Leadership Effectiveness and Employee's Productivity of Selected Oil Services Companies in Rivers State

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Abstract

This research focuses on Leadership effectiveness and employees' productivity of selected oil services companies in Rivers State. In course of this work, it is keenly noted that in order to ascertain greater productivity, it is imperative that effectiveness in leadership is given significant attention. In this work, the research design applied is descriptive survey. The population for the study was gotten from the list of registered oil services companies in Rivers State from where 800 persons were drawn as the population sample. This was subjected to Taro Yamane formula with 95% confidence level to attain a sample size of 300. Findings revealed, among others, that there is significant association between democratic leadership and employee productivity of selected oil services companies in Rivers State. It was, therefore, recommended among others that leadership should integrate the employees in all decision-making. That is. applying management by objectives approach. Also, commiserate motivations and rewards should be given to the employees as when necessary.

Keywords: Democratic Leadership, Leadership Effectiveness, Employee Capacity, Employees Productivity, People-Oriented Leaders

Introduction

Efficient management is a crucial instrument for attaining optimal organisational productivity. Observations made fifty years ago indicated that numerous managers attained overall success for their organisations by employing successful leadership styles. Leadership styles in highly competitive corporate contexts enabled organizations to thrive in a dynamic business atmosphere. An efficient leadership style empowers employees to actively engage in the decision-making process. Therefore, it is the responsibility of leaders to demonstrate concern for their subordinates, which effectively adds to the workload assigned to them (Bass, 1997). This holds significance in an organization where leaders view employee attitude as a culturally desired outcome of their actions, implying a positive or negative impact on the employee's mental health.

A democratic leadership style effectively addresses misunderstanding and bad decision-making by valuing employee viewpoints and facilitating joint negotiation of ideas and concepts. Due to its numerous advantages, people widely regard the democratic leadership style as the most effective kind of leadership. Despite the employee's lack of necessary knowledge, democratic leadership typically integrates employees' ideas, opinions, and proposals into the organisation's

decisions. Low employee morale in Nigerian oil service businesses may contribute to inadequate leadership. Rules and various ethical, religious, and cultural challenges hinder the establishment of effective leadership in Nigeria's oil service firms. Management positions that enhance employee performance are believed to involve providing resources, enhancing compensation packages, and offering other perks that boost productivity. One cannot overstate the importance of seminars, training programmes, and workshops for the viability of an organisation.

In addition, employees have limited access to mission information, company goals, and visions, which negatively impacts the effectiveness of leadership. Employee non-participation hinders goal management, which is a tool for leadership effectiveness. It is crucial to acknowledge that democratic and human-centric styles of leadership are currently ineffective due to the presence of an authoritarian form of administration that disregards the perspectives and decisions of employees.

Purpose of the Study

The main purpose of this study is to examine the association between leadership effectiveness and employee productivity in oil service companies in the Rivers State of Nigeria. Specific objectives are as follows:

(i)   To determine the association between democratic leadership and employee productivity of selected oil services companies in Rivers State.
(ii)   To determine the association between people-oriented leadership and employee productivity of selected oil services companies in Rivers State.

Research Questions

(i)   What is the association between democratic leadership and employee productivity of selected oil services companies in Rivers State?
(ii)   What is the association between people-oriented leadership and employee productivity of selected oil services companies in Rivers State?

Hypotheses

Ho_1 There is no significant association between democratic leadership and employee productivity of selected oil services companies in Rivers State.

