Leadership Style and Employee Productivity: A Study of the National Identity Management Commission, Rivers State Office, Nigeria.

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Abstract
The study examined leadership style and employee performance in National Identity Management Commission, Rivers State Office. The essence of the establishment of the National Identity Management Commission is to register all Nigerians and issue identity cards to them. The purpose has not been completely achieved because of hiccups emanating from overcrowded applicants, shortage of personnel, among others. Given the above, various leadership styles have been adopted by the State Coordinator to enhance productivity in the establishment. The study adopted the path-goal theory as its theoretical construct. The study relied on both primary and secondary sources of data gathering techniques. The study unraveled that situational leadership style impacted positively in handling the challenges that would affect employee productivity in National Identity Commission, Rivers State. The study, therefore, recommends amongst others, an increase in workforce to enhance employee productivity.

Keywords: *employee productivity, leadership style, NIMC, Rivers State.*

INTRODUCTION

Over the decades, "leadership has been studied more extensively than almost any other aspect of human behaviour" (Higgs, 2003). Employees have been obsessed with the leadership style of their establishments, most times connected with the characters required for effective leadership. This has been deduced as the reason why when employees in an organization are requested to select their leader, most of them will make their choice based on various reasons. Hence, Shafie, Baghersalimi, and Barghi (2013) explained that:

> Organizations have been established to address social needs and group activities. The main drivers of organizations are humans. They give life to the organizations and provide goals. So, human development efforts lead to the

attainment of the objectives is not possible without management. Since the first principle of organization is the presence of a human, the most basic step that must be done to accomplish this is to maintain personnel and provides the psychological satisfaction and fulfillment of employees.

Drucker (1954) asserted that "leadership is central to the achievement of organizational goals and objectives." Yukl (2013) and Northouse (2015) opined that "leadership is about an influencing process, more specifically a process whereby intentional influence is exercised over the people to guide, structure, and facilitate activities in groups or organization." Thus, "organizations rely on effective leadership to encourage, promote, and maintain a productive work environment" (Van, 2014). Van Wart further argued that "wherein the influence of effective leadership is evident, employee morale and performance is high, promoting organizational sustainability, while the opposite result occurred from ineffective leadership" (Van, 2014).

Collins (2001) posits that "leadership has been held accountable for almost everything in organizations." In a bid to achieve organizational set goals, leaders employ various behaviours. Nanjundeswaraswamy and Swamy (2014) opined that "organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has a good relationship with the employees, the effectiveness will be high on the part of the employees…"

Okoh (1998) in Okafor (2013) disclosed that "one of the fundamental means of ensuring improved productivity is through effective leadership. Besides the fact that employees and employers need to meet regularly to discuss wages, the work environment, fringe benefits, and issues of common interest, there is a need to influence the behaviour of workers positively to establish a basis for industrial harmony and the mutual interrelationship between employees and employers to ensure high productivity." Stogdill (1974) further argued that "most people always do everything possible to maintain their privileged position in the hierarchy." Likert (1967) argued that:

> Successful leadership must involve a process of employee participation in the structuring of work and work environment. He also made a case for democratic supervision. He emphasized the importance of openness and full communication within a group as a necessary condition for effective leadership… *job-centred* versus *employee-centred* continuum is one possible way to classify types of leadership styles in work organizations.

Employee productivity in the public sector is imperative to a country as well as the private sector. Afolabi (2011) argued that "public service is an instrument of government responsible for the functioning of government through the implementation of government policies and programmes." One major reason deduced for its significance is the role of the service provider played in the economy by the public sector, especially business services and social service. The poor performance of employee productivity is tied to a bad leadership style, which is common in most Third World countries. Mustapha, Edegware, and Onya (2018) disclosed "poor leadership has been the bane and a hindrance to the sector's ability to administer development." Keshi (2008) argued that Nigeria "over the years has been bedevilled by a prolonged ineffective or inept autocratic leadership and self-seeking and corrupt politicians." The ineffective leadership in the public sector has been attributed to poor economic performance and low productivity emanating from poor accountability, authoritative, corruption, and bureaucratic bottleneck, among others. For this reason, the Buhari/Idagbon military regime declared war against indiscipline on work ethics in the public

sector. Thereafter, successive administration in the country had sort ways of enhancing employee productivity in the public sectors.

Okafor (2013) opined that "because productivity in the public service is largely affected by workers' attitude and that it is workers' perception of authority and control that affect their productivity level." On the contrary, the notion of the ineffectiveness of employee's low productivity in the Nigerian public service was abridged in the Rivers State Office of National Identity Management Commission (NIMC) that was established in 2013. The Office has been working vigorously to achieve the NIMC policy thrust.

