On daily basis strategies must be put in place to manage workers properly by encouraging them to put in their best for the organisation not only remain relevant in the market but to forge ahead as to attain the top position.

The role of leaders in achieving outstanding corporate quality cannot be overemphasized. Adequate encouragement, an appropriate work environment, rewards, productive interaction between management and subordinates play an important role in achieving this purpose. Planning and coordination of jobs is also essential for institutional achievement. Some scholars have concluded that the most common problems impacting corporate success in Nigeria's companies and other organizations are the poor attitude to work among the workers, inefficiency and inefficiency of leaders in most cases, while others share the opposite view.

Throughout recent years, management has been employed as a new and successful approach to managing staff and organisation's at large. The common theory of personnel management has slowly been replaced by human resource management. It brings priority to the organizational incorporation of new styles of leadership into the effective management of staff and to improving the performance of workers. Kenneth and Heresy assert that; "The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operate".

## **1.2 Statement of the Problem**

Employees' productivity involves fulfilling specified tasks, meeting deadlines, professionalism of staff, and efficiency and effectiveness in the performance of jobs. Different organizations need strong styles of leadership to stimulate employee performance. Many industries, such as tractor factory, face the challenges: sluggish innovation, low productivity, inability to meet output objectives. This problem was expected as the problem at hand due to the lack of pragmatic solutions to the particular situations in different types of management. This problem began to affect staff efficiency. That's why study examines the best one style of leadership that enhances employee performance. Managing people in Organisation's is parts and parcel of management Process. Managers should therefore realize that people in organizations are the critical elements and should be regarded as associated with the organization. But the question is, to what degree should managers accept this fact that workers are associated with organisation's and that they should be sufficiently motivated in order to ensure high performance they can do their best? Again, the leadership behavior/style in most organisation's which believe that workers could be treated anyhow as a result of unemployment situation in the country which makes job switch difficult has resulted in the hardship workers face in their places of work in Nigeria. This behavior/style of leadership has an impact on reforming and/or creating organisational culture which in turn affects organisational performance and commitment leadership behaviorur /

style has an effect on transforming and/or developing organizational culture which in turn affects organizational success and engagement. And, in that scenario, how successful a leader can be in achieving the best response from subordinates and having the maximum or best performance possible (Usoro, 2000). In addition, some researchers believe that the most common problems impacting corporate success in Nigeria's companies and other organisations are weak attitudes to work among the workforce, inefficiency and inefficiency of members in most cases, while others still believe that Nigerian organizations are run by odd to traditional leadership styles and behaviors. Considering the above contentious issues, it was necessary to look at the efficiency of the leadership and the staff.

Past studies on leadership styles (for example, Horstmeier, Boer, Homan, & Voelpel, 2016; Bottomley, Mostafa, Gould-Williams, & Leon-Cazares, 2016; Tahir, 2015; Raluca-Elena, 2015; Uchenwamgbe, 2013) focused on organisational performance. Some studies (Lumbasi, 2015; Igbal, Anwar, & Haider, 2015; Anyango, 2015; Abbas & Yaqoob, 2009; Mohammed, Dele, Adegboyega & Taiwo, 2015) have also looked at employees' performance. Organizational culture (Omira, 2015; Mohammadi, Pirzadian & Sharafi, 2014). However, all these studies mentioned above were conducted in the European and Asian countries (for example United States of American, Great Britain, Germany, Turkey, Italy, India and Pakistan). Geographically, only few have been done in Africa (such as Karamat, 2013; Uchenwamgbe, 2013; Anyango, 2015; etc.). Studies on leadership styles seem to be rare in Nigeria. In addition, foregoing research findings on leadership styles do not have impact or relationship (Stefansdottir, 2013; Sandbakhen, 2006; Koech & Namusoge, 2012). On the other hand, (Dele, Adegboyega & Taiwo, 2015; Obowuru, Okwu, Akpa & Nwankwere, 2011;) found that there is direct positive significant relationship with employees performance, (Dele, Adegboyega & Taiwo, 2015; Obowuru, Okwu,; Koech & Namusonge, 2012; Raja & Palanichamy, 2015; Anyango, 2015) found that there is direct positive significant relationship with employees performance. Premised on the afore mentioned gaps, this study was therefore inspired to investigate the relationship between leadership and organisational performance. Though these stated past studies should impressively research, however, little or nothing has been done on the influence of leadership on organizational performance. It is this identified gap that the study hopes to fill through empirical investigation. From the foregoing, the study hopes to examine the influence of leadership on organizational performance in AIICO insurance, Lagos.

### **1.3 Research Questions**

- I. What are the leadership styles adopted relative to workers quality of work?
- II. What are the relationships between leadership style and quantity of work by the employees?
- III. Is there any link between leadership personality traits and attitude of employees to work?
- IV. What are the relationships between leadership team building capacity and employees' target achievement?

### **1.4 General Objective**

The general objective is to examine the influence of leadership on organisational performance in AIICO Insurance Plc. From this, the following specific objectives are put forward:

- I. To examine the types of leadership styles adopted related to worker's quality of work.
- II. To assess the leadership styles on quantity of work by the employees.
- III. To examine the link between the personality traits of the leader and attitude of employees to work.
- IV. To verify the association between leadership team building capacity and employees' target achievement.

### **1.5 Significance of the Study**

The significance of any research study lies in the application of its findings for operational purpose. It is believed that this study will be of immense importance because the empirical finding will reveal;

- I. How effective leadership impacts on employees' performance.
- II. How effective leadership improves ability to succeed under pressure among employees.
- III. How effective leadership improves innovation and creativeness which will definitely reflect on the society at large.
- IV. How effective leadership improves productivity of the workforce
- V. How effective leadership improves listening and communication skills.

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

The scope of the study covers only AIICO Insurance Plc. Lagos State. Thus, the focus of the study is on effective leadership and organisational performance. However, to facilitate a sound grasp of the subject matter within the thought framework of the objectives of the study, the scope of the study covered such issues as the concept of leadership, the relationship between effective leadership and

organisational performance, leadership and motivation. Others include motivation and job performance, leadership effectiveness and job performance and leadership styles. It also includes organisational performance, how to measure organisational performance, leadership and communication, characteristics and qualities of good leadership and managing subordinates in organizations.

### **1.7 Research Hypotheses**

1. (H<sub>0</sub>): There is no significant relationship between types of leadership style adopted and workers' quality of work.  
  
(H<sub>1</sub>): There is significant relationship between types of leadership styles adopted and workers' quality of work.
2. (H<sub>0</sub>): There is no significant relationship between leadership styles adopted and quantity of work by employees.  
  
(H<sub>1</sub>): There is significant relationship between leadership styles adopted and quantity of work by employees.
3. (H<sub>0</sub>): There is no significant relationship between leadership personality traits and attitude of employees to work.  
  
(H<sub>1</sub>): There is significant relationship between leadership personality traits and attitude of employees to work.
4. (H<sub>0</sub>): There is no significant relationship between leadership team building capacity and employees' target achievement.  
  
(H<sub>1</sub>): There is significant relationship between leadership team building capacity and employees' target achievement.

## **1.8 Limitation of the Study**

In conducting this research project, the work would have been more thorough if the eight branch offices, three manufacturing sites and its head office located in Lagos State were covered. However, it was difficult to study all the branch offices and manufacturing sites due to costs of associated logistics and time constraints. Owing to these constraints, this study focuses on AIICO Insurance Plc. Lagos State alone. A major limitation to research work in this part of the country is the inability of the researcher to get the necessary information which could have made the work richer were not obtained due to the unwillingness of the officials to give out rich information, so the researcher resorted to getting the little to give out rich information so the researcher resorted to getting the little he could from the staff of the company. However, in spite of all these limitations and other constraints which may not be mentioned here, it does not in any way affect the reliability of the research work for the purpose of reference and its usage by all the stakeholders in AIICO Plc.

## **1.9 Definition of Terms**

**Leadership:** It is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization.

**Employees' Performance:** It is defined as how employees fulfill their job responsibilities and perform the tasks needed.

**Organisational Performance:** Organizational performance involves an organization's actual production or results as calculated against its expected outcomes (or objectives and goals).

**Leadership Styles:** A leadership style is the strategy of a leader to provide guidance, execute strategies, and inspire individuals

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Conceptual Review

##### 2.1.1 Leadership

Leadership is a mechanism through which one person affects other person's thoughts, attitudes and behaviours. Leaders are setting a path for the rest of us; they are helping us see what lies ahead; they are helping us envision what we could do, they are empowering us and they are inspiring us. A group of human beings easily degenerates into disputes and disagreements without guidance, because we see things differently and tend for different solutions. Guidance helps guide us in the same direction and join forces to combine our efforts. D. Quinn Mills 2005

##### 2.1.2 Leadership Styles

Ability to lead and willingness to follow are focused upon types of leadership.

Leadership style is the method and methodology of offering guidance, strategy execution and people inspiration. Prasad says Lewin led a group of researchers to recognize different leadership styles. This research was very successful, and it identified three main types of leadership. The three main leadership styles are:

- Authoritarian or autocratic
- Participative or democratic
- Delegative or free reign.

##### 2.1.2.1 Authoritarian (autocratic)

This approach is used when leaders say what they want to do to their staff and how they want it to be done without their followers ' guidance. Some of the criteria to use are when you have all the knowledge you need to solve the problem you are short of time and the workers are well empowered.

Many people tend to think of this style as a way to scream, use demeaning words and lead through threats and abuse of their authority.