Ho_2 There is no significant association between people-oriented leadership and employee productivity of selected oil services companies in Rivers State.
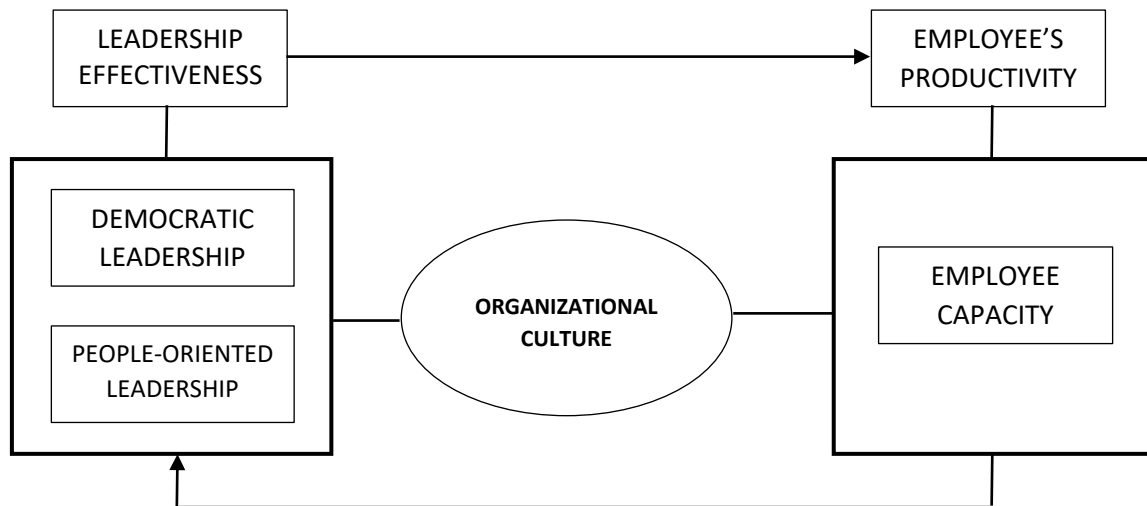
Conceptual Framework

Fig 1 Researcher's conceptualization

Leadership

Scholars have examined leadership from a variety of perspectives. Tannenbaum (1966) defines leadership as the act of exerting power, control, and influence within social communities, groups, organisations, countries, or nations. Democratic leadership emphasizes that the leader fulfills the group's functions. Leadership is a component of management that has the ability to influence and motivate others to pursue specific objectives with enthusiasm. Lipham (1964) defines leadership as the process of attaining the aims and objectives of an organisation. Leadership is the process of managing and directing an organization's activities in order to achieve predetermined objectives. People also perceive leadership as a behavior that mirrors the actions, demeanor, beliefs, and goals of an employee within an organization.

Democratic Leadership

The Democratic leadership style is synonymous with the participatory style. This leadership style promotes the involvement of one or more employees in the decision-making process. In this scenario, the leader relinquishes the authority to make final judgments because each employee is actively involved in the decision-making process. Subordinates hold a leader in high regard, bolstered by the democratic leadership style. Managers are not required to have knowledge of everything, which is why it is necessary to hire knowledgeable and skilled staff. This leader views current subordinates as collaborators and encourages their involvement in matters and decisions that affect them. These leaders attain outcomes by fostering collaboration and cooperation among team members. Subordinates consistently perform well because they feel actively engaged and included in the decision-making process as team members. This fosters their motivation to work with great enthusiasm. Several studies have discovered that a democratic perspective is more effective than an authoritarian approach in terms of human behaviour. According to Mba (2004), this leadership style consistently enhances the ethical standards of the workers.

The democratic leadership style typically fosters a higher level of staff commitment and productivity. According to Omeka and Onah (2012), democratic leadership is the only type of leadership that has a positive impact on job performance and satisfaction. This leads to increased employee productivity and a decreased need for control and formal rules and procedures. Additionally, democratic leadership helps develop competent individuals who are motivated to perform their best with minimal supervision.

Democratic leadership promotes the active participation of group members in sharing their ideas and thoughts. Despite the leader's ultimate decision-making authority, employees experience a greater sense of involvement in both the decision-making process and its subsequent implementation. Desirable qualities of democratic leadership include genuineness, intellect, bravery, ingenuity, competence, and fairness. Effective democratic leaders cultivate trust and garner respect from employees. They make decisions based on the ethical principles and core values of their organisations. Employees are inclined to have a sense of inspiration that motivates them to actively participate and make valuable contributions to the collective (Kendra, 2019).

People-oriented leadership

Human-oriented leadership is important because it encourages leaders to establish mutual respect and trust among their employees. It also motivates and inspires people to achieve their organisation's vision, strategic missions, and business objectives (Sinani, 2016). Jong and Hartog (2007) define people-oriented leadership as having two distinct features: involvement and consultation. People commonly describe the participatory style of leadership as the leader's readiness to collaborate closely with their followers and involve them in the decision-making process to accomplish daily work objectives. Leaders that employ this style opt to guide the organisation by engaging in the shared decision-making process through consultation in their day-to-day tasks. On the other hand, the advisory style refers to the leader's tendency to solicit ideas or opinions from their followers to achieve work objectives. Advisory-style leaders opt to value the views and opinions of their followers and establish their objectives by successfully doing their daily activities (Jong & Hartog, 2007).