The National Identity Management Commission (NIMC) was founded by the NIMC Act No. 23 of 2007, whose primary objective was to have a database for the Nigerian government through the registration of her citizens.   Section 6(c) of the Act provides for the decentralization of the office to all the states, local governments, and Area Councils to enhance efficiency. Rivers state is densely populated because of the multinational oil exploration and exploitation that attracts lots people in search of job (Ogele, 2021; Ogele, 2020), making it very challenging for the limited NIMCs workers to attend to all applicants. The State Coordinator must adopt a leadership style to manage the population, particularly the youth who visits the NIMC Rivers State daily for registration. It is imperative to note that the success recorded so far is attributed to various leadership styles employed to enhance functioning structural relationships in the workplaces. The optimal employee productivity has been sustained over a long period.   Radomska (2015) maintained that organizational sustainability is anchored on the "holistic perspective of development integrated with organizational goals, internal incentives and evaluation systems, and organizational decision support system."

Metcalf and Benn (2013) argued that "leadership for sustainability require leaders who can see and predict through the complexity of an organization, engage groups in processes which promote flexible change, and who have the emotional intelligence to solve a complex problem. Furthermore, Metcalf and Benn (2013) buttressed that "leadership offers important interpretations of how organizational sustainability is in relationship with the macro system in which an organization happens to be situated. Given the above, the study interrogates the leadership style adopted by the NIMC Rivers State Office, which led to optimal employee productivity.

Conceptual Review
Leadership
The earliest attempt in conceptualizing leadership effectiveness was based on the idea that certain personality traits or characteristics are essential for leadership effectiveness (Gill, 2011; Pardey, 2011). Despite the universal interest in leadership, there is no one generally accepted definition of leadership. There seems to be some confusion over the meaning of leadership (Bass, 1990). It has been observed that "there are almost as many definitions of leadership as there are persons who have attempted to define the concept (Stogdill, 1974).

It also exists because each researcher defines leadership based on individual perspectives, interests, and focus (Yukl, 2013). The researchers 'focus and perspectives can be broadly classified into traits, behaviour, position, influence, among others. It is therefore not a surprise to observe that leadership has been defined in terms of 'traits, behaviours, influence, interaction patterns, role relationships, and occupation of an administration position' (Yukl, 2013). According to Oladipo, Jamilah, Abdul, Jeffery, and Salami (2013), "the success or

failure of proper organizations, nations, and other social units has been largely credited to the nature of their leadership style."

The trait can be defined as "a characteristic that a person has which tends to be associated with a particular type of behaviour" (Pardey, 2011). The trait theory suggests that these characteristics or personality traits differentiated leaders from followers. These characteristics were often identified by analyzing the personality traits of successful leaders using several approaches (Stogdill, 1948).

Expectedly many leadership traits have been put forward by several writers. For instance, Bird (1940) identified 79 leader qualities. Several other writers have also put forward their leadership traits and skills leading to a proliferation of leadership traits (Zaccaro, 2007). Some of these traits include vitality and endurance, decisiveness, persuasiveness, responsibility, and intellectual capacity (Barnard, 1948).

The trait theory of leadership dominated leadership studies until the late 1940s when researchers began to question its reliability and effectiveness (Stogdill, 1948). Some of the criticisms of the trait theory are that the list of leadership traits is endless; traits do not consistently predict leadership and are unable to explain the differences between leaders and non-leaders (Bertocci, 2009); are less useful for developing leaders (Scouller, 2011); pays inadequate attention to situational variables (Yukl, 2010); and are inadequate for understanding leadership (Bennis, 1959; Rost, 1991).

Leadership Styles

Leadership researchers shifted to studying what leaders did- the behaviour and styles of leaders as a way of understanding and modeling effective leadership (Yukl, 2010). The earlier studies of leadership behaviour at the universities of Ohio State and Michigan identified two main factors that influenced leadership behaviours. The two main factors are 'Initiating structure' or 'production orientation' which is a concern for task or task behaviour and 'consideration structure' or 'employee orientation' or which is a concern for people or relationship behaviour (Northouse, 2004; Yukl, 2010). The study, therefore, suggested that effective leaders should demonstrate a high concern for tasks or a high concern for relationships, or a combination of both.

