

## **LEADERSHIP STYLE AND EMPLOYEES' PERFORMANCE IN NIGERIAN FEDERAL POLYTECHNICS: A STUDY OF FEDERAL POLYTECHNIC, ILARO, OGUN STATE**

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**Abstract:** *This paper examines leadership style and employees' performance in Nigerian Federal Polytechnic a study of Federal Polytechnic, Ilaro, Ogun State. The main objective of this study is to identify the relationship between leadership style and employee's performance, also to verify the extent to which leadership style has facilitated service delivery at the Nigerian Federal Polytechnics. In achieving these objectives, the researcher relied on use of primary and secondary data which were used to analyse the data gathered. The study observed that a large number of employees make prudent application of leadership in their various work processes. The application of this contributes to the employee's performance to some extent. The study further identifies that success or failure of organisations depends on leadership style adopted in an organisation.*

**Keywords:** *Leadership Style, Employee Performance, Failure of Organisations, Service Delivery, Personality Traits, Polytechnic*

### **1. INTRODUCTION**

Leadership as a term has numerous definitions and connotations. The definition of a leader may be by whom he or she is (the personal) and by the responsibilities, obligations, and tasks he or she is charged with (the position). Leaders' authority can be great or limited and their legitimacy can rest on moral, rational, or practical foundations (Epley, 2015). Leadership is a dynamic process of influencing people which, in certain organizational conditions, can have an effect on other members, with the aim of meeting the objectives of the group. Leadership is key as it is an integral element in the life of an individual or that of an organization. The history of mankind reveals that leadership is crucial in every human endeavour, from China with Chairman Mao TseTun who led the cultural revolution, to Lenin in Soviet Union who led the Soviet revolution to Nigeria

where we have leaders of note like the late Chief Obafemi Awolowo, it is clear that leadership is an important factor in every human activity and in the realisation of human aims and objectives (Bass & Bass, 2008). There is no meaningful human endeavour that has been achieved that is not as a result of leadership. The quality of leadership of an organisation plays a significant role in its development for example in a pluralistic society like Nigeria, the art of governance is ought to be a serious affair. Although it has been found that many who are involved in leadership in Nigeria educational institutions are more concerned about their personal gains and careless about the people they ought to serve and lead (Peretomode, 2012 in Nakpodia, 2012). It is clear that Nigeria's educational institutions do not have the desired respect for committee of academic organizations due to the recklessness of their leadership from primary to tertiary levels. The present level of leadership in Nigeria has become worrisome due to the fact that in leadership positions, some leaders are autocratic, professing leadership style on both political, social, economic, religious and educational arenas. In Nigeria, higher institutions have been impacted heavily by leadership and leadership styles. The first generation universities witnessed a high number of crises in the 1970s and 1980s. These crises were recorded at a time the universities had what was considered quality leadership though the leadership styles were diverse. Also, national leadership has a way of impacting on what happens on campuses as university heads are sometimes made to operate as middle level managers whereas they are put in place as chief executives (Koestenbaum, 2002). Higher education is universally acclaimed as the bed rock for national development (Ogunraku, 2013). However, leadership has been a vital tool for the development of the university idea all over the world. Like in every enterprise, leadership is vital (Adair, 2002). And especially in Africa which is known to have undergone colonialism and is highly underdeveloped, leadership is a critical factor in everything that the nations of Africa would achieve. Running higher institutions in the military era and post military democracy in Nigeria has proved to be more challenging, this has been so more because the situation is compounded by the fact that the resources available to run these institutions are limited. The challenges then tend to be heightened by the paucity of finance. But money itself by itself does not solve problems. In actual fact, part of what leadership brings to bear on any situation is the management of resources and finances.

Leadership is a major concern to organizations and the focus of several researchers for its significant role in determining the success of an organization. The leader has the responsibility to direct the effort of subordinates to achieve organisational goals and objectives. Educational institutions are not left out from this leadership influence. Leadership as a term is arguably one of the most observed and yet least understood phenomena on earth (Burns in Abbasialiya, 2010). In past years, scholars have proposed many different styles of leadership as there is no particular style that can be considered universal. Despite of the numerous style of leadership, an effective leader inspires, motivates and directs activities to help achieve organisational goals. It is widely known that leadership plays an important role in all organisations. Although, progresses have been made by scholars in understanding the traits of leadership. However, there exist the need to realize that much were not known about these activities. i.e. how can we

effectively apply the leadership styles in organizations to enhance performance? Having known the benefits of managerial leadership, how can business organizations adopt it and how does it help the business organizations in achieving their corporate goals especially for attaining a desired level of workers' performance? The only solution to these problems is the adopting of effective leadership styles which will boost performance in the organization.