Productivity

According to Yesufu (1984), productivity is the quantifiable connection between production, output, and all factors of production. Conversely, according to Kendrick (1977), it can be defined as the correlation between the creation of goods and services (o) and the utilization of resources (i), both human and non-human, in the production process. Typically, we represent the relationship as a ratio, symbolised as 'O/I'. Productivity can be defined as the ratio of output to input. Productivity increases proportionally with this ratio's numerical value. Productivity is a metric that quantifies the efficiency of a person's or a system's operation in relation to resource utilization. We calculate it by dividing the output by the input (Okafor & Bode-Okunade, 2005).
We can quantify productivity by measuring the amount of output each employee produces per hour, considering the level of quality. Simply put, if an individual produced twenty identical units of a product in one hour last month and now produces twenty-two identical units using the same resources, we can confidently assert a 10% increase in productivity. Alternatively, if

twenty units were produced last month and twenty units of superior quality were produced today using the same amount of resources, one could argue that productivity has increased (Isamah, 1988).

Employee capacity

Capacity refers to the ability or aptitude to perform, produce, or withstand. An employee's capacity might encompass both cognitive and physical abilities. By assessing your employees' capacity, you determine their ability to provide the required outcomes within the specified timeframe. There are three straightforward protocols to adhere to if you wish to quantify the workforce's capability. Firstly, have a clear understanding of the requirements. As a result, it is critical that you provide this knowledge to a staff member in order to eliminate any uncertainty about the appropriate course of action. Furthermore, it is necessary to assess their performance in order to ensure that they consistently deliver essential requirements. If an employee encounters challenges during the measuring stage, it is probable that they have not adequately established expectations. Through effective vendor management, you can establish clear expectations for the number of presentations per week and the desired average gross margin that the vendor should achieve. As a designer, you can select the number of targets you want to achieve within a specific timeframe and ensure that you are meeting your full potential. After you have recorded the capacity in this manner, you should ascertain whether your organisation's requirements are truly being fulfilled. Alternatively, it could relocate an underperforming employee to a department where they can demonstrate their effectiveness. However, if this approach proves unfeasible or necessitates the creation of a non-essential position for this individual's retention, it is advisable to remove them from the team. Alternatively, you can retain them on your document temporarily until you locate a suitably skilled individual who can replace them.

The Contingency Theory

There is no one best way to organise a business, run a firm, or make decisions, according to the contingency theory, an organisational theory. On the other hand, both internal and external factors determine the best action to take. A contingent leader can adapt their leadership style to fit the moment's needs. According to leadership contingency theories, the best approach to leadership in a specific job setting depends on several contextual factors. This theory posits that different contexts call for other kinds of leadership. A leader's approach, their followers' personalities, and the unique details of the situation are just a few of the many variables that could affect the outcome (Charry, 2012). An organization's or a component's development must consider any relevant environmental condition that might be a contingency factor. Leadership success, according to the contingency theory, hinges on how well a leader's personality and approach mesh with the unique requirements of each situation.

There is more than one set of leadership behaviours, but good leaders tend to exhibit two main types. The main thing to look at is how a leader acts, which involves making friends and connecting with others, and showing that they care about their subordinates. Another method to guarantee task completion and purpose attainment is to provide structural behaviours like role assignment, planning, and programming. The failure of prior theories like Weber's

bureaucracy and Taylor's scientific management, according to these authors, was due to their failure to take management style and organisational structure into account.

Contingency theory has always aimed to establish overarching principles regarding formal structures that are commonly linked or more effectively suited to the use of various technologies. Joan Woodward first introduced the concept in 1958. Woodward believed that technologies had a direct influence on organizational qualities, such as the extent of control, the level of power centralization, and the degree of formalisation of rules and processes. Contingency theory can be beneficial for various crucial business areas, including

1. Technology
2. Suppliers and distributors
3. Consumers and competitors
4. Customers and competitors
5. Government
6. Unions

According to William (1981), the theory of contingency states that the most effective way to organise depends on the specific characteristics of the environment in which the organisation operates. Other researchers like Lawrence, Lorsch, and Thompson enhance this statement. Their primary focus is on investigating the impact of contingency elements on the organizational structure. During the majority of the 1970s, his idea of structural contingency was the prevailing framework for structural theories of organisation.