Following the identification of the two main leadership's behaviours, Blake and Mouton (1994) developed a 2X2 grid showing various combinations of task and relationship behaviours. The grid was originally called the managerial grid and later renamed the leadership grid (Blake and Mouton, 1985). Blake & Mouton using the grid identified five leadership styles namely: (a)authority-compliance (9,1) here the leaders is more task-focused; (b) the country club management (1,9) which is the case when the leader has low concern for task and high concern for relationships, (c) the impoverished management (1,1) no concern for both task and relationships. This is essentially the absence of leadership, (d) middle- of- the- road management (5,5) a compromise position for both task and relationship or intermediate concern for both task and relationships, and (e) team management (9,9) which Blake and mouton say is the best. Here there is a high concern for both task and relation.

Also, Bass and his colleagues identified five leadership styles, namely directive (tell followers/subordinates what to do and how to do it), Consultative (tell followers/subordinates what to do after discussing with them), Participative (you), Negotiative, and delegative leadership styles (Bass & Valenzi, 1974).

It is however important to note that the behavioural theory of leadership has been criticized. Some of the criticism includes that the theory does not give adequate consideration to the

impact of situational circumstances on leadership effectiveness, does not consider that a leader's behaviour could be influenced by the followers, and essentially assumes that the leaders will apply the same leadership styles to all the followers and situations (Bertocci, 2009; Northouse, 2010).

Employee productivity

According to Hanaysha (2016) revealed that "employee productivity is one of the important management topics that received significant research attention from several scholars and considered as a primary mechanism to enhance organizational success. Knowing what are the key factors that influence productivity is vital to ensure long term performance." Saks (2006) argued that even though several pieces of research "have emphasized about the significance of employee work engagement in driving performance and positive business outcomes, there is only a few empirical evidence to support such claims." Contrary to Saks's assertion, Sharma and Sharma (2014) gave an instance, where a "higher productivity leads to favourable economic growth, large profitability and better social progress."

It is empirical that more productive employees can receive better wages, better working conditions, among others. Besides, higher productivity is likely to maximize organizational competitive advantage via cost declines and enhancement in high quality of output (Wright, 2004).

However, Saxena and Srivastava (2015) buttressed that "work engagement has become one of the main challenges/activities that need to be well managed to fulfill organizational objectives. They also demonstrated that there is a need to test its effect on performance outcomes." The success of an organization is dependent on the productivity of the employee; therefore, employee productivity has become a vital objective for business (Sharma and Sharma, 2014). Cato and Gordon (2009) maintained that "the alignment of the strategic vision to employee productivity is a key contributor to the success of an organization." This alignment is borne out of motivation that propels the employees to be more innovative creative, which ultimately can improve the performance effectiveness to actualize organizational goals and objectives (Obdulio, 2014).

Theoretical framework

The study adopted Path-Goal theory as its theoretical construct. The Path-Goal Theory of leadership was developed in the early 1970s, proposes that the key role of the leader is to clear the paths subordinates have to take to accomplish goals (House, 1971; House and Dessler, 1974). The major conceptual basis for the Path-Goal theory is the expectancy model of motivation (Porter and Lawler 1968; Vroom 1964). The key to motivation, then, is to remove various impediments that weaken the connection between effort and performance and between performance and outcomes. According to Path-Goal theory, the role of a leader is to help strengthen connections among effort, performance, and outcome through behaviour. According to Path-Goal theory, the leader is required to exhibit consideration, empathy, and understanding towards subordinates, particularly if they feel frustrated and unmotivated in a new task. Path-Goal theory relied on the two leader's behaviours of supportive and directive leadership. Supportive leadership is similar to consideration behaviour, whereas directive leadership is comparable to initiation of structure.

The Path-Goal theory is relevant to this study because it explains the ability of the Rivers State Coordinator of the NIMC office to use their initiatives based on prevailing circumstances to give directives in a bid to maximize employee productivity. There are several situations where the coordinator had to motivate workers to work extra hours because of the number of applicants who have stayed for hours waiting to be enrollment before the

closing time, and workers continued without grudges. Furthermore, the leadership style of reward system increase in allowances, overtime, and regular promotion of staff has increased employee efficiency in Rivers State. Hence, issues such as late coming to work, extortion of monies, among others, have been reduced and issuance of temporal Identity cards have increased on daily basis.

The National Identity Management Commission (NIMC) Act 2007

The National Identity Management Commission (NIMC) Act 2007, No 23 contains 34 Sections. The primary aim of the establishment of the National Identity Management Commission was to provide a database, maintain the database, carry out registration of citizens and issue general multipurpose identity cards to Nigerians both home and abroad.

