The Impact of Leadership on Employees Motivation: A Study of Oredo Local Government Area of Edo State, Nigeria

[1]Braimah Abdul Ganiyu, PhD & [2]Iyere Eunice

[1] *Department of Banking and Finance, School of Financial Studies, Auchi Polytechnic, Auchi*
[2]*Department of Marketing, School of Administration, Business & Management Studies, Auchi polytechnic, Auchi*
Corresponding Email: abuaminuo@gmail.com

Abstract

This study was carried out to examine the impact of leadership on employees' motivation in Oredo Local Government Area of Edo State. The Nigerian public service has been characterized by poor performance as a result of poor employees' input, and this has been largely blamed on the inability of the leadership of various agencies and arms of government to provide adequate incentives to boost employees' motivation and performance. Hence the need for this study with emphasis on Oredo Local Government Council of Edo State, which broadly focus on: the leadership style and employees' motivation; employees' motivation and job satisfaction. The study relied on the use of primary data for analysis. Therefore the questionnaire which was adopted as the means of data gathering. The questionnaire were served on the employees of the local council, while the chi square statistical tool was adopted as data analytical technique. The hypothesized statements tested indicated that the leadership style adopted by the boss is significantly related to the employees' motivation in the local council, while the motivational approach adopted by the leadership of the council does encourage employees' job satisfaction. Recommendations were however made on how to further strengthen leadership-motivational effect to promote employees' job satisfaction and service delivery. Among the recommendations include the need for the council leadership to have a uniform leadership style; the adoption of motivational mix as well as the individual employee's needs approach, among others.

Keywords: : Leadership Styles; Employees' Motivation; Employees' Job Satisfaction; Oredo Local Government Area; Edo State

Introduction

The motivation of human resources is one of the key determinants of success of any business organization, regardless of whether it is a public or a private sector organization. Many studies have concluded that human motivation is a principle force in driving behaviour (Butler and Reese, 2021). In this context, the leadership styles of the leaders can have a significant influence on employees' motivation to enhance, neutralise or inhabit job related outcomes and responses of subordinates (Yamarino, 2020), making it a key driving factor of employees' work motivation.

It is common knowledge that leadership is a strategic component for the corporate existence of any organization; this is because it provides fundamental ingredients for the actualization of organizational goals and objectives. Leadership, sublimely, implies the ability to influence, direct, inspire, and motivate others to willingly follow one, and for the actualization of organizational set objectives (Robinson, 2013).

The quality of leadership which influences employees' motivation goes a long way to determine organizational productivity (Yamarino, 2020), this is because the quality or style of leadership

invariably determined the quality of its followership, employees' motivation, creativity and innovation per time. Leaders therefore have a responsibility to provide a motivating environment for workers. Many leaders in the public and private sectors are able to inspire workers to higher levels of performance and customer service, while others are not so capable (Burns, 2020). The difference often is determined by how well the leader perceives and understands the motivating factors that stimulate and incentivize workers performance.

Leadership style is a factor in successful employee motivation (Saad, 2018), with transformational leadership appearing as having a significant positive relationship to employee motivation (Sunyoung and Sang-Choong, 2019). It should be noted that employee motivation is important in the public sector as the intrinsic motivators for public servants are different from those of private sector workers and are grounded upon a willingness to help their local communities and, in general, society as a whole (Christle, 2019). Accordingly, organizational fit appears to be a primary factor in employee motivation of public sector workers with Gould-Williams (2015) having contributed that person-organization value alignment is a mediating factor in effective commitment and an affinity for adopting appropriate organizational citizenship behaviour in favor of public service motivation and commitment. Leadership and motivation has become more important topics with the increase in competition all around the world. They are counted as one of the most important factors which affect the organizational success and change and transformation phenomenon has been affecting the organizations since the beginning of 1900s (Kaya, 2021).

The Nigerian public service has been characterized by poor performance as a result of poor employees' input, and this has been squarely laid on the inability of the leadership of various agencies and arms of government to provide adequate incentives to encourage employees' satisfaction and performance. Specific reference has not been made to Oredo Local Government Area of Edo State, however this study intend to investigate if the leadership of the local government area has also failed to motivate employees to greater performance.

Objective of the Study

The general objective of the study is to determine the impact of leadership on employees' motivation in Oredo Local Government Area of Edo State, while the specific objectives of the study are as follows:

a. To ascertain if the leadership style adopted by Oredo Local Government Area of Edo State encourages employees motivation.
b. To determine whether the motivational approach adopted by the leadership of Oredo Local Government Area of Edo State encourages employees' job satisfaction.

Hypotheses of the Study

The hypotheses of the study which are stated in the null forms are as follows

Ho$_1$: There is no significant relationship between the leadership style adopted by Oredo Local Government Area of Edo State and employees' motivational measures of the local council.

Ho$_2$: The motivational approach adopted by the leadership of Oredo Local Government Area of Edo State does not encourage employees' job satisfaction.