Empirical Review

Shalu (2015) examined the influence of leadership on staff productivity. He focused solely on writing exhibition essays, arguing that a leader is someone who guides employees to increase productivity, which is the most important factor influencing any organisation's performance. Proficient and committed leadership has the ability to develop strong moral principles. The primary duty of a leader is to cultivate an environment where personnel feel at ease while performing their tasks. The leader's conduct influences the emotional state of employees, either resulting in contentment or dissatisfaction. Research has shown that the leader's abilities and attitude significantly influence the productivity of the workforce.

Nwaigwe (2015) conducted a study on the job satisfaction of librarians in tertiary institutions in Imo State, Nigeria, and found that chief librarians most commonly adopted the democratic leadership style. Out of a total of sixty-five (65) participants in the survey, 33 (54%) preferred the democratic leadership style, 18 (30%) preferred the autocratic approach, and 10 (16%) opted for the laissez-faire leadership style. This finding is consistent with the earlier findings of Ajibade (2010), which revealed that the democratic leadership style is the most often employed form of leadership. The findings indicate that the democratic leadership style exerts the most significant impact on subordinate work performance, with the autocratic and laissez-faire leadership styles ranking second and third, respectively. According to their research, senior librarians who use a democratic leadership style have a significant benefit in terms of achieving a high level of performance from their subordinates. Democratic leadership leads to employees exhibiting higher levels of satisfaction, as the decision-making process considers

their ideas, comments, and suggestions essential (Obi, 2003). In addition, his results agrees with Iyaiya (2000) and Ezeuwa (2005), who reached the conclusion that democratic leaders saw their subordinates as peers and collaborators in advancing objective concepts to address organisational issues.

Nwaigie (2015) found in his research that while chief librarians typically choose a democratic leadership style, both autocratic leadership and laissez-faire approaches influence the work performance of subordinates. Igbaekemen and Odivwri (2015) examined the influence of leadership style on an organization's performance. His work focused on the acquisition of a successful leadership style by organisations, agencies, parastatals, industries, and governments in order to fulfill their defined goals. There is a dearth of genuinely authoritative leaders, be it in politics, religion, organisations, business, education, sports, or institutions. There is an urgent demand for leaders who are skilled, ethical, empathetic, analytical, and detail-oriented. This research focused on understanding the roles and traits of leaders and followers, different leadership styles, and the process of setting and achieving objectives. According to the findings of studies conducted by Hassan, Wahab, Halif, Ali, Aziz, Zainie, and Hamid (2018) and Khuong & Hoang (2015), employees or followers are highly motivated to perform their job to the best of their abilities and can work effectively when the leader is able to capture their attention.

According to John (2016), the current demands for democracy emphasise the need for a thorough comprehension of the characteristics of democratic leadership. This essay aims to provide a definitive and comprehensive definition of democratic leadership, applicable to social organisations of various sizes, while addressing the inconsistencies and inadequacies present in existing definitions. Democratic leadership, as described in this context, is separate from positions of power. Instead, it involves three specific functions: distributing responsibility among group members, training group members, and facilitating the group's decision-making process. The majority, if not all, members of a group adhere to these functions and regularly alternate between the roles of leader and follower. We offer several practical and moral guidelines to assess the suitability of the democratic leadership paradigm for different populations. Furthermore, we provide recommendations for further investigations on democratic leadership, using the national affairs forum programme as an exemplar of the paradigm.

According to Alvianny and Nursadatun (2018), person-oriented leadership involves leaders actively developing and sustaining relationships with their employees while examining the impact on employee outcomes. In order to accomplish the organisation's goals, the leader must recognise the need to establish a robust rapport with the employees. Thus, this study centres on examining the impact of person-oriented leadership on employee outcomes. The data gathering process involved the dissemination of questionnaires to a total of 200 employees across various divisions and departments within a Malaysian public research institution. The Smart PLS route analysis model yielded four key findings. Firstly, it revealed a substantial association between participatory leadership style and job satisfaction. Furthermore, the consultative leadership style shows a strong correlation with job satisfaction. Furthermore, there was a notable correlation between participatory leadership style and organisational commitment. Furthermore, there was a strong correlation between the consultative leadership style and organisational commitment. These data illustrate the leadership style used in daily work operations to promote job satisfaction and organizational commitment among employees.