Part 1 of the Act dealt with the establishment of the body known and called National Identity Management Commission, which shall have a seal, may sue and be sued in its corporate name. The Act allowed the commission to hold, acquire or dispose of any property either moveable or immovable to enable the Commission to achieve policy thrust.

Part I of the Act consist of the members of the Board, which include the Independent National Electoral Commission; the National Health Insurance Scheme; the Federal Road Safety Commission; the Federal Inland Revenue Service; the National Pension Commission; the Nigeria Police Force; the Nigerian Immigration Service; the Office of the National Security Adviser; the National Population Commission; the Central Bank of Nigeria; the State Security Service; the Economic and Finance Crime Commission; the Chief of Defense Staff; the Corporate Affairs Commission; three persons who are knowledgeable in information technology or identity management to represent the public interest; and the Director General of the commission.

The Act states that the chairman of the commission shall be appointed by the President, and all of the members of the Board shall be part-time except the Director-General who works full time. The Act spelled out the tenure of the chair which shall be in four years and maybe reappointed if the President deems it fit.

Part II of the Act disclosed the power and functions of the commission which include:

To create, maintain, manage and operate the commission database; to register all Nigerian citizens into the National Identity Database; to register non-citizens of Nigeria who reside lawfully in Nigeria; issuance of a General Multipurpose Identity Cards to persons who have registered; maintain secured communication connection with end users in both private and public establishment, agency including Government Service Centres, Card Acceptance Devices ; also collaborate with other agencies and bodies in setting principles and technical specifications of telecommunications connecting between establishments; responds to verification inquiries in respect to identification of individuals; register both birth and death in Nigeria; carry out research and monitor development in the Commission; among others.

Part 2(6) of the Act defined the power of the Commission. Some of the important aspects of these clauses are that the Commission cannot deny any person access to information on data under this Act. The Commission is empowered to establish and operate administrative and monitoring of the States, local government councils, and Area Council.

Part III of the Act stated the functions of the Commission's Staff. The Act stated it clearly that the Commission shall have a Director-General who is also the Chief Executive Officer and who is responsible for the day- to - day administration of the Commission. The Director General's term of office shall be 4 years and maybe reappointed if the President deems it fit. The Act also stated the condition of service of other staffers of the Commission.

Part IV of the Act defined how the Commission shall establish and maintain a fund, which shall consist of: the initial takeoff grants by the federal government; annual allocation from the federal government; among others.

Part V of the Act stated clearly the establishment of a National Identity Database. The Database shall consist of Nigerian citizens and non-Nigerian citizens who are registerable. Act clause 2 stated that any person who made his or her made entry into the Database is referred to as a registered person.   The aims of the Database include: to use the fingerprints and other biometrics information as a unique way of identifying the person; enable harmonization of the existing identity of registered Nigerians; among others.   Part V also stated the registration and issuance of Multipurpose Identity Cards.   The assignment of national Identity Cards was also included in Part V. It also stated the about provision of information by the third party.   The Clause articulated the change of circumstances and errors; safety, preservation, among others of Multipurpose Identity Cards; production of a Multipurpose of Identity Cards; and cancellation and withdrawal of the Multipurpose of Identity Cards.

Part VI clearly stated the Offences and Penalties. The Act spelled out the punishment for offenders such as any person who is unlawfully authorized to access the Database or information contained in the database; refuse to provide false information to the Commission; provide information that is false; among others is liable to 10 years' imprisonment with fine option. However, depends on the degree of the offense, May liable to not less than 3 years' imprisonment or fine option less than N250, 000.00.

Methodology
The survey design was adopted in the study. The study relied on both primary and secondary methods of data gathering techniques. A purposive sampling technique was adopted to draw a total sample of eighty (80) respondents. Seventy-five (75) valid questionnaires were retrieved from the respondents. The sample population covers male and female, intermediate and senior management staff of the National Identity Management Commission, Rivers State Office. A total of 10 staff were interviewed. The questionnaire contained questions relating to workers' perception of the leadership style and employee productivity. The study adopted descriptive and inferential statistical techniques in data analysis. Second, the Pearson Product Moment Correlation Coefficient would be used as a parametric analytical tool.

Data Presentation and Analysis
The study examined the data derived from the questionnaire. The analysis was in two phases. The first was the bio-data (demographic) of the respondents were analyzed; second, the data under investigation were analyzed in the tables.