This is not the hierarchical form, but an aggressive unprofessional method of bossing other men. It has no place in the repertory of a leader. Usually, hierarchical form should be used only on rare occasions.



#### 2.1.2.2 Participative (Democratic)

This approach includes the participant in the decision-making process with workers (determining what to do and how to do so). Nevertheless, the chief holds the responsibility for final decision-making. Using this style is not a sign of weakness, but rather a sign of strength to be valued by employees. This is usually used when the boss gets part of the information and the other pieces are in the staff on the other side. They will remember that a leader is not expected to know anything and that is why leadership and management organisation's need to hire skilled and knowledgeable workers. Using this mutual benefit style, it encourages them to become a part of the team and helps you to make better decisions. If the expected results are to be achieved, the leaders of the National Youth Service Corps should be collectively prepared based on the above.

#### 2.1.2.3 Delegative (Free Reign)

The boss in this model helps the employees to make the decisions. Nevertheless, the chief is still responsible for the decisions made. This is used when it is necessary for employees to analyze the situation and to decide what needs to be done and how. This isn't a style to use to blame others when things go wrong, but it's a style to use when you trust and trust the people under him, Prasad 2004).

#### 2.1.3 Effective Leadership

McShane defines effective leadership as the process of influencing people and providing an environment for them to achieve team or organisational objectives. He further notes that effective leadership helps individual groups identify their goals and find ways to achieve them. In his opinion, they use power and persuasion to ensure followers have the encouragement and clarity of position to attain specific goals. Better tools and more effectively attain collaboration targets (McShane 2003). Koontz et al 1980 in Morehead and Griffin define leadership as "influence, the art or process of influencing people so that they will strive willingly towards the achievement of group goals" (Moore Head and Griffin 2001). Similarly, Beleina (1986) in Ezeani sates that effective leadership is the "art of influencing individual or group activities towards achievement of enterprise objectives. (Ezeani 2006). He went on to state that effective leadership is occasionally more than power or authority. That this means a degree of follower's voluntary compliance. Effective leadership, he notes, requires not only the commitment of followers to serve but also the willingness to work with passion and trust (Ezeani 2006).

Sugarman (2007) states that effective leaders are designers, Steward and teachers. We are accountable for developing institutions where people are constantly increasing their ability to understand meaning, explain, dream and develop common mental models. (Karsy 2007 @newsguy.com2007).

Behaviour-influencing coaching mechanism based on knowledge of what makes people click. Luthans (1998) in Oluseyin and Ayo (2009) states that motivation is the process that arouses, energizes directs and sustains behaviour and performance. That is, it is the process of encouraging people to take action and to accomplish a desired task, and one way to stimulate employees is to employ effective motivation, which makes employees more satisfied with and committed to their jobs. Not only is money the only motivator, but there are other rewards that act as motivators as well. Nevertheless, in order to observe effective work success in a company, work encouragement may not only be a key factor, but it is very necessary for work performance to be efficient in leadership.

As earlier stated, leadership is a central feature of organisational performance. This is an essential part of management activities of people and directing their efforts towards the goals and objectives of the organization. There needs to be a proper form of behavior to enhance performance that is part of the goal stated earlier in this work. Leadership could be seen in terms of the leaders ' role and their ability to attain effective performance from others. In this regard one might want to state the actions and position of AIICOInsurance Plc's members. Lagos State does not inspire workers to attain work performance and this is the main issue addressed in the question statement. Leadership at all levels within the company is of vital importance. Leadership is the moral and intellectual capacity to use and strive for what is best for the company and is employee. While keeping an eye on performance indicators, leaders foster creativity and innovation, risk-taking, and future development skills. All workers ' efficiency must be preserved and professionally restored. The leader's vital role in guiding efficiency and wading is central to an organisation's progress. In view of the above, and from AIICO Insurance plc description of the issues as they occur. It can be clearly stated that since there is a lack of employee motivation, leadership behavior does not encourage high performance and because it lacks proper planning and work organization, it will certainly affect the performance of employees in the office.

We see effective leadership as a strong driver of management growth and a sustainable competitive advantage for enhancing organizational efficiency.

#### 2.1.4 Characteristics and Qualities of Good Leadership

Typically, those who occupy leadership roles in organisations are those who have been discovered to have certain features and attributes. The leader may not necessarily be the most senior person in all circumstances, but because he/she has certain characteristics, they believe that he/she will perform most efficiently given the resources needed and supported by good policies.

The qualities as discussed by Adebayo (2004) are as follows:

Tact: A leader must be tactful in dealing with this or her colleagues, he must possess a sense of modesty, sense of judgment, foresight ability to delegate, sympathy and Consideration, feasibility and a wide range of initiative, imagination and perseverance. A good sense of imagination and perseverance are two essential attributes of a leader.

Broad familiarity with technology being used by the organisation, being able to work with people, time management, concentration, practical approach to issues, being able to attempt the impossible, being action oriented, integrity and being able to calculate costs and benefits. Peretomode and Peretomode (2005) listed the essential qualities of an administrator as follows:

#### 2.1.5 Good human relationship

A leader should be able to communicate effectively using both verbal and non-verbal communication methods, and he / she must be a good listener and a careful observer. Smart, persuasive and pragmatic; Accessibility and accessibility; · Patience, tolerance and stamina. Drive and efficiency; · Good communication skills, including listening ability; · Willingness to take feedback and recognize errors; · Foresight and vision; · Satisfaction, versatility and adaptability; · Physical, mental and emotional stability; · Open-minded democratic attitude; · Truthful, trustworthy and trustworthy character. Reliability and good faith.

According to (Nwizu 2003) experts in public administration, say that no person can acquire these without having made himself the master of at least one branch of work, leader must manifest some characteristics that will make them unique in the organisation so that they can successfully lead while others will follow in order to achieve the purpose of the organisation. Leadership can be characterized as an individual's ability to control, inspire, and allow others to contribute to the success and effectiveness of an organization or community of which they are members.

Therefore, a person who has this skill is a leader. Leaders have a variety of different characteristics:

- **Self-awareness:** Knowledge of your own values, passions, abilities, strengths and weaknesses, the ability to acknowledge and learn from errors, and the ability to find information to fill knowledge gaps.
- **Integrity:** A good sense of "what is right" and a show of ethical methods that set the tone for others. A dedication to teaching by example.
- **Courage:** Despite stresses driving you in other directions, the courage to behave in accordance with your own principles and the common good. The willingness to place the cause ahead of the wish to be famous.
- **Vision:** A good sense of where you go as a person and where you think it should go to society, your culture, and your organization-and how it might get there.
- **Peer respect:** An ability to inspire respect, to enable an individual to conduct discussions effectively, to maintain discipline and to allow others to participate.
- **Sense of humor:** The ability to laugh at yourself and humorously alleviate anxiety or uncomfortable situations.
- **Delegation skills:** A desire to trust and cede any obligation to others.
- **Adaptability:** A desire to be agile and adapt to changing situations easily and efficiently, along with a dedication to consistent formal and informal learning and the capacity to bring the learning into practice.
- **Strong Inter-personal skills:** A capacity to communicate and function harmoniously with others, while being trained to take on individual obligations.

#### 2.1.6 Leadership Personality

1. **Conscientiousness:** In a scrupulous, punctual, efficient, dependable, purposeful, coordinated, strong-willed and determined character, a strong sense of conscientiousness results. Competence, order, dutifulness, success, self-discipline and deliberation are other characteristics of conscientiousness. Without a generous portion of this theory, great artists, athletes, actors and leaders do not become great. Elevated achievement is correlated with leaders with strong conscientiousness.
2. **Agreeableness:** Agreeability is an element of interpersonal tendencies. One who is advantageous in outlook is the agreeable individual. He or she is friendly, optimistic, and chooses teamwork over rivalry. He or she has compassion and empathy towards others and a willingness to assist

them, and hopes that others will assist them in return. Agreeable individuals are plain, altruistic, compliant and humble.

3. **Openness:** Intellectual curiosity, inventiveness, attention to art and beauty, creativity and critical judgment are the basic ingredients of transparency. Open people are interested in both their inner and outer worlds and are able to entertain new ideas and unorthodox beliefs. They are keenly feeling optimistic and negative feelings. Divergent thought and imagination are closely linked to transparency.
4. In his or her strategic problem solving and decision-making, a leader will have to decide when to stick to the norm and when to be unorthodox or more flexible. Through frequent reminders to track one's own conscientious decisions, coaches help build transparency.
5. On center stage, extroverts are most comfortable and crave attention. Heat, gregariousness and assertiveness can be displayed by extroverts. Extroverts are dominant, active, upbeat and energetic socially. Speaking, enthusiasm and relaxation are what they need. They stay confident and appear to be cheerful.
6. **Self-managing:** It's impossible to successfully handle people if you can't manage yourself. Self-management means being able to prioritize the priorities and being accountable for achieving those goals. You must be able to control your time, energy and emotions as an effective leader, while being mindful of your strengths, shortcomings and possible sources of bias.
7. **Visioning:** Exceptional leaders have the capacity to look into the future of their business and make simple, tangible priorities that will help their organization. The people around them are confident and optimistic, encouraging excitement. To be a visionary is to handle change while striking a balance between stability and growth. Without getting diverted from the key objectives, you must implement new approaches.
8. **Fostering Creativity and Innovation:** Leaders ought to have the confidence to play with danger and foster imagination. Doing so will encourage the ingenuity that will guide your company to new destinations and through the twists and turns of a changing market environment. In achieving your goals, the aim is to always be consistent and open minded and versatile in how you get there. Encourage the individuals around you by brainstorming and prototyping to spend at least 15 percent of their time pursuing new ideas.