It is against this backdrop that this paper discusses the roles played by leaders in the performances of its employee in the Nigerian Federal Polytechnics using the Federal Polytechnic, Ilaro as a case study. The Federal Polytechnic, Ilaro was established by Decree No. 33 of July 25, 1979. It was opened to students on November 15, 1979 on a temporary site provided by its host community, the ancient town of Ilaro, Ogun State ([www.federalpolyilaro.edu.ng](http://www.federalpolyilaro.edu.ng)). The first site of the Polytechnic was the premises of the Anglican Grammar School, Ilaro about half a kilometre from Ilaro township junction.

The general objective of the Federal Polytechnic, Ilaro is to provide technical and practical – oriented training to meet the manpower requirements for the industrial, agricultural, commercial and economic development of Nigeria. This paper aims to assess the extent to which leadership styles influences employees' performance in Nigerian Federal Polytechnics.

## **1.2 Statement of the Problem**

Goal attainment is one of the main purposes of modern organizations including educational institutions. There is a growing interest to determine which leadership style is capable of enhancing employee's morale such that higher institutions achieve its goals and objectives optimally. Issues of leadership styles in higher institutions in Nigeria have been raised in many instances, by trying to find out the causes of poor standard of tertiary education in Nigeria. It seem to be out of the mind of most leaders that leadership style in the office is an outstanding determinant of the worker's performance. Moreso, if lecturers who are also employees do not portray a good leadership style, it would also serve as a determinant on the students' academic performance. Issues like this are of utmost importance in a situation where employees seem to have lost the passion and commitment for their job. It is believed that some employees of the polytechnic are better in maintaining discipline in their offices through the leadership styles. In polytechnics, the leadership qualities of the chief executives become very important because a lot of power resides in the Rector of a polytechnic and the way this power is wielded determines how the community receives decisions and policies. At the Federal polytechnic, Ilaro leadership has always been an issue. This is because the staff and students are always focused on the person of the Rector of the Federal Polytechnic, Ilaro. Additionally, they focus on his personality, his style of handling situations and personality factors is known to a generality of staff and perhaps students and when they react to situations, their perception of who the rector is, personality factors and his conduct determines the reaction of these people to situations on campus.

One of the problems of leadership style on employee's performance is the inflexibility of the leadership styles by most leaders. Most leaders fail to adjust their style

of leadership to the changing situation and current matters arising. The failure is a result of the lack of understanding the fact that no one particular style of leadership can fit into all conditions.

Another of the problem of leadership style on worker's performance is the absence of an effective line of communication between the manager and their employees. Communication gaps that exist between leaders and their subordinates in most organisations are reasons why employee's performances are low.

Leadership is said to be the backbone of any organisation. If the leadership style of any organisation is poor, it will tell on the overall performance of the organisation. With this understanding, most organisations are faced with the problems of how to investigate the leadership styles and organisational effectiveness. Knowing whether the relationship between leaders and subordinates affect organisational growth and even having broad knowledge of the leadership style adopted by the organisation can improve organisational effectiveness.

It is on this ground that this paper aims to assess the extent styles influences or impact employees' performance in Nigerian Federal Polytechnics.

### **1.3 Research Questions**

This study seeks to answer the following questions:

- i) What is the relationship between leadership styles and employee's performance in Nigerian Federal Polytechnics?
- ii) Leadership styles of different Rectors of the Federal Polytechnic, Ilaro has not been a core determinant of workers performance.
- iii) Are there challenges of leadership styles to effective employee's performance at the Federal Polytechnic, Ilaro?
- iv) What leadership style are mostly used by employees of the Federal Polytechnic, Ilaro?

### **1.4 Objectives of the Study**

The objectives of the study are:

- To identify the relationship between leadership style and employee's performance with emphasis on the Federal Polytechnic, Ilaro.
- Verify what extent has leadership style facilitated service delivery at the Federal Polytechnic, Ilaro.
- To examine the challenges of leadership styles on employee's performance at the Federal Polytechnic, Ilaro.
- To identify the leadership style mostly used by employees of the Federal Polytechnic, Ilaro

### **1.5 Hypotheses**

For the purpose of this study, the hypothesis will be limited to the following:

- There is no significant relationship between leadership style and employees performance in Nigerian Federal Polytechnics.
- Leadership styles of different Rectors of the Federal Polytechnic, Ilaro has not been a core determinant of workers performance.