Table 1: Administration and Retrieval of Questionnaire

No	Names of Respondents	Number of Questionnaires Given Out	Number Retrieved	Number not Retrieved
1	Senior Staff	10	10	-
2	Intermediate Staff	25	23	2
3	Heads of Department	40	37	3
4	Skilled Staff	5	5	-
	Total	**80**	**75**	**5**

Source: Field Survey, 2021

From table 1, it is observed that 80 questionnaires were administered to respondents. However, out of this number, only 75 questionnaires were correctly filled and returned and thus suitable for data analysis. While 5 were not retrieved.

Univariate Analysis
Leadership Styles
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
There is a significant correlation between leadership style and employee productivity in the NIMC Rivers State Office?	75	1.00	4.00	2.2000	.85424
Does leadership style influences employee productivity in NIMC?	75	1.00	5.00	2.7200	.92357
Does leadership style motivates employee productivity in NIMC?	75	1.00	5.00	2.2000	.90045
Valid N (listwise)	75				

Source: Field Survey, 2021

The data in the above table signifies the response procedure to the statement poses to the respondents. The first statement on leadership style measured on a 3 item structured questionnaire exposed that respondents agreed to that statement as a result of the low mean score of 2.200. This implied that there is a significant correlation between leadership style and employee productivity in the NIMC Rivers State Office. The second statement on leadership style measured on a 3 item structured questionnaire shows that respondents agreed to that statement as a result of the moderate mean score of 2.720. This implied that leadership style influences employee productivity in NIMC. The third statement on leadership style measured on a 3 item structured questionnaire exposed that respondents agreed to that statement as a result of the low mean score of 2.200. This implied that leadership style motivates employee productivity in NIMC.

Leadership Focus
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee needs close supervision by the superior before they can deliver?	75	1.00	5.00	2.6800	.97482
There are obstacles that impede employee productivity in National Identity Management Commission in Rivers State Office.	75	1.00	5.00	2.9200	1.13614
NIMC employees in the Rivers State office are lazy	75	1.00	5.00	2.7600	1.11307
Valid N (listwise)	75				

Source: Field Survey, 2021

The data in the above table signifies the response procedure to the statement poses to the respondents. The first statement on leadership focus measured on a 3 item structured questionnaire show that respondents agreed to that statement as a result of the moderate mean score of 2.680. This implied that employee needs close supervision by the superior before they can deliver. The second statement on leadership focus measured on a 3 item structured questionnaire shows that respondents agreed to that statement as a result of the moderate mean score of 2.920. This implied that obstacle impedes employee productivity in National Identity Management Commission in Rivers State Office. The third statement on leadership focus measured on a 3 item structured questionnaire reveal that respondents agreed to that statement as a result of the moderate mean score of 2.760. This implied that NIMC employees in the Rivers State office are lazy.

Employee Productivity
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee's desire is to be part of the decision making process in the NIMC?	75	1.00	4.00	2.2000	.85424
Complex situation, leaders should allow subordinates to work out problems in other to enhance productivity?	75	1.00	5.00	2.7200	.92357
Employees are basically competent with the leadership style in the NIMC Rivers State?	75	1.00	4.00	2.2000	.85424
Valid N (listwise)	75				

Source: Field Survey, 2021

The data in the above table signifies the response procedure to the statement poses to the respondents. The first statement on employee productivity measured on a 3 item structured questionnaire reveal that respondents agreed to that statement as a result of the low mean score of 2.200. This implied that employee's desire is to be part of the decision making process in the NIMC. The second statement on employee productivity measured on a 3 item structured questionnaire shows that respondents agreed to that statement as a result of the moderate mean score of 2.720. This implied that in a complex situation leader should allow subordinates to work out problems in other to enhance productivity. The third statement on employee productivity measured on a 3 item structured questionnaire exposed that respondents agreed to that statement as a result of the low mean score of 2.200. This implied that employees are basically competent with the leadership style in the NIMC Rivers State.

Quality Service Delivery
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employees provide accurate services to the populace	75	1.00	5.00	2.7600	1.11307
Employees are dependable in handling the populace complaints.	25	1.00	4.00	2.2000	.86603
Employees take their time to offer good service to the populace	25	1.00	5.00	2.7200	.93630
Valid N (listwise)	25				

Source: Field Survey, 2021
The data in the above table signifies the response procedure to the statement poses to the respondents. The first statement on quality service delivery measured on a 3 item structured questionnaire exposed that respondents agreed to that statement as a result of the moderate

mean score of 2.700. This implied that employees provide accurate services to the populace. The second statement on quality service delivery measured on a 3 item structured questionnaire shows that respondents agreed to that statement as a result of the low mean score of 2.200. This implied that employees are dependable in handling the populace complaints. The third statement on quality service delivery measured on a 3 item structured questionnaire exposed that respondents agreed to that statement as a result of the moderate mean score of 2.7200. This implied that employees take their time to offer good service to the populace.