### 2.1.7 Leadership Team Building

Team building is a continuous endeavor to strengthen employee relationships and to help them work together in the most productive way possible. And in this, team leaders play a crucial role. Leaders are basically accountable for taking individual workers and putting them together as a cohesive team. Team building not only inspires team members to work better, but to work more intelligently. Teams find the best ways to communicate and excel in job tasks when people understand how to use their individual skills to the benefit of the group.

Good leadership builds on the individuals around you. To lead a diverse and special community of people with different backgrounds, motives and abilities, team building is crucial.

Strong teams and teamwork are crucial to achieving many of the points on this list, such as encouraging creativity, interacting efficiently and achieving the objectives of the organization. You will create an irresistible force that will drive the success of your company if you hire and build the right team.

### 2.1.8 Organisational Performance

Hellriegel et al (1999) defined performance as presented by Oluseyi and Ayo in their European Journal of Economics, Finance and Administrative Science (2009) as the level of the achievement of an individual's work after exerting an effort. They also discuss Cummings and Schwab's views on the same topic, arguing that success is essentially a human phenomenon with environmental variables affecting performance mainly through their effect on individual performance capacity and motivation determinants. The quality and adequate encouragement of a supportive work environment will similarly lead to high success and the lack thereof will have the opposite effect. In conclusion, they used the words of (Maritz, 1996; Ristow et al, 1999). That effective organizations requiring effective leadership and organizational performance have been widely accepted will suffer in direct proportion to the neglect of this (Oluseyi and Ayo 2009). This is very much in connection with AIICO Insurance plc. Success in the State of Lagos given the position of those scholars and what is there on the field.

Organizational performance involves an organization's actual production or results as calculated against its expected outcomes (or objectives and goals). According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added,

etc.) Specialists in many areas, including strategic planners, logistics, finance, legal and organizational growth, are concerned with organizational efficiency.

#### 2.1.9 Worker's quality of work

Quality work means meeting goals consistently while having a constructive, ethical working atmosphere. It means that workers put their best foot forward every day to ensure the organization's success. Job quality indicators say much about the quality of the employee's results. The quality of work is assessed by periodic analysis of our customer deliverables, their role in customer efforts, production change / platform stability, best practices, and customer feedback.

#### 2.1.10 Worker's quantity of work

The quantity of work is the amount of work to be done by the employees against the standards set by the employer.

#### 2.1.11 How to Measure Organisational Performance

According to (Scherbaum et al 2006) how the assessment of corporate success was a constant subject of debate and critique in Avery 2008. They said previous researches were heavily criticized for the performance measures used. Such performance measures as laid down in (Avery 2008) by Hoogh et al (2004) include: Knowledge of previous performance, self-reporting of adherence to organizational objectives, leadership quality and perceived productivity of the leader. Many witnesses such as Koene et al, (2002); The above performance approach, in their opinion, can only be applicable to profit-oriented organisations and non-profit organizations may focus on performance measures using approaches such as environmental restrictions that may represent factors outside the leader's influence. Avery also argues that several researchers have failed to focus attention on topics such as the connection between financial performance, customer satisfaction and employee satisfaction while assessing corporate success and balancing net financial and cost-controllable with environmental constraints; And customer satisfaction will make the research work more valid. Numerous empirical studies, such as Baur 198; George, 1990; Johnson, 1996; Reynierse and Harncer, 1992; and many others as described by Avery indicate that positive changes in employee satisfaction and – customer satisfaction would lead to positive changes in organizational efficiency. We are thus strongly convinced that employee satisfaction and customer satisfaction are still important corporate performance measures.

Many companies have attempted to manage organizational success in recent years using the balanced scorecard approach, where performance is monitored and evaluated in different dimensions. such as: financial performance (e.g. shareholder return),customer service, social responsibility (e.g. corporate citizenship, community outreach) employee stewardship, organizational performance, performance measurement systems, performance improvement, organizational engineering, and pluralistic stakeholder values.

## **2.2 Theoretical Framework**

### **2.2.1 The Path-Goal theory of leadership**

The theory of the path-goal is a commonly accepted psychological evolution from a contingency approach originating from Victor Vroom's behaviour and anticipation system of motivation theory. While George Poulos and his social science colleague at the University of Michigrows used path-goal concepts and terminology many years ago to examine the influence of leadership on success, current progress is generally credited to Martin Evens and Robert House, who wrote separate concepts and terminology at around the same time. In essence, path-goal theory seeks to describe the effect of leadership behavior on morale, happiness and success of associates. The early theoretical work on the path-goal principle indicated that by making incentives open to subordinates and making such incentives based on the achievement of particular goals by the subordinates, leaders would be successful (Luthans 2008).

The early path-goal study contributed to the emergence of a hypothesis involving four distinct leadership conduct styles (directive, supportive, participative, and achievement) and three forms of subordinate attitudes (job satisfaction, acceptance of the leader, and effect performance, relationships of success reward).

This theory seeks to describe the connections between the activity of a leader and the success and job behaviours of the subordinates. Mcshane and Glinow say that path-goal theory states that “effective leaders influence employee satisfaction and performance by making their need satisfaction contingent on effective job performance. Leaders strengthen the performance –to-outcome expectancy and valence of those outcomes by ensuring that employees who performance their job well have a higher degree of need fulfillment than employees who perform poorly”. Successful leaders enhance the success expectation initiative by supplying evidence, support and other tools. Employees need to help them accomplish their duties. They further stress that successful leaders build environments that



enable those in the workplace to understand their potential. In other words, servant leadership is advocated by path-goal theory. Servant leaders do not see leadership as a power position; they are coaches, stewards and facilitators, rather. Leadership is a duty to consider the requirements of workers and to make job success better for workers. It is on this basis that the management of the latter literature has been investigated.

### **2.3 Empirical Review**

Ojokuku, et al. (2012) conducted a report on the 'Effect of Leadership Style on Organizational Performance': A Nigeria Bank Case Report in Nigeria. A formal questionnaire was used to gather face-to - face information from the heads of accountants, heads of operations, and division executives. An inferential statistical method was used and one theory for data analysis was formulated. Regression analysis was used to study the aspects of the major effects on followers and results of the leadership style. The results showed that the link between success and leadership style was positive and negative. There was a 23 percent difference in performance observed jointly predicting organizational performance in leadership style. This study concluded that styles of transformational and democratic leadership have a positive impact on both performance and supporters, and are highly recommended to bank, especially in this competitive global climate.

Dalluay & Jalagat (2016) conducted a research on title Impacts of Leadership Style effectiveness of Managers and Department Heads to Employees' job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. The weighted mean was used to research leadership style questionnaires, and the correlation coefficient and multiple regression were used to research the relationship between leadership style, work performance and job satisfaction variables. The finding concluded that organizations should continually make the most of a leadership style that increases the performance of workers and the satisfactory quality of employee work, even if there is still space for improvements.

Akram, et al. (2012) conducted a research title How Leadership Behaviours Affect Organizational Performance in Pakistan. In order to analyze the relationship and the impact of leadership behaviors on results, correlation analysis and regression analysis were applied. To evaluate the reliability of the queries, SPSS version 16 was used, and reliability was tested in terms of Cronbach's Alpha. The results concluded that leadership practices are interrelated with employee performance and have a highly positive effect.

Ismail, et al. (2011) worked on a research titled Interaction between Leaders and Followers as an Antecedent of Job Performance: An Empirical Study in Malaysia. 200 is the sample size used by the researchers. In order to combine the research literature, the in-depth interview, pilot study and the actual survey to gather data, this study used a cross-sectional approach. Convenience sampling techniques have been used. Version 16 of SPSS is used to evaluate validity and data reliability. For reference to study variables, Pearson correlation analysis and descriptive statistics are used. A standardized Stepwise Regression Analysis coefficient was used. The results indicated that the relationship between leaders and supporters serves as a complete precedent for job success.