## **2. LITERATURE REVIEW**

### **2.1 Meaning and Role of Leadership Styles in Organisation**

Leadership style in an organisation is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organisation. Messick and Kramer, (2004) argued that the degree to which the individuals exhibits leadership traits depends not on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Thus, (Glantz, 2002) emphasizes the need for a manager to find his leadership style. The extent to which members of an organisation contribute in harnessing the resources of organisation equally depends on how well the leaders of the organisation understand and adopt appropriate leadership style in performing their roles as managers and leaders. Therefore, effectiveness in resource mobilisation, allocation, utilisation and enhancement of organisational performance depends to a large extent on leadership style among other factors. (Akpala, 1998) identifies attitude to work, leadership style as some of the factors that exert negative effect on organisational effectiveness. The best leadership style in any organisation is that which inspire subordinates potentials and working ability to enhance efficiency and effectiveness in the process of organisation for achieving his objectives (Mohammad, Rafi & Saad, 2012).

### **2.2 Leadership Styles and its Types**

Leadership Styles are the approaches used to motivate followers. Leadership Styles to Olagboye (2004) are the various patterns of behaviours leaders adopt in the process of directing the efforts of subordinates towards the achievement of organizational goals. Leadership as a term is not a one size fits all” phenomenon. Leadership styles should be selected and adapted to fit organizations, situations, groups and individuals. It is therefore useful to possess a thorough understanding of the different styles as such knowledge increases the tools available to lead effectively. Scholars over the years have focused on the different leadership styles such as the autocratic, democratic, laissez-faire and so many other leadership styles. Challenges faced by modern organizations to meet higher performance, better job- satisfaction, increased morale and productivity in subordinates has led to the demand for better quality of leadership. Prominent among new leadership models proposed are the transformational and transactional leadership styles (Burns, 1978; Avolio & Bass, 2004). Toolkit (2012) articulated a number of leadership styles. Among the highlighted leadership styles are:

### **2.2.1 Autocratic Leadership Style**

The autocratic leader keeps all issues and elements in close control. He uses coercive elements, and rewards as a means of control. The leader exerts close control over all processes and developments and desires to be briefed on all developments in order to take decisions and dictate the direction to follow and how to handle issues (Hicks & Gullet, 1982). The leader believes he towers above his followers and does not give them the privilege to participate in decision making. He takes all decisions for them. This style of leadership centers control in one person or source and decisions are arrived at speedily but it robs the majority of the people of participation and denies the situation of the contributions and richness that a variety of perspectives can bring to the table. Autocratic leadership is often best used in situations where crisis arises, when decisions must be made quickly and without dissent.

### **2.2.2 Bureaucratic Leadership Style**

Bureaucratic leaders follow rules rigorously, and ensure that their staffs also follow procedure precisely. This is an appropriate leadership style for work involving serious safety risks (such as working with machinery, with toxic substances or at dangerous heights) or offices where large sum of money are involved. Bureaucratic leadership is also useful in organizations where employees do routine tasks (Shaefer, 2005). The major drawback of this type of leadership style is that it is ineffective in terms of and organizations that rely on flexibility, innovation and creativity (Santrock, 2007).

### **2.2.3 Democratic Leadership Style**

Democracy is about participation, it gives power to the people and draws contribution and participation in the decision making process from the widest possible basis. Democratic leaders make the final decisions, but include team members in the decision-making process. In the organization, the democratic style allows the workers who are directly involved in the running of the organization to participate in the process of decision making within their environment. There is a rich environment of workers, followers and leaders cooperating and contributing to the decision on the direction to follow in the organization. Democratic leadership style encourages creativity, and the team members are often highly engaged in projects and decisions (Amanchukwu, Stanley & Ololube, 2015). The organization in getting the workers to participate in decision making s heightens their morale, and this gives the workers satisfaction on their job. Also, because of the many sources from which ideas are coming, there are different levels of responsibility and there is a situation in which the majority is not looking to the leader to supply solutions or dictate to them.