Gap in Literature

Scholarly works on the effectiveness of leadership employee productivity major on democratic, autocratic and laissez-faire leadership styles and most academics use institutions, schools and organizations as scope of their studies. This study added a people-oriented leadership style as a gap to cover in the literature using oil service companies in Rivers State.

Methodology

Given that the study is a quantitative research approach that incorporates numerous quantitative variables, this study opted for a descriptive survey as its research methodology. Selected oil service providers in Rivers State that are on the official registry serve as the study's population. We used the Taro Yamane (Yamane, 1973) algorithm with a 95% confidence level to analyse 800 firms from this cohort.

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

Where : n =sample size required; N=number of people in population; e = allowable error (%)

$$= \frac{790}{1 + 800\,(0.05)^2}$$

=266 sample size.

This instrument is feasible by the application of Likert's 4 points scale, ranging from strongly agreed to strongly disagreed (1). To determine the results, inferential and parametric statistical methods were used, utilising simple percentages, tables, and linear regressions. (rho, r-square, F-ratio and Durbin-Watson).

RESULT AND DISCUSSION

Primary data were obtained from oil services companies, River State and 266 questionnaires were distributed evenly among the selected oil selected oil services companies (see table 1).

Table 1 Distribution of questionnaire

S/No	Oil services companies	Research instrument		Total
		Returned	Unreturned	
1.	Saipem Oil services Limited	133	39	94
2.	Oil serv. Limited	133	41	92
Total		266	80	186

Table 1 showed the distributed of questionnaires to Saipem Oil services limited and OilServ limited respectively. 266 questionnaires were distributed for the two selected oil services companies in Port Harcourt; 133 questionnaires were administered to the both companies and 186 were properly and returned while 80 were discarded as a result of error in filling.

Research question 1: what is the association between democratic leadership and employee productivity of selected oil services companies in Rivers State?

Table 2: Descriptive analysis of research question 1

S/N	Question	SA	A	D	SD
1	Initiating and implementing organizational is achievable through democratic leadership.	89 (47.49%)	67 (36.02%)	11 (5.91%)	19 (10.22%)
2	Democratic leadership leads to integrating strategic groups in organization.	91 (48.92%)	69 (37.10%)	12 (6.45%)	14 (7.53%)
3	Democratic leadership identifies and motivates high ability workers.	66 (35.48%)	58 (31.18%)	23 (12.37%)	35 (18.82%)
4	Democratic leadership ensures leadership, followership relationship	58 (31.18%)	61 (32.08%)	28 (15.05%)	39 (20.97%)

Table 2 contains the results of research question 1. The result shows 89(5.45%) and 67(36.02%) respondents strongly agree and agree that initiating and implementing organization strategies through democratic leadership while 11(5.91%) and 19(10.22%) respondents disagree and strongly disagree with the assertion. Item 2 reveals that 91(48.92%) and 69(37.10%) respondents strongly agree and agree that democratic leadership leads to integrating strategic groups in the organization while 12(6.46%) and 14(7.53%) disagree and strongly disagree with the assertion. Item 3 maintains that 66(35.48%) and 58(31.18%) respondents strongly agree and agree that democratic leadership identify and motivate high ability workers while 23(12.37%) and 35(18.82%) disagree and strongly disagree with the assertion. Item 4 reveals that 58(31.18%) and 61(32.80%) respondents strongly agree and agree democratic leadership ensures that leadership, followership relationship while 28(15.05%) and 39(20.97%) disagree and strongly disagree with the assertion.

Research question 2: what is the association between people oriented leadership and employee productivity of selected oil services companies in Rivers State?

Table 3: Research analysis of research question 2.