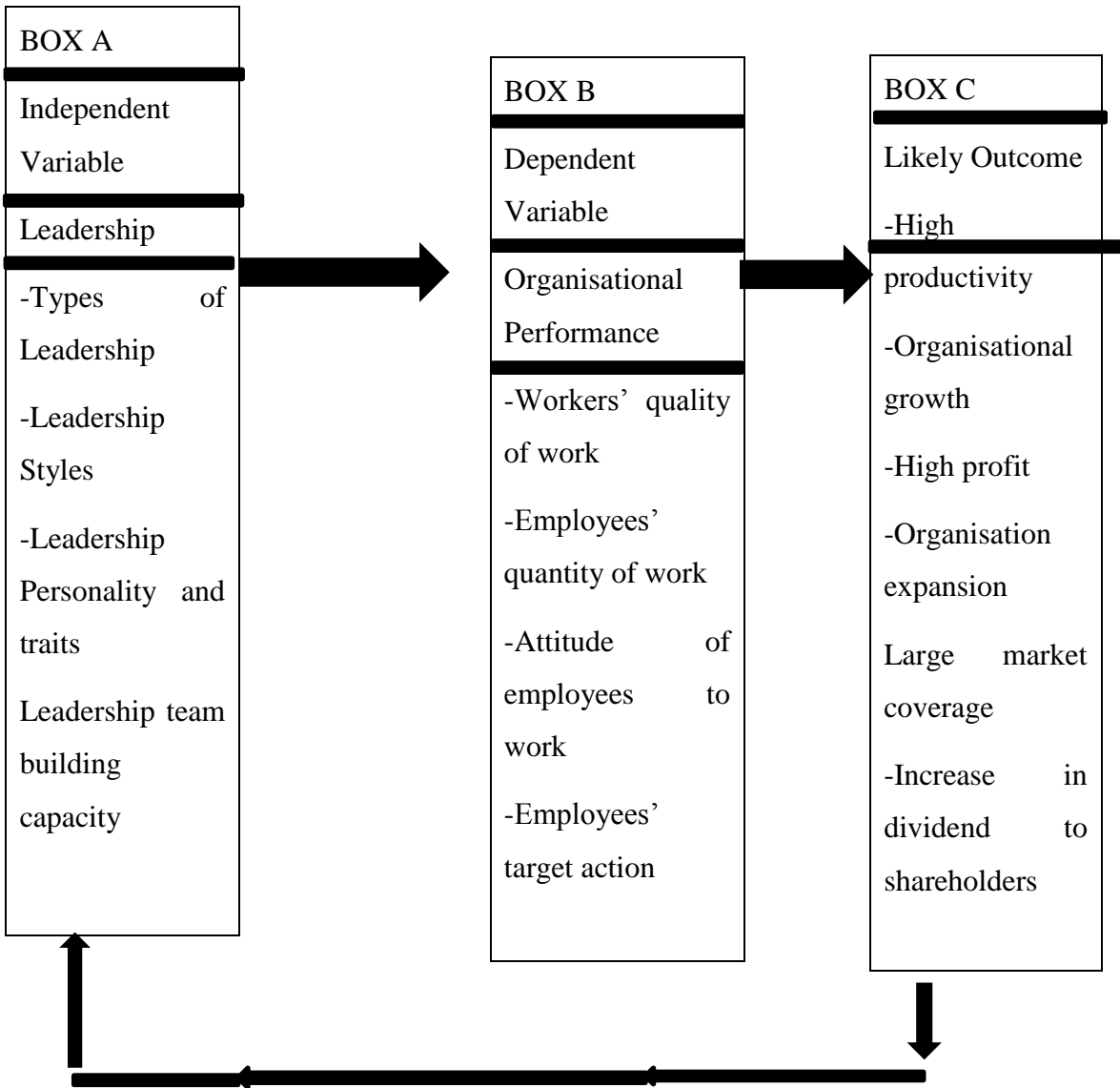
Ebenezer (2017) Examining “Leadership Style on Employee Performance in The Public Sector of Ghana.” The study concludes that leaders exhibit the right types of leadership even though it does not affect the employees' results. The transformational and transactional leadership styles are complementary leadership styles that can contribute to the highest employee success levels when correctly demonstrated. The workers do not really rely too much on their representatives. The employees recognized the leadership style of guiding, but that does not impact translation and higher efficiency. This implies that there are other variables that have to be weighed in order to attain the highest employees' results.

Dr. JV Jayanthi Kumari examining “A study on impact of leadership on organisational performance”. Leadership has a greater positive influence on employee performance in which workers feel strength and trust in doing their job and making distinct choices in the situation. And leaders only have the ability to make choices in an autocratic style in which workers feel inferior in doing jobs and decisions. Employees have discretionary control to do work in a democratic style to some degree, so their performance is higher than in an autocratic style. The authoritative style is appropriate When new employees are unfamiliar and don't have sufficient know how about their jobs. The consultative style is appropriate when organization needs creative problem solving. When organisations have capable and talented team members, the participative style is sufficient. The findings showed that the style of leadership has a direct relationship with the success of the organisation. The leadership style should also be used correctly and cautiously to direct and inspire subordinates.

Daniel Nawose Ing'ollan & Josse Roussel examining “Influence of Leadership Styles on Employees' Performance: A Study of Turkana County, Kenya”. The research has taken a mixed approach to the method and uses an exploratory survey template. Questionnaires were used to collect information

from Turkana County workers. To evaluate whether a relationship exists between the independent and dependent variables, simple and multiple Regression Analysis was used. On the other hand, through content analysis, qualitative data from the interview guide was analyzed; this included filtering and grouping the data according to emerging trends in accordance with the objectives of the study. The analysis showed that there is no ideal leadership style, but according to this study, the following leadership styles affected the performance of employees; affiliate leadership 49.5 percent, authoritative leadership style 52.2 percent of the performance of employees, and it was therefore concluded that the two leadership styles affect the style of county government employees in Turkana County and thereafter.

### 2.4 Conceptual Framework



## **Feedback Loop**

Figure 1 above shows the diagrammatic representation of connections among the variables. Box 1 represents the independent variable which is Leadership. The sub-variables under leadership include: Types of leadership, leadership styles, leadership personality traits and leadership teambuilding capacity. All these sub-variables will influence the dependent variable in Box B which is organizational performance that can be in form of the following sub-variables: workers' quality of work, employees' quantity of work, attitude of employees to work and employees' target achievement. The influence of independent variable on dependent variable will produce the likely outcomes in Box C namely: High productivity, organizational growth, high profit, organizational expansion, large market coverage and increase in dividend to shareholders. Consequently, the outcomes will reflect on the independent variable through a feedback loop.

## CHAPTER THREE

### METHODOLOGY

#### **3.0 Introduction**

This defines the research design, source; data, data collection equipment, research problems organization, area of study, population of the study, sampling technique, sample size, and data analysis methodology.

#### **3.1 Research Design**

The study research design embodies the blue print for the compilation, measurement, and interpretation of the research questions related data. Therefore, the technique used to gather data is essentially a survey approach focused on secondary and primary data collection sources.

#### **3.2 Area of Study**

The study covers AIICO Insurance Plc. Lagos. It was established in 1963. It is an insurance and asset group in Nigeria with marketing-leading positions in its key business lines: Life assurance and annuity, general insurance and special risks, pension management, health insurance and asset management. The company was incorporated, registered and licensed in Nigeria as American Life Insurance Company Limited- as a wholly owned subsidiary of ALICO/AIG-in 1970- to offer life and pension products and insurance services. The company was renamed American International Insurance Company Limited (“AIICO”) upon the acquisition of a 60% stake by the federal government of Nigeria, and later listed on the Nigerian Stock Exchange in 1990. AIICO also own valuable financial assets including a controlling stake in Multisided Limited, and a 19% stake in Healthcare International Limited (HMO’s).

#### **3.3 Population of the Study**

The population for the study consisted 240 staff of AIICO Insurance Plc. Ikeja. The above figure was given by the Human Resource Department of the organization. The respondents were drawn from different departments in the organization under study.

### 3.4 Sampling Technique

Multi stage sampling technique was employed involving:

1. Purposive sampling: AIICO Insurance plc. Ikeja was chosen purposively because:
  - (i) Large number of staff there
  - (ii) Many managers are placed in different leadership positions
2. Systematic sampling: This involved choosing sample at fixed interval ( $\frac{N}{n}$ ).

### 3.5 Sample Size

The sample size was 150. It was obtained through sample size determination by Taro Yamane's formula below.

Sample formula

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = desired sample size

N = size of the population

e = Limit of error tolerance which was assured to be 5% (0.05); confidence limit.

Computing with the above formula, number of questionnaires to be administered was obtained

$$N = 240$$

$$e = 0.05 \text{ or } 5\%$$

$$n = ?$$

$$n = \frac{240}{1 + 240(0.05)^2}$$

$$n = \frac{240}{1 + 0.6}$$

$$n = \frac{240}{1.6}$$

$$n = 150$$

The sample size was 150 and this was a true representation of the total population.

### **3.6 Sources of Data**

The information utilized for this study was gotten from diverse sources. This ranged from questionnaires, individual interviews, perceptions and library search. However, field study involves the use of a well-structured questionnaire in getting, fortifying and cross checking gotten data for this report. The data produced for the study comprises of primary sources (field survey).

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

This study involved the use of quantitative method. The administering of the questionnaires was carried out by the researcher and a trained assistant who has preliminary knowledge about the instrument. Researcher sent a letter to human resource department of the organization in subject base on the study, after permission was granted and date fixed, the researcher administered the questionnaire and collected the completed questionnaire from the respondents.

### **3.8 Instrument for Data Collection**

The main data collection instrument employed in this study was a 25-item questionnaire. The design included multiple-choice questions; filling questions that require ranking of answers. The questions were clearly simplified and structured in a manner devoid of any ambiguity and technical details. Collection instrument employed in this study was a 25-item questionnaire. In this way, most of the questions basic required respondents to tick (x) against the fitting reaction reply yes or no and rank on a scale. of 0–5. The survey was drawn to evoke information/data on effective leadership and organisational performance. Also, the researcher utilize interview to evoke for more data to bolster the other instruments utilized for information collection

### **3.9 Data Analysis Method**

The bio-data of the respondents' and the research questions were analyzed using the descriptive statistics such as frequency, percentage and mean. Also, inferential statistical test, correlation analysis, was used to test the research hypothesis. All analysis was performed using Statistical package for social sciences (SPSS version 25.0)

### **3.10 Reliability and Validity of Data**

Reliability and validity of data collection is done to reduce any prejudice in the research. It is used as an instrument of measurement for what is expected to be measured.