### **2.2.4 Laissez-Faire Leadership Style**

Laissez-faire leadership may be the best or the worst of leadership styles (Goodnight, 2011). Laissez-faire, the French phrase for “let it be” when applied to leadership describes leaders who allow people to work on their own. Laissez-faire leaders abdicate responsibilities and avoid making decisions, they may give teams complete freedom to do their work and set their own deadlines. Laissez-faire leaders usually allow and give their subordinates the power to make decisions about their work (Chaudhry & Javed, 2012). They provide teams with resources and advice, if needed, but otherwise do not get involved. This leadership style can be effective if the leader monitors performances and give feedback to team members regularly. The main advantage of laissez-faire leadership is that it gives team members so much autonomy that can lead to high job satisfaction and increased productivity. It can also be damaging if team members do not manage their time well or do not have the knowledge, skills or motivation to do their work effectively.

### **2.2.5 Charismatic Leadership Style**

Charismatic leadership theory describes what to expect from both leaders and followers. Charismatic leadership is a leadership style that is identifiable but may be perceived with less tangibility than other leadership styles (Bell, 2013). Often called transformational leadership style, charismatic leaders inspire eagerness in their teams and are energetic in motivating employees to move forward. The ensuing excitement and commitment from teams is an enormous asset to productivity and goal achievement. The negative side of charismatic leadership is the amount of confidence placed in the leader rather than in employees. This could create risk of a project or even in an entire organization collapsing if the leader leaves.

### **2.3 Approaches to leadership**

There are about three major approaches to the study of leadership. These approaches are (i) traits approach (ii) situation approach (iii) behavioural approach.

**Traits Approach:** Investigations by some behavioural scientists on leadership reveals that leaders are born with some special qualities and character which a leader possesses that distinguish him/her from their followers. Qualities like courage, zeal, intelligence, self-confidence etc are embedded in such a person and which were said to be transferable from one generation to another. Since all individuals do not have all these qualities, only those who have them will be considered a potential leader.

**Situational Approach:** This explains that the situation or circumstance in which the leader is operating determine leadership style to be used. That a person is a successful Managing Director of a big firm does not automatically mean that he will achieve the same level of success as the Managing Director of a Multinational Co-operation. This implies that management’s effectiveness is a function of the situation variable.

**Behavioural Approach:** In this approach, the behaviour of the leader is being isolated so as to know its effectiveness. In other words, rather than try to figure out the effectiveness of a leader, the approach determines what effective leaders do, how they communicate

and how they try to motivate subordinate in relationship of the leader and follower. In some cases, followers totally depend on the leader and lack initiative while in several cases followers have their initiatives and pursue the goals of their organisation when the leader is absent. Leaders give the followers the total freedom to act with or without guidance.

### **3. METHODOLOGY**

The Federal Polytechnic, Ilaro is the case study for this research. The Federal Polytechnic, Ilaro was chosen for purpose of an effective and more detailed research on leadership style and employees performance.

#### **3.1 Population of Study**

The research population comprised the academic and non-academic staff of the institution under study. The staffs selected include junior and senior staff, male and female staff. The available data shows that the staff strength of the Polytechnic is six hundred and seventy two.

#### **3.2 Sample and Sampling Procedures**

Stratified random sampling technique was used for sample selection. For proportional allocation strategy, the size of the sample in each stratum is taken in proportion to the size of the stratum. Sixty members of staff which constitute the population of academic and non-academic staff of the Institution make up the sample for the study.

#### **3.3 Procedure for Data Analysis**

The instrument found appropriate for the analysis of the data gathered is simple percentage and chi-square. Chi square was used because it is good for the prediction of the outcome of dependent and independent variables. It also facilitates the interpretation of the relationship between variables.

The hypothesis enables the researcher to either accept or reject the null hypothesis.

However, in generating the results gotten from this data, the researcher employed the use of SPSS Software package and Minitab 16. This software made it possible for the researcher to apply the relevant variables in order to generate the necessary results for the research.

### **4. ANALYSIS AND INTERPRETATION**

This is designed in a way that it captures respondents' bio data and characteristics in order to provide background information on the population and show their relevance



and positioning in relation to the subject of research. This is the purpose of the first part of the questionnaire. The second part comprises structured questions directly addressing the research questions and hypotheses. The structuring of the questions using Likert's scale predisposes the responses to being easily analyzed quantitatively.

#### 4.1 Bio-data of respondents

We have here the characteristics of the respondents as captured in the questionnaire:

**4.1.1 Table 1: CLASSIFICATION OF RESPONDENTS**

	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	33	64.7	64.7	64.7
FEMALE	18	35.3	35.3	100.0
Total	51	100.0	100.0	

Source: Survey Research, 2014

The analysis revealed that out of 51 respondents, 33 are male representing 64.7% and 18 are female representing 35.3%.