Discussion

Our finding revealed there is exist a relationship between leadership style and employee productivity in the National Identity Management Commission in Rivers State Office. Shafie, Baghersalimi, and Barghi (2013) argued that the increase of organizational productivity and employee performance is not possible without the effective application of employees' ability and their motivation and one of the leadership skills is that to strengthen the creativity and innovation in the staff. The manager's leadership styles are very effective in right driving of the employees for organizational purposes." Leadership style adopted in NIMC Rivers State has improved employee productivity based on the fact that there is an increase in the number of applicants attended to and identity cards issued on daily basis. One of the respondents interviewed in the Rivers State office revealed that the coordinator in difficult situations adopts different leadership styles in handling various challenges which have impacted positively on employee productivity. Giving instances of innovations introduced by the leadership to enhance productivity. One of these innovations includes PERP that allows employee in NIMC Rivers State to air out their views without victimization before the Coordinator.

The situational leadership style influence quality service delivery in the National Identity Management Commission, Rivers State Office. This is in line with an assertion of Shirzad, Kebriya and Zanganeh (2011) in Shafie, Baghersalimi, and Barghi (2013) that "every manager in their management and operations uses a particular leadership style that this style is actually a set of his behavior patterns that frequently occurs during the constant organizational working and others knows him by it and as managers of the organization are in very cooperation with the staff, the leadership style of these managers has a significant impact on staff morale. And consequently, the staff morale will effect on their performance." Our finding revealed that NIMC workers work extra hours on daily basis. The NIMC Rivers State Office Coordinator encourages the workers through attending to their needs in the office. One of the respondents reveals that the number of enrollment has increased drastically because of the number applicant seeking for admission into Nigerian universities.

The finding indicates that there are challenges that confront leadership style, which adversely impact on employee productivity in the National Identity Management Commission, Rivers State Office. However, these challenges were surmounted through situational leader style adopted by the Coordinator. The coordinator is quick to adjust to any situational change that might impede the employee productivity. Some of these challenges such as shortage of personnel, overcrowded environment with applicants, among others as witnessed in Rivers State office. One of the respondents revealed that there are days' workers get overwhelmed with the challenges of managing applicants. The state coordinator goes round addressing and encouraging the workers. Fiedler (1978) maintained that most important aspect of leadership is the quality of relationship, and cohesion between the leader and the followers and among followers. Nahavandi (2003) noted that "organizations face considerable uncertainty that creates pressure for quick responses and solution. In an atmosphere of crises, no time or

patience is available for learning. Ironically, the implementation of new methods of leadership, if they were allowed, would make dealings with complexity and uncertainty easier in the long run." Furthermore, "leaders need to change their behaviours base on the ability and willingness of subordinates to complete the task. The combination of ability and willingness demonstrates various levels of employee maturity" (Nahavandi, 2003).

Our finding revealed that there is a positive and high correlation between leadership focus and quality service delivery of National Identity Management Commission in Rivers State Office. This is in line with those of Dcunha, Kumar and Angadi (2017) who argued that "the driving force for superior service quality is the effort and contribution of the service staff. In order to improve and provide excellence in service quality, it is important to focus on the process of service quality delivery."

Concluding Remark
The study has established that leadership style influence optimal employee productivity in the National Identity Management Commission, Rivers State Office. The success recorded in NIMC Rivers State is borne out of coordinator's leadership style. Though the study also identified several challenges, which adversely impacted employee productivity in the National Identity Management Commission, Rivers State Office. To overcome some these challenges, the coordinator introduced PERP, which allows employees to air their views without victimization.

Recommendations
i. The increasing number of applicants on daily basis because it is the office that handles all the complains and other related issues that concerns national identity cards in the state, hence, the ratio of workers per applicant increases the pressure on the worker. The study recommends that the workers overtime package should be reviewed or increase by the leadership increase employee productivity in Rivers State Office.
ii. The study recommends that the leadership should ensure that workers are engaged in regular training, especially in managing modern technology to facilitate productivity in Rivers State office.
iii. The study recommends that the leadership should increase productivity by creating crowd control units to handle interpersonal conflicts emanating from overcrowded premises.
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