Validity can be further divided into two (2) forms:

- I. **Content validity:** This explains the way in which the research instrument covers all dimensions of the topic.
- II. **Construct validity:** This is the consistency in the result given by the same research instrument.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This section includes presenting, analyzing and interpreting data gathered, then discussing results produced from statistical analysis. The first section presents the survey information, the second section explains the demographic variables as well as the research questions, while the last section presents the hypotheses tested. 150 copies of the questionnaire were administered and analyzed using the Social Sciences Software Package (SPSS) for ease of comprehension.

##### 4.1.1 Preliminary Survey Details

**Table 4.1.1: Response Rate to Questionnaire Administered**

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaires administered	150	100%
2.	Questionnaires retrieved and used for the final analysis	150	0%
3.	Number of questionnaires not retrieved	0	0%
4.	Number of questionnaires not properly filled	0	0%
	<b>Total</b>	<b>150</b>	<b>100%</b>

**Source: Field Survey 2020**

Table 4.1.1 presents the response rate to questionnaires. A total of 150 copies of questionnaires were administered to the respondents (employees of AIICO INSURANCE PLC). The total number of questionnaires retrieved and used for final analysis were 150. This means a 100% retrieval rate was achieved.

##### 4.1.2 Demographic Information of the Respondents

This section presents the result of the analysis of biodata of the sample respondents.



**Table 4.1.2.1: Demographic information of respondents**

<b>Demographic variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	99	66.0
Female	51	34.0
<b>Age Group</b>		
29 years and below	52	34.7
30-39 years	42	28.0
40-49 years	37	24.7
50-59 years	15	10.0
60 years and Above	4	2.7
<b>Marital Status</b>		
Single	75	50.0
Married	60	40.0
Divorced	11	7.3
Widowed	4	2.7
<b>Educational level</b>		
Certificate	12	8.0
Diploma	60	40.0
Bachelors' degree	59	39.3
Master's degree	19	12.7
Doctorate degree	0	0.0
Others	0	0.0
<b>Work experience in the Organisation</b>		
5 years and below	78	52.0
6 – 10 years	19	12.7
11 – 15 years	38	25.3
16 –20 years	15	10.0
21 years and above	0	0.0
<b>Current position</b>		
Senior management	38	25.3
Middle management	37	24.7
Supervisory	34	22.7
General Staff	26	17.3
Others (Please specify)	15	10.0
N	150	100.0

### **Source: Field Survey 2020**

Table 4.1.2.1 presented the demographic information of the respondents. The results of this analysis are summarized thus:

It can be seen that 99 respondents representing 66.0% are male while 51 respondents representing 34.0% are female. Majority of the employees that participated in this survey were male.

The result of age group of the respondents showed that 52(34.7%) were 29 years and below, 42(28.0%) were between 30-39 years, 37(24.7%) were between the ages 40-49 years, 15(10.0%) were between the ages 50-59 years while 4(2.7%) were 60 years and above. Majority of the sample employees were 29 years or below. Majority of the employees can be classified as young adult.

Next is the marital status of the respondents, as shown in table above, 75(50.0%) respondents were single, 60(40.0%) of the respondents were married, 11(7.3%) were divorced while the remaining 4(2.7%) were widowed. Majority of their employees were single.

The educational level of respondents, 12(8.0%) of the respondents have certificate, 60(40.0%) have Diploma, 59(39.3%) have Bachelor's degree while 19 respondents representing 12.7% have Master's degree. A great number of the employees achieved high qualifications such as Diploma, Bachelor's and Master 's degrees.

Result also showed the work experience of the employees in the organisation. 78 respondents representing 52.0% have spent below 5 years in the organisation, 19 respondents representing 12.7% had 6-10 years working in this organisation, 38(25.3%) respondents had 11-15 years of experience and lastly 15 respondents representing 10.0% had 16-20 years' experience working in the organisation.

The distribution of the respondents based on their current position also follows, 38(25.3%) respondents were senior managers, 37(24.7%) of the respondents were in the middle management level, 34(22.7%) were supervisors, 26(17.3%) were general staffs while the remaining 15(10.0%) held other positions.

#### **4.1.3 Types of Leadership Style Adopted Relative to Employees' Quality of Work**

This section displays the respondents' answers to the research question 1

**Table 4.1.3.1. I like the leadership style adopted in my workplace because it promotes high quality of work among employees**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Agree	66	44.0
Agree	76	50.7
Disagree	8	5.3
Strongly Disagree	0	0.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.1.3.1 above show that 44.0% of the respondents strongly agreed that the leadership style adopted in AIICO INSURANCE PLC promotes high quality of work among employees, 50.7% agreed, 5.3% disagreed while 0.0% strongly disagreed. Majority of the employees were pleased with the leadership style adopted by AIICO INSURANCE PLC because it promoted high quality output.

**Table 4.1.3.2: I don't like the current leadership style in my workplace since it prevents high quality of work among employees**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Agree	12	8.0
Agree	48	32.0
Disagree	79	52.7
Strongly disagree	11	7.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.1.3.2. Contrary to the initial results, this result showed that only 8.0% of the respondents strongly agreed that the leadership style adopted in AIICO INSURANCE PLC prevents high quality of work among employees, 32.0% agreed, 52.7% disagreed while 7.3% strongly disagreed. Hence,

the results validated the initial result, hence, majority of the respondents disagreed that leadership style adopted prevents high quality of work or is not good enough.

**Table 4.1.3.3 In my work organization, the leadership style centers on democratic and participatory approach that facilitate standard work performance.**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Agree	30	20.0
Agree	98	65.3
Disagree	10	6.7
Strongly Disagree	12	8.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.1.3.3 above showed that 20.0% of the respondents strongly agreed that leadership style in AIICO INSURANCE PLC focus on democratic and participatory approach that facilitate standard work performance. 65.3% agreed, 6.7% disagreed, while 8.0% strongly disagreed. Majority of the respondents agreed that AIICO INSURANCE PLC leadership style focus on democratic and participatory approach that facilitate standard work performance.

**4.1.3.4: The use of autocratic style of leadership in my workplace will continue to reduce quality of job performance among workers.**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Agree	39	26.0
Agree	78	52.0
Disagree	26	17.3
Strongly Disagree	7	4.7
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.1.3.4 presents the answers of the respondents based on the use of autocratic style of leadership in their organisation. 26.0% of the respondents strongly agreed that the use of autocratic style of leadership will reduce quality of job performance among workers. 52.0% agreed, 17.3% disagreed, while 4.7% strongly disagreed. According to the employees, adopting autocratic leadership style will continue to reduce quality of job performance in the workplace.

**4.1.3.5: Decision making in my workplace involves both workers and management, hence, job satisfaction that facilitates acceptable work performance is always recorded.**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Agree	23	15.3
Agree	101	67.3
Disagree	11	7.3
Strongly Disagree	15	10.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.1.3.5 showed how decision-making process goes in the organisation and the influence of this process on overall job satisfaction and performance. Decision making process is a function of the leadership style of an organisation. About 15.3% of the respondents strongly agreed that decision making involves both workers and management and as a result required job satisfaction and work performance is always recorded. 67.3% agreed, 7.3% disagreed, while 10.0% strongly disagreed.

**4.1.3.6: One significant leadership style in my workplace is that employees' grievances are quickly addressed which encourage workers to put in their best for the best quality work to be achieved**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Agree	40	26.7
Agree	70	46.7
Disagree	24	16.0
Strongly Disagree	16	10.7
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.1.3.6 The result showed that 26.7% of the respondents strongly agreed that employees' grief is quickly addressed and this encourage workers to put in their best to achieve best quality work. 46.7% also agreed with this statement, 16.0% disagreed, while 10.7% strongly disagreed. Hence, this leadership trait is seen in AIICO INSURANCE PLC and it helps them achieve high quality work from employee.

**4.1.3.7: Showing the path to follow for employees to achieve high quality job will continue to accelerate high output of my work organization**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Agree	31	20.7
Agree	99	66.0
Disagree	12	8.0
Strongly Disagree	8	5.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.1.3.7 above showed that 20.7% of the respondents strongly agreed that leadership style that involve showing the path to follow for employees will continue to accelerate high output. 66.0% agreed, 8.0% disagreed, while 5.3% strongly disagreed. Majority of the respondents strongly agreed that coaching leadership style will continue to accelerate high output in their organisation.

**4.1.4 Benefits and Challenges of Leadership Style Adopted on Employees' Commitment to Duty**

This section presents the benefits and challenges of leadership style adopted on employees' commitment to duty as perceived by our respondents.

**4.1.4.1: In so far, the current leadership style continues in my work organization, workers will not stop showing non- challant attitude to work.**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Agree	10	6.7
Agree	93	62.0
Disagree	39	26.0
Strongly Disagree	8	5.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.4.1. In a bid to understand the challenges of the current leadership style adopted by AIICO INSURANCE PLC management, researcher asked this question, result indicated that 6.7% of the respondents believed that as long as the current leadership style persist, employee will not stop being nonchalant at work, 62.0% agreed, 26.0% disagreed while 5.3% strongly disagreed.

**4.1.4.2: Lazy attitude to work occasioned by strict leadership style and job dissatisfaction will certainly bring about persistent loss of profit to my work organisation.**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Agree	29	19.3
Agree	81	54.0
Disagree	33	22.0
Strongly Disagree	7	4.7
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.1.4.2. The following are the respondents of the employees, 19.3% of the employees strongly agreed and believed that lazy attitude to work occasioned by strict leadership style and job dissatisfaction will certainly bring about persistent loss of profit to AIICO INSURANCE PLC, 54.0% also affirmed the statement by agreeing, Meanwhile, 22.0% disagreed while 4.7 strongly disagreed.