**4.1.2 Table 2: AGE GROUP**

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
31 – 40	10	19.6	19.6	19.6
ABOVE 40	41	80.4	80.4	100.0
Total	51	100.0	100.0	

The age group shows that respondents within the age group of 31 – 40 years are 10 representing 19.6% and other respondents are above 40 years representing 80.4% of the total respondents.

**4.1.3 Table 3: MARITAL STATUS**

	Frequency	Percent	Valid Percent	Cumulative Percent
SINGLE	1	2.0	2.0	2.0
MARRIED	49	96.1	96.1	98.0
WIDOW	1	2.0	2.0	100.0
Total	51	100.0	100.0	

49 of the respondents are married representing 96.1% and we have 1 respondent each as single and widow representing 2% each.

**4.1.4 Table 4: EDUCATIONAL QUALIFICATION**

	Frequency	Percent	Valid Percent	Cumulative Percent
ND	4	7.8	7.8	7.8
HND/BA/BSc	17	33.3	33.3	41.2
MSc	30	58.8	58.8	100.0
Total	51	100.0	100.0	

There are 4 ND, 17 HND/BA/BSc and 30 MSc holders among the respondents representing 7.8%, 33.3% and 58.8% respectively.

**4.1.5 Table 5: LENGTH OF SERVICE AT THE FEDERAL POLYTECHNIC, ILARO**

	Frequency	Percentage	Valid %	Cumulative %
5 - 9 YRS	11	21.6	21.6	21.6
10 - 19 YRS	18	35.3	35.3	56.9
20 - 29 YRS	16	31.4	31.4	88.2
ABOVE 30 YRS	6	11.8	11.8	100.0
Total	51	100.0	100.0	

Out of 51 respondents, 11 are within the age limit of 5 – 9 years, 18 within 10 – 19 years, 16 within 20 – 29 years and 6 are above 30 years, representing 21.6%, 35.3%, 31.4%, and 11.8% respectively.

**4.16 Table 6: NATURE OF WORK**

	Frequency	Percentage	Valid %	Cumulative %
ADMINISTRATIVE	12	23.5	23.5	23.5
ACADEMIC	32	62.7	62.7	86.3
NON-ACADEMIC	7	13.7	13.7	100.0
Total	51	100.0	100.0	

For the nature of job, 12 respondents are Administrative Staff, 32 are Academic Staff and 7 are Non Academic Staff and these represent 23.5%, 62.7% and 13.7% of the total respondents.

**4.1.7 Table 7: NUMBER OF RECTORS RESPONDENTS' HAVE WORKED WITH**

	Frequency	Percentage	Valid %	Cumulative %
ONE	9	17.6	17.6	17.6
TWO	16	31.4	31.4	49.0
THREE	11	21.6	21.6	70.6
FOUR	15	29.4	29.4	100.0
Total	51	100.0	100.0	

9 of the respondents worked under one Rector, 16 worked under two, 11 worked under three and 15 worked under four Rectors, representing 17.6%, 31.4%, 21.6% and 29.4% respectively.

**CHI SQUARE TEST**

The computational formula for the test is given as:  

$$X^2 = \sum_{i=1}^n \sum_{j=1}^k \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$
 here represents the row and j represents the column.

**Testing Hypothes<sup>Ev</sup>**

There is no significant relationship between leadership style and employees performance at the Federal Polytechnic, Ilaro.

Responses from questions on five Likert scale will be applied in testing the hypothesis.

	SD	D	U	A	S.A.	Total
A (Observed Counts)	1	1	1	19	29	51
(Expected Counts)	0.67	1.68	5.03	22.14	21.47	
B (Observed Counts)	0	0	4	26	21	51
(Expected Counts)	0.67	1.68	5.03	22.14	21.47	
C (Observed Counts)	1	4	10	21	14	50
(Expected Counts)	0.66	1.64	4.93	21.71	21.05	
Total	2	5	15	66	64	152

Source: Fieldwork survey, 2016

**Chi-square Test**

Chi-Sq = 0.161 + 0.274 + 3.232 + 0.447 + 2.638 + 0.671 + 1.678 + 0.212 + 0.671 + 0.010 + 0.178 + 3.373 + 5.201 + 0.023 + 2.363 = 21.131

DF = 8, P-Value = 0.0067

**4.2.1 Research Result**

The chi-square test revealed that the test is significant at  $\alpha = 0.05$  with p-value of 0.0067, hence the alternative hypothesis is accepted and we conclude that there is a significant relationship between leadership styles and employee's performance in Nigerian Federal Polytechnics.