Literature Review
The Concept of Motivation

The term motivation is derived from the word 'motive''. The word 'motive' as a noun means an objective, as a verb this word means moving into action. Therefore, motives are forces which induce people to act in a way, so as to ensure the fulfillment of a particular human need at a time. Behind every human action there is a motive. Therefore, management must provide motives to people to make them work for the organization (Bricks, 2020). Motivation may be defined as a planned managerial process, which stimulates people to work to the best of their capabilities, by providing them with motives, which are based on their unfulfilled needs (Scott, 2019).

Flippo, (2018) also defines motivation as a process of stimulating people to action to accomplish desired goods; while Bricks (2020) views motivation as the process of attempting to influence others to do your will through the possibility of gain or reward. Pardee, (2013), views motivation as the process that initiates, guides, and maintains goal-oriented behaviours. It is what causes you to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. Motivation involves the biological, emotional, social, and cognitive forces that activate behavior. Further, Ryan and Deci (2018), see motivation as a reason for actions, willingness, and goals. Motivation is derived from the word motive, or a need that requires satisfaction. These needs, wants or desires may be acquired through the influence of culture, society, lifestyle, or may be generally innate. An individual's motivation may be inspired by outside forces or extrinsic motivation; by themselves or intrinsic motivation (Ryan and Deci, 2018).

Motivation has been considered one of the most important reasons to move forward (Robbins & Everitt, 2021). Motivation results from the interaction of both conscious and unconscious factors. Mastering motivation to allow sustained and deliberate practice is central to high levels of achievement, e.g. in elite sport, medicine, or music. Therefore, motivation governs choices among alternative forms of voluntary activity (Salmone and Correa, 2022).

The Concept of Leadership and Leadership Styles

According to Burns (2020), leadership is one of the most observed and least understood phenomena on earth'. The concept of leadership has drawn increased attention from social scientists for many decades. Seters and Field (2018), suggest that scientific research on the topic of leadership did not begin until the beginning of 20th century. However, subsequently, intensive research has been carried out on the topic, addressing concept of leadership from variety of different perspectives (Seters and Field, 2008; Ciulla, 2012).

It is possible that the concept and definition of leadership and leadership style to vary depending on the person, or situation. Similarly, Burns (2020), suggests that leadership as a concept has dissolved into small and discrete meanings. As a result in literature, it is possible to find hundreds of different definitions of leadership. Root (2021) reviewed 221 definitions of leadership which were formed during the period from 1920 to 2000, and suggested that a common element in all reviewed

definitions in ‗Leadership is about one person getting other people to do something‖ (Ciulla, 2012).

According to Wilfred (2012) leadership is a responsibility to the people over whom one exercises the power of influence under any arrangement. Therefore the manager of an organization holds his workers that leadership responsibility. Somehow, we discover that one of the most pronounced criteria for social evaluation of people in position of control is their leadership qualities. Yet there is no objective measurement of leadership. Perhaps, the best measurement of leadership is the followers' sense of satisfaction. If this is acceptable, then it means that a manager who defines himself in terms of leadership will be concerned about the welfare of his workers without prejudice to the organization's common objectives. Such a manager will bother about his popularity with the workers and constantly review leadership styles for better organizational results.

The basic functions of leadership in the organization therefore, is charged with the responsibility or coordinating human, material and financial resources, while planning, organizing, strategizing and controlling cooperate work for the purpose of achieving an intended outcome. Thus, leadership is clearly founded on the purpose and vision that inspired emulation.

Leadership style on the other hand, is one of the most debated topics in management, which has influenced a great number of managers and employees (Gooraki, Noroozi, Marhamati and Behzadi, 2013). Newstrom (2017), defines leadership style as ‗the total pattern of explicit and implicit leader's actions as seen by employees'. It is very

important to look into an organizations leadership style as it is one of the factors that play a significant role in enhancing or hindering the interest and commitment of the individuals in an organization (Mockaitis, 2005). It is possible to broadly categorize leadership literature into a number of important phases (Ogbonna and Harris, 2019). Early studies on leadership (trait theories) concentrated on identifying the personality traits (Ogbonna and Harris, 2019).

Leadership implications on Motivation

Motivating employees remains an important and challenging role for any organization, irrespective of whether it is the public sector or private sector organization (Mann, 2020). It is evident that the leadership styles embraced by managers and supervisors can have a significant influence on motivation levels of employees to improve, neutralize or inhabit work related outcomes and responses of subordinates (Butler and Reese, 2020; Yammarino, 2020). While evaluating literature which examines the relationship between leadership styles and motivation, it is increasingly evident that, certain leadership styles show a positive relationship on subordinate motivation while the others show a negative relationship (Judge & Piccolo, 2014).

In this context, literature identifies two main sources of motivation, intrinsic motivation and extrinsic motivation. However, some studies do not distinguish between leadership effects on intrinsic motivation and extrinsic motivation and analyze the implications of leadership styles broadly on employee motivation (Paarlberg and Lavigna, 2018; Masi and Cooke, 2018).

However, this can be viewed as a limitation of these studies as they do not permit a deeper understanding with respect to the intrinsic and