**4.1.5 Link Between Leadership Personality Traits and Organisational Output**

This section addressed the relationship between leadership personality and organisational output, hence, the tables below displayed the respondents' answers to research question 3.

**4.1.5.1: I notice very well amiable and good personality traits in the leadership of my work organization that accelerate high output**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Agree	38	25.3
Agree	97	64.7
Disagree	4	2.7
Strongly disagree	11	7.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.5.1 According to the result above 25.3% of the respondents strongly agreed that good personality traits of their leaders accelerated high output, 64.7% agreed, 2.7% of the respondents disagreed while 7.3% strongly disagreed. The result, however, showed that good personality traits observed among the leadership styles of the organisation has help accelerate high output in the organisation.

**4.1.5.2: The traits that are obvious in the personality of my workplace leadership are bad which prevent high output**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	14	9.3
Agree	63	42.0
Disagree	46	30.7
Strongly Disagree	27	18.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.5.2 above showed that 9.3% of the respondents strongly agreed that bad traits are obvious in the personality of the leaders in their workplace and this prevents high output, 42.0% agreed, 30.7 disagreed while 18.0 strongly disagreed. The result showed that just fairly above average respondents generally believed that there are obvious bad traits among the leaders of the organisation.



**4.1.5.3: Co-operative attitude and exemplary leadership among the leaders in my workplace will forever prompt the output and profit of the organization to be high**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	43	28.7
Agree	88	58.7
Disagree	19	12.7
Strongly Disagree	0	0.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.5.3. By carefully examining the data, it is found that 28.7% of the respondents strongly agreed a co-operative attitude and exemplary leadership among the leaders in their workplace will continue to result in high output and increased profit for the organisation, 58.7% also agreed, while 12.7% of the respondents disagreed and none of the respondents strongly disagreed. As the majority of respondents agreed, it is safe to say that a co-operative attitude and exemplary leadership among the leaders of AIICO INSURANCE will lead to continued increase in output and profit for the company

**4.1.5.4: I am convinced that my work organization will continue to witness low output and profit in view of the current autocratic approach on the part of the leadership.**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	20	13.3
Agree	96	64.0
Disagree	23	15.3
Strongly Disagree	11	7.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table4.5.4 It is found that 13.0% of the respondents strongly agreed that they are convinced the organization will continue to witness low output and profit in view of the current autocratic approach

on the part of the leadership, 64.0% agreed, 15.3% of the respondents disagreed while 7.3% strongly disagreed.

#### **4.1.6 Association Between Leadership Team Building and Employees' Target Achievement**

In an attempt to analyze the association between leadership team building and employees target achievement, here are the views of the employees of the organisation.

**4.1.6.1: Leadership in my workplace promotes workers’ unity that reinforces target achievement**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	54	36.0
Agree	96	64.0
Disagree	0	0.0
Strongly Disagree	0	0.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.6.1. 36.0% of the respondents strongly agreed that leadership in their organisation promotes workers’ unity and this reinforce target achievement while the remaining 64.0% respondent also affirmed this statement. Hence, the result showed that all of the respondents attested that leadership promotes workers’ unity and target achievement in their workplace.

**4.1.6.2: Workers maintain solid co-operation, hence, achieving individual and collective targets is not a problem**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	31	20.7
Agree	107	71.3
Disagree	12	8.0
Strongly Disagree	0	0.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.6.2. Here, 20.7% of the employee strongly agreed that workers maintain solid co-operation and are able to achieve individual and collective target, 71.3% of the respondents agreed, 8.0%

disagreed while none of the respondents strongly disagreed. As it is, maintaining solid cooperation among workers will enhance both individual and collective target achievement of their employees.

**Table 4.1.6.3: Discrimination and bias from my workplace leadership will continue to prevent employees’ from showing commitment to target achievement**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	31	20.7
Agree	84	56.0
Disagree	20	13.3
Strongly Disagree	15	10.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.6.3 above showed that 20.7% of respondents strongly agreed that discrimination and bias from leaders in their organisation will only prevent employees’ from showing commitment to target achievement, 56.0% agreed with this statement, 13.3% disagreed while 10.0% strongly disagreed. Majority of the respondents agreed and hence, discrimination and bias will continue to demotivate the employees and prevent them from achieving their target.

**Table 4.1.6.4: As a team, employees in my work organization use collaborative effort through good leadership to attain standard laid down**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	31	20.7
Agree	108	72.0
Disagree	4	2.7
Strongly Disagree	7	4.7
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.6.4. The result showed that 20.7% of the respondents strongly agreed that employees in the organization use collaborative effort through good leadership to attain standard laid down, 72.0% of the respondents agreed, 2.7% disagreed while 4.7% of the respondents strongly disagreed.

**Table 4.1.6.5: I encourage leadership in my work organization to continue with the present team spirit built between workers and management to achieve target.**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	38	25.3
Agree	94	62.7
Disagree	15	10.0
Strongly Disagree	3	2.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table4.6.5. About 25.3% of the respondents strongly agreed and urged leadership in their organization to continue with the present team spirit built between workers and management to achieve target, 62.7% of the respondents agreed meanwhile 10.0% disagreed and 2.0% of respondent also strongly disagreed.

**Table 4.1.6.6: No room for team building in my workplace due to strict supervision and harsh rules that won't allow any target to be achieved**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Agree	20	13.3
Agree	50	33.3
Disagree	43	28.7
Strongly Disagree	37	24.7
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source: Field Survey 2020**

Table 4.6.6. According to the respondents, 13.3% strongly agreed that there is no room for team building in AIICO INSURANCE due to strict supervision and harsh rules that won't allow any target to be achieved, 33.3% of the respondents also agreed that there is no room for team building, meanwhile, 28.7% disagreed while 24.7% of the respondents strongly disagreed.

#### 4.1.7 Hypothesis Testing

##### Table 4.7.1 Hypothesis One

**Ho:** There is no significant relationship between types of leadership style adopted and workers' quality of work.

**H1:** There is significant relationship between types of leadership styles adopted and workers' quality of work.

#### Correlations

			Types of leadership style	Quality of work
Spearman's rho	Types of leadership style	Correlation coefficient	1.000	0.397
		Sig (2-tailed)	.	0.000
	Quality of work	Correlation coefficient	0.397	1.000
		Sig (2-tailed)	0.000	.
		N	150	150

**Source: Field Survey 2020**

Table 4.7.1. The above finding demonstrates that there is a weak positive correlation between types of leadership style and quality of work with correlation coefficient "r" being 0.397. Also, the significant value (sig 2- tailed) "0.00" is lower than the p-value (p-value = 0.05). This implies that a significant weak positive relationship is observed between leadership styles and quality of work. Hence, null hypothesis is rejected, while alternative hypothesis is accepted. Therefore, we found that the types of leadership style directly influence the quality of work of the workers.

**4.1.7.2: Hypothesis Two**

**Ho:** There is no significant relationship between leadership style adopted and quantity of work done by employees.

**H1:** There is significant relationship between leadership styles adopted and quantity of wok done by employees.

**Correlations**

			Leadership style	Quantity of work
Spearman's rho	Leadership style	Correlation coefficient	1.000	0.165
		Sig (2-tailed)	.	0.444
	Quantity of work	Correlation coefficient	0.165	1.000
		Sig (2-tailed)	0.444	.
		N	150	150

**Source: Field Survey 2020**

Table4.7.2. The researcher tested whether there is a significant relationship between leaderstyle adopted by AIICO INSURANCE and the quantity of work produced by their workers. The findings show that there is a weak positive correlation between leadership style and quantity of work. The spearman's rho correlation coefficient "r" being 0.165 and the significant value (sig 2- tailed) "0.444" which is greater than the p-value (p-value = 0.05). The result means that the correlation is insignificant. To this effect, the null hypothesis that stated that "there is no significant relationship between leadership style adopted and quantity of work done by employees" is therefore accepted, while alternative hypothesis is rejected.

**4.1.7.3 Hypothesis three**

**Ho:** There is no significant relationship between leadership personality traits and attitude of employees to work

**H1:** There is significant relationship between leadership personality traits and attitude of employees to work.

### Correlations

			Leadership personality trait	Employees' attitude
Spearman's rho	Leadership personality trait	Correlation coefficient	1.000	0.436
		Sig (2-tailed)	.	0.000
	Employees' attitude	Correlation coefficient	0.436	1.000
		Sig (2-tailed)	0.000	.
		N	150	150

**Source: Field Survey 2020**

Table 4.7.3. This hypothesis was intended to verify whether there is a significant relationship between leadership personality traits and attitude of employees to work. The above table showed the result of Spearman rho's correlation and it indicated that there is a weak positive correlation between leadership personality trait and employees' attitude. As a result, the correlation coefficient "r" is 0.436. The researcher further checked the significance of this relationship at 5% level of significance and the results showed that the relationship is significant since significant value is 0.00 which is less than 0.05 alpha level. That shows that the leadership personality traits will partially influence the attitude of employees' in this organisation. On this note, the null hypothesis is rejected.