### 4.3. Hypothesis Two II

Leadership styles of different Rectors of the Federal Polytechnic, Ilaro has not been a core determinant of workers performance.

	S.D.	D	U	A	S.A.	Total
D (Observed Counts)	4	1	5	18	23	51
(Expected Counts)	6.0	1.00	6.33	22.3	15.33	
E (Observed Counts)	6	1	8	21	15	51
(Expected Counts)	6.00	1.00	6.33	22.33	15.33	
F (Observed Counts)	8	1	6	28	8	51
(Expected Counts)	6.00	1.00	6.33	22.33	15.33	
Total	18	3	19	67	46	153

Source: Fieldwork survey, 2016

Chi-Square test

$$\text{Chi-Sq} = 0.667 + 0.000 + 0.281 + 0.841 + 3.833 + 0.000 + 0.000 + 0.439 + 0.080 + 0.007 + 0.667 + 0.000 + 0.018 + 1.438 + 3.507 = 11.776$$

$$\text{DF} = 8, \text{P-Value} = 0.161$$

#### 4.3.1 Research Result

The chi-square test revealed that the test is not significant at with p-value of 0.161, hence the null hypothesis is accepted and we conclude that leadership styles of different Rectors of the Federal Polytechnic, Ilaro has not been a core determinant of workers performance.

## 5. DISCUSSION OF FINDINGS

This study examines leadership style and employees' performance in Nigerian Federal Polytechnics with specific focus on the Federal Polytechnic, Ilaro. To achieve the objectives of the study, three research hypotheses were formulated and tested using the Chi –square ( $X^2$ ) analytical techniques.

In hypothesis one, the chi-square test revealed that the test is significant at  $\alpha = 0.05$  with p-value of 0.0067, hence the alternative hypothesis is accepted and we conclude that there is a significant relationship between leadership styles and employee's performance in Nigerian Federal Polytechnics. The second test showed that leadership styles of different Rectors of the Federal Polytechnic, Ilaro has not been a core determinant of workers performance.

The finding from the research question shows that large numbers of employees make prudent application of leadership in their work process. This contributes to employee's performance to some extent. This finding agrees with Onoyese (1991) who says that the type of leadership that exists between leaders and the lead is an important variable that contribute to the success or failure of an organization. However majority of the employees of the Federal Polytechnic, Ilaro strongly agreed that the rector's

leadership style determines the way departments and units handle issues. The study reveals the importance of a good leadership style as a veritable tool for employee performance and effectiveness as indicated by the high regression between the leadership style and employee performance. That by implication, for any percentage increase in good leadership style in an organization, the higher the employee performance and effectiveness.

## **6. CONCLUSION**

It must be observed that the success or failure of an organisation depends on leadership. Success demands that a leader adopts the style appropriate to the organisation with employee education and sophistication, unilateral action by leadership is resented and could affect morale and consequently productivity. Research findings shows today that the approach to effective leadership stress that no style is the best, but rather the successful leader is the one who can access the situation and choose the most appropriate style, paying attention to the needs of the individual, the group and the organisation. A close analysis of the situation in which the organisation operates and the identification of the style of leadership the organisation uses will help to enhance leadership training.

Furthermore, the impact of leadership styles on employees' performance as well as employees' output requires adequate efficient and effective type of leadership styles to be adopted in order to enhance profitability, accountability, employee performance and organisational productivity.

However, the Federal Polytechnic, Ilaro is described as an educational institution by virtue of its establishment. To ensure improvement on employees' performance, growth and development of the employees within the organisation, there is need for leadership to possess certain qualities, personality attributes includes aggression, diplomacy, intelligence, initiative, drive for achievement and for power, interpersonal skills, self-confidence, administrative ability, imagination, qualitative education and emotional stability. These are the traits the leaders should possess such that they were able to move mountains in their time. Quality thinking has considerable relevance for successful performance.

Finally, the factors that determine leadership styles are very important for every leader to understand so as to identify what situation prevails in the organisation and to adopt his style to match. Others are the ability to handle stressful situations, ability to exhibit flexibility of behaviours under varying circumstances and ability to balance conflicting superior and subordinate expectation.

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