S/N	Question	SA	A	D	SD
5	My boss is competent competitive and skillful.	88 (47.31%)	62 (33.33%)	16 (8.60%)	20 (10.75%)
6	People-oriented leadership applies management-by- objective approach to ascertain results	74 (42.47%)	66 (35.48%)	19 (10.22%)	22 (11.83%)
7	People-oriented leadership commands mutuality and cooperation with employee	68 (36.56%)	66 (35.57%)	30 (16.13%)	33 (17.74%)

| 8 | People-oriented leadership encourages creativity, independence and group decision making. | 100 (53.76%) | 86 (48.2624 | - | - |

Table 3: contains the results of research question 2. Item 5 stresses that 88(47.31%) and 62(33.33%) respondents strongly agree and agree that their boss is competent, competitive and skillful while 16(8.60%) and 20(10.75%) respondents disagree and strongly disagree with the assertion. Item 6 reveals that 79(42.47%) and 66(35.48%) respondents strongly agree and agree that people-oriented leadership applies management-by-objective approach to ascertain resuots while 19(10.22%) and 22(11.83%) disagree and strongly disagree with the assertion. Item7posits that 68(36.56%) and 55(29.57%) respondents strongly agree and agree that people-oriented leadership commands mutuality and cooperation with employee while 30(16.13%)and 33(17.74%) respondents disagree and strongly disagree with the assertion. Item 8 provides that 100(53.76%) and 86(46.24%) respondents strongly agree and agree that people-oriented leadership encourages creativity, independence and group decision making.

Test of Hypotheses

The linear regress model equation expressed as: UY

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + e$$

Where Y is the criterion variable =leadership effectiveness (EP) β_1, β_2

β_1 = employee capacity (EC);

While the predictor variable = leadership effectiveness (LE) x_1, x_2,

X_1 = democratic leadership (DL); x_2 =people-oriented leadership (POL)

a = constant of intercept; β_1 to β_2 = coefficient of the regression parameters

e = error term

Hypothesis 1: There is no significant association between democratic leadership and employee productivity of selected oil services companies in Rivers State.

Table 4 SPSS Linear Regression Output of hypothesis 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df 1	df 2	Sig. f Change	
1	.920a	.912	.807	149.23143	.953	801.765	7	4	.000	3.051

a. Predictors: (Constant), DL
b. Dependent Variable: EC

The results of the test of hypothesis I, which states that there is a correlation between democratic leadership and employees (r=920a), are presented in Table 4. Based on our findings, we conclude that democratic leadership significantly correlates with employee

capacity. As a result, there is a statistically significant result (F-statistic) of 801.765. The presence of autocorrelation in the model specification is demonstrated by the statistically significant Durbin-Watson statistic of 3.051, which is bigger than the decision-making criterion value of 2.0.

Hypothesis 2: There is no significant association between people oriented leadership and employee productivity of selected oil services companies in Rivers State.

Table 5 SPSS Linear Output of hypothesis 2

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin - Watson |
					R Square Change	F Change	df 1	df 2	Sig. f Change	
1	.808 a	.781	.791	133.20100	.716	812.052	7	4	.000	2.93

    a. Predictors; (Constant), POL

    b. Dependent Variable: EC

With a correlation coefficient of r.808a at the 5% level of significance, as shown in Table 5, the results of hypothesis 2 indicate that people-oriented leadership is significantly related to employee capacity. Since r is larger than the 0.05 level of significance, we may conclude that there is a substantial relationship between people-oriented leadership and staff capacity in oil services companies in Rivers State. Therefore, we can accept the alternate hypothesis and reject the null hypothesis. A value of 812.052 for the F-statistic indicates statistical significance. Because it is higher than the decision-making threshold value of 2.0, the Durbin-Watson statistic of 2.903 is statistically significant, indicating that the model specification contains autocorrelation.

Findings

The outputs of SPSS version 21 reveal the result of the finding as thus:

(i)   There is significant association between democratic leadership and employee capacity in oil services companies in Rivers State.

(ii)   There is significant association between people-oriented leadership and employee capacity in oil services companies in Rivers State.

Conclusion

The organisational setting continues to acknowledge effective leadership. For the sake of this analysis, "competent, skilled, innovative, competitive, and target-oriented leadership" is a leader who can inspire their team to work harder by coordinating the efforts of the right people within the company. It is not the typical, expert-based kind of leadership that hoards data and information or insists on top-down directives. In an effective-driven production economy, it is the right kind to manage organisational material and human resources for maximum output.

Recommendations

From the findings, the following recommendations were drawn:

(i)   That leadership should integrate employees in all decision-making i.e. applying management by objectives approach.

(ii)   That commiserate motivations and rewards be given to the employees as when necessary.

(iii)   That autocratic form of leadership in practice should be abolished so as to obtain leadership effectiveness.

(iv)   That management needs to assess thorough leadership patterns through questionnaire to the employees as to adjust where necessary.

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