#### 4.1.7.4 Hypothesis four

**Ho:** There is no significant relationship between leadership team building capacity and employees' target achieved.

**H1:** There is significant relationship between leadership team building capacity and employees' target achievement.



## Correlations

			Team building capacity	Employees' achievement target
Spearman's rho	Team building capacity	Correlation coefficient	1.000	0.267
		Sig (2-tailed)	.	0.001
	Employees' target achievement	Correlation coefficient	0.267	1.000
		Sig (2-tailed)	0.001	.
		N	150	150

**Source: Field Survey 2020**

Lastly, we examined the relationship between leadership team building capacity and employees' target achieved. A weak positive relationship is observed. The coefficient "r" is 0.267 and the significant value (sig 2- tailed) is "0.001" which is lower than the p-value (p-value = 0.05) and this indicated a significant weak positive correlation. On this basis, null hypothesis is rejected, while alternative hypothesis is accepted. The findings indicate that there is a weak association between the team building capacity of the leadership in the organisation and the employees' target achievement.

### 4.2 Discussion of the Findings

In this section, we discussed the findings from the in-depth analysis and review of the topic "Influence of leadership on employees' performance in AIICO INSURANCE PLC".

The findings of the study shed new light on the perception of the relationship between leadership and the performance of the employees and the influence of leadership on the performance of the employees. We hope this result will also lead to a greater understanding of how leadership can better improve employee efficiency at AIICO INSURANCE PLC.

Table 4.1.3.1 shows that 44.0% of the respondents strongly agreed that the leadership style adopted in AIICO INSURANCE PLC promotes high quality of work among employees, 50.7% agreed, 5.3% disagreed while 0.0% strongly disagreed. Majority of the employees were pleased with the leadership style adopted by AIICO INSURANCE PLC because it promoted high quality output.

Table 4.1.3.2. Contrary to the initial results, this result showed that only 8.0% of the respondents strongly agreed that the leadership style adopted in AIICO INSURANCE PLC prevents high quality of work among employees, 32.0% agreed, 52.7% disagreed while 7.3% strongly disagreed. Hence, the results validated the initial result, hence, majority of the respondents disagreed that leadership style adopted prevents high quality of work or is not good enough.

Table 4.1.3.3 showed that 20.0% of the respondents strongly agreed that leadership style in AIICO INSURANCE PLC focus on democratic and participatory approach that facilitate standard work performance. 65.3% agreed, 6.7% disagreed, while 8.0% strongly disagreed. Majority of the respondents agreed that AIICO INSURANCE PLC leadership style focus on democratic and participatory approach that facilitate standard work performance.

Table 4.3.4 presents the answers of the respondents based on the use of autocratic style of leadership in their organisation. 26.0% of the respondents strongly agreed that the use of autocratic style of leadership will reduce quality of job performance among workers. 52.0% agreed, 17.3% disagreed, while 4.7% strongly disagreed. According to the employees, adopting autocratic leadership style will continue to reduce quality of job performance in the workplace.

Table 4.3.5 showed how decision-making process goes in the organisation and the influence of this process on overall job satisfaction and performance. Decision making process is a function of the leadership style of an organisation. About 15.3% of the respondents strongly agreed that decision making involves both workers and management and as a result required job satisfaction and work performance is always recorded. 67.3% agreed, 7.3% disagreed, while 10.0% strongly disagreed.

Table 4.3.6. The result showed that 26.7% of the respondents strongly agreed that employees' grief is quickly addressed and this encourage workers to put in their best to achieve best quality work. 46.7% also agreed with this statement, 16.0% disagreed, while 10.7% strongly disagreed. Hence, this leadership trait is seen in AIICO INSURANCE PLC and it helps them achieve high quality work from employee.

Table 4.3.7 showed that 20.7% of the respondents strongly agreed that leadership style that involve showing the path to follow for employees will continue to accelerate high output. 66.0% agreed, 8.0% disagreed, while 5.3% strongly disagreed. Majority of the respondents strongly agreed that coaching leadership style will continue to accelerate high output in their organisation.

Table 4.4.1. In a bid to understand the challenges of the current leadership style adopted by AIICO INSURANCE PLC management, researcher asked this question, result indicated that 6.7% of the respondents believed that as long as the current leadership style persist, employee will not stop being non-challan at work, 62.0% agreed, 26.0% disagreed while 5.3% strongly disagreed.

Table 4.4.2. The following are the respondents of the employees, 19.3% of the employees strongly agreed and believed that lazy attitude to work occasioned by strict leadership style and job dissatisfaction will certainly bring about persistent loss of profit to AIICO INSURANCE PLC, 54.0% also affirmed the statement by agreeing, Meanwhile, 22.0% disagreed while 4.7 strongly disagreed.

Table 4.5.1 According to the result ,25.3% of the respondents strongly agreed that good personality traits of their leaders accelerated high output, 64.7% agreed, 2.7% of the respondents disagreed while 7.3% strongly disagreed. The result, however, showed that good personality traits observed among the leadership styles of the organisation has help accelerate high output in the organisation.

Table 4.5.2 above showed that 9.3% of the respondents strongly agreed that bad traits are obvious in the personality of the leaders in their workplace and this prevents high output, 42.0% agreed, 30.7 disagreed while 18.0 strongly disagreed. The result showed that just fairly above average respondents generally believed that there are obvious bad traits among the leaders of the organisation.

Table 4.5.3. By carefully examining the data, it is found that 28.7% of the respondents strongly agreed a co-operative attitude and exemplary leadership among the leaders in their workplace will continue to result in high output and increased profit for the organisation, 58.7% also agreed, while 12.7% of the respondents disagreed and none of the respondents strongly disagreed. As the majority of respondents agreed, it is safe to say that a co-operative attitude and exemplary leadership among the leaders of AIICO INSURANCE will lead to continued increase in output and profit for the company.

Table 4.5.4 It was found that 13.0% of the respondents strongly agreed that they are convinced the organization will continue to witness low output and profit in view of the current autocratic approach on the part of the leadership, 64.0% agreed, 15.3% of the respondents disagreed while 7.3% strongly disagreed.

Table 4.6.1. Here, 36.0% of the respondents strongly agreed that leadership in their organisation promotes workers' unity and this reinforce target achievement while the remaining 64.0% respondent

also affirmed this statement. Hence, the result showed that all of the respondents attested that leadership promotes workers' unity and target achievement in their workplace.

Table 4.6.2. Here, 20.7% of the employee strongly agreed that workers maintain solid co-operation and are able to achieve individual and collective target, 71.3% of the respondents agreed, 8.0% disagreed while none of the respondents strongly disagreed. As it is, maintaining solid cooperation among workers will enhance both individual and collective target achievement of their employees.

Table 4.6.3 showed that 20.7% of respondents strongly agreed that discrimination and bias from leaders in their organisation will only prevent employees' from showing commitment to target achievement, 56.0% agreed with this statement, 13.3% disagreed while 10.0% strongly disagreed. Majority of the respondents agreed and hence, discrimination and bias will continue to demotivate the employees and prevent them from achieving their target.

Table 4.6.4. The result showed that 20.7% of the respondents strongly agreed that employees in the organization use collaborative effort through good leadership to attain standard laid down, 72.0% of the respondents agreed, 2.7% disagreed while 4.7% of the respondents strongly disagreed.

Table 4.6.5. The result shows 25.3% of the respondents strongly agreed and urged leadership in their organization to continue with the present team spirit built between workers and management to achieve target, 62.7% of the respondents agreed meanwhile 10.0% disagreed and 2.0% of respondent also strongly disagreed.

Table 4.6.6. According to the respondents, 13.3% strongly agreed that there is no room for team building in AIICO INSURANCE due to strict supervision and harsh rules that won't allow any target to be achieved, 33.3% of the respondents also agreed that there is no room for team building, meanwhile, 28.7% disagreed while 24.7% of the respondents strongly disagreed.

Table 4.7.1. The finding demonstrates that there is a weak positive correlation between types of leadership style and quality of work with correlation coefficient "r" being 0.397. Also, the significant value (sig 2- tailed) "0.00" is lower than the p-value (p-value = 0.05). This implies that a significant weak positive relationship is observed between leadership styles and quality of work. Hence, null hypothesis is rejected, while alternative hypothesis is accepted. Therefore, we found that the types of leadership style directly influence the quality of work of the workers.

Table4.7.2. The researcher tested whether there is a significant relationship between leader style adopted by AIICO INSURANCE and the quantity of work produced by their workers. The findings show that there is a weak positive correlation between leadership style and quantity of work.

Table4.7.3. This hypothesis was intended to verify whether there is a significant relationship between leadership personality traits and attitude of employees to work. The above table showed the result of spearman rho's correlation and it indicated that there is a weak positive correlation between leadership personality trait and employees' attitude.

**Hypothesis one:** The result from the test of the first hypothesis showed that there is a significant weak positive relationship between leadership style and quality of work. This goes in line with other scholars' findings, Chung Hsiung Fang et al. (2009) identified that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction in turn can affect organizational commitment and quality of work positively. K Sakiru et al. (2013) in its empirical investigation revealed that leadership styles affect many parameters including quality of work by employees and job satisfaction.

**Hypothesis two:** Researcher also investigated the relationship between leadership style adopted and quantity of work done by employees. Findings showed that there is a weak positive correlation between leadership style and quantity of work. Further analysis also showed that the relationship between leadership style and quantity of work is insignificant. According to Nanjundeswaraswamy & Swamy (2015), his findings show that quantity of work has insignificant association with the leadership styles.

**Hypothesis three:** Hypothesis three states that there is no significant relationship between leadership personality traits and attitude of employees to work. A weak significant positive correlation was observed with correlation coefficient "r" being 0.436. Our findings are with Bilal et al. (2017) who found that the leaders personality traits play an important role since it influence attitudes between the employee and this finding is also consistent with the study conducted by Barrick, Parks and Mount (2005).

**Hypothesis four:** Findings showed that there is a weak positive relationship between team building capacity and employees' target achievement. This implies that leadership team building capacity has mild influence on employees' target achievement. Our findings go in line with Eduado et al. (2009) who also posited that there was a significant, albeit small, tendency for team building capacity of a leader to increase employees' target achievement.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### **5.1 Summary of the Findings**

This study examined the influence of leadership on organisational performance. Previous study and literatures have also treated this topic but the different methodologies used by different authors, the geographical settings under which the studies were carried out, the period under study, the nature of data and its sources, among others that could also make this research unlike other previous researcher's work is also the scope of this study.

This study consists of five chapters. The chapter one checked into the background of the study, described the problem of the study, likewise the delimited objectives of the study, research questions and hypothesis on which the investigation was to be conducted on were formulated. Chapter one also fore grounded the justification and significance of this research and as well described its scope. Terminologies important to the research were defined according to their contextual use in the study. In succinct, the chapter one served as the introduction to the study.

The chapter two addressed the conceptual review, theoretical framework, conceptual framework and empirical review. So many variables were discussed in relation to leadership and organisational performance which include: concept of leadership, leadership styles, types of leadership, effective leadership, leadership personality trait, leadership team building, concept of organisational performance, workers' quality of work, workers' quantity of work and employees' target achievement. Path goal theory was also looked into. The empirical review of prior research studies were highlighted with different methodology. It also included their findings and recommendations.

Chapter three presented the methodology for the study. The chapter basically discussed the research design, research design and the population of the study. It provided information about the source of data which is primary data and how it was derived and disclosed. An appropriate sample size was determined using purposive simple random sampling technique. Method of data collection and model specification were explained.

In chapter four, according to the result of the poll among the respondents, there appears to be a significant influence of leadership on organizational performance. In the demographic section, it can

be seen that 99 respondents representing 66.0% are male while 51 respondents representing 34.0% are female. Majority of the employees that participated in this survey were male.

## **5.2 Conclusion**

The study therefore concludes based on the findings from the analysis that, there is a significant influence of leadership on organizational performance. Therefore, it is important for managers to exhibit effective leadership in workplace as it affects the employees' performances and the overall organizational performance as a whole. Majority of the respondents disagreed that leadership style adopted prevents high quality of work or is not good enough. According to the employees, adopting autocratic leadership style will continue to reduce quality of job performance in the workplace.

## **5.4 Recommendations**

Based on the findings and conclusions of the study, the following recommendations were made.

- a. AIICO INSURANCE PLC should continue on democratic and participatory approach that facilitates standard work performance.
- b. According to the employees, adopting autocratic leadership style will continue to reduce quality of job performance in the workplace, so it should be eradicated.
- c. Employees' grief should be quickly addressed as it encourages workers to put in their best to achieve best quality work.
- d. Coaching leadership style should be adopted as it continues to accelerate high output in their organisation.
- e. AIICO plc should maintain solid cooperation among workers in order enhance both individual and collective target achievement of their employees.

## **5.5. Contribution to knowledge**

1. The contribution to knowledge of this study is the gap created in knowledge. That is, past studies have examined organizational performance based on training, quality of employees, adequacy of four factors of production but little or nothing has been done on influence of leadership on organizational performance.
2. How effective leadership impacts on employees' performance.
3. How effective leadership improves ability to succeed under pressure among employees.

4. How effective leadership improves innovation and creativeness which will definitely reflect on the society at large.
5. How effective leadership improves productivity of the workforce.
6. How effective leadership improves listening and communication skills.

#### **5.6. Suggestions for further studies**

1. The study focused on insurance company, further studies can focus on manufacturing industry or banking industry.
2. Further studies can equally focus on leadership and organizational performance in public sector, since this study focused on private sector.
3. The study made use of questionnaire (quantitative method of data collection), further study can combine this with the use of in-depth interview (qualitative method of data collection) for robust fact finding research.



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## APPENDIX

### INFLUENCE OF LEADERSHIP ON EMPLOYEES' PERFORMANCE IN AIICO INSURANCE

I'm Babaniyi Oluwaseyi -- a 400-level student of Mountain Top University. I'm writing a project on the above-named topic in partial fulfilment of the requirements for the award of Bachelor of Science degree in Business Administration. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity so as to achieve credible results. The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Please answer the questions by ticking the one you consider most appropriate among the alternatives. Thanks.

#### SECTION A: DEMOGRAPHIC DATA

Kindly answer the following questions by ticking (✓) the option that best describes your agreement or filling the spaces provided

- 1) Gender; a. Male ( ) b. Female ( )
- 2) Age Group; a. 29 years and below ( ) b. 30 - 39 ( ) c. 40 - 49 ( ) d. 50 - 59 ( ) e. Above 60 ( )
- 3) Marital Status; a. Single ( ) b. Married ( ) c. Divorced ( ) d. Widowed ( )
- 4) Educational level; a. Certificate ( ) b. Diploma ( ) c. Bachelors' degree ( ) d. Master's degree ( ) e. Doctorate degree ( ) f. Others (Please specify)
- 5) How long have you worked for this organization? a. 5 years and below ( ) b. 6 - 10 years ( ) c. 11 - 15 years ( ) d. 16 - 20 years ( ) e. 21 years and above ( )
- 6) What is your current position in the organization? a. Senior management ( ) b. Middle management ( ) c. Supervisory ( ) d. General Staff ( ) e. Others (Please specify)

#### SECTION B: TYPES OF LEADERSHIP STYLE ADOPTED RELATIVE TO EMPLOYEES' QUALITY OF WORK

Instructions: For each of the following items, you are kindly requested to indicate your opinion with a tick or mark (✓) in the appropriate column that corresponds with view using the following rating scale.

**Key:** 1. SA-Strongly Agree, 2 A- Agree, 3 D- Disagree .4 Strongly Disagree

	STATEMENTS	SA	A	SD	D
7	I like the leadership style adopted in my workplace because it promotes high quality of work among employees				
8	I don't like the current leadership style in my workplace since it prevents high quality of work among employees				
9	In my work organization, the leadership style centres on democratic and participatory approach that facilitate standard work performance.				
10	The use of autocratic style of leadership in my workplace will continue to reduce quality of job performance among workers				
11	Decision making in my workplace involves both workers and management, hence, job satisfaction that facilitates acceptable work performance is always recorded				
12	One significant leadership style in my workplace is that employees' grievances are quickly addressed which encourage workers to put in their best for the best quality work to be achieved				
13	Showing the path to follow for employees to achieve high quality job will continue to accelerate high output of my work organization				

**SECTION C: BENEFITS AND CHALLENGES OF LEADERSHIP STYLE ADOPTED ON EMPLOYEES' COMMITMENT TO DUTY**

14. How would you explain the advantages present in the leadership style adopted in your work organization relative to employees' attitude to work? .....

.....

15. Can you comment on the problem(s) observed so far in respect of the leadership style in your workplace in relation to workers' dedication to duty? .....

.....

16. In so far the current leadership style continues in my work organization, workers will not stop showing non- challant attitude to work.

Strongly Agree ( )                      Agree ( )                      Disagree( )                      Strongly Disagree ( )

17. Lazy attitude to work occasioned by strict leadership style and job dissatisfaction will certainly bring about persistent loss of profit to my work organisation

Strongly Agree ( )                      Agree ( )                      Disagree ( )                      Strongly Disagree ( )

**SECTION D: LINK BETWEEN LEADERSHIP PERSONALITY TRAITS AND ORGANISATIONAL OUTPUT**

Instructions: For each of the following items, you are kindly requested to indicate your opinion with a tick or mark (√) in the appropriate column that corresponds with view using the following rating scale.

**Key:** 1. SA-Strongly Agree, 2 A- Agree, 3 D- Disagree .4 Strongly Disagree

	STATEMENTS	SA	A	SD	D
18	I notice very well amiable and good personality traits in the leadership of my work organization that accelerate high output				
19	The traits that are obvious in the personality of my workplace leadership are bad which prevent high output				
20	Co-operative attitude and exemplary leadership among the leaders in my workplace will forever prompt the output and profit of the organization to be high				
21	I am convinced that my work organization will continue to witness low output and profit in view of the current autocratic approach on the part of the leadership.				

**SECTION E: ASSOCIATION BETWEEN LEADERSHIP TEAM BUILDING AND EMPLOYEES' TARDET ACHIEVEMENT**

Instructions: For each of the following items, you are kindly requested to indicate your opinion with a tick or mark (√) in the appropriate column that corresponds with view using the following rating scale.

**Key:** 1. SA-Strongly Agree, 2 A- Agree, 3 D- Disagree .4 Strongly Disagree

	STATEMENTS	SA	A	SD	D
22	Leadership in my workplace promotes workers' unity that reinforces target achievement				
23	Workers maintain solid co-operation, hence, achieving individual				

	and collective targets is not a problem				
24	Discrimination and bias from my workplace leadership will continue to prevent employees' from showing commitment to target achievement				
25	As a team, employees in my work organization use collaborative effort through good leadership to attain standard laid down				
26	I encourage leadership in my work organization to continue with the present team spirit built between workers and management to achieve target.				
30	No room for team building in my workplace due to strict supervision and harsh rules that won't allow any target to be achieved				

Thanks for your co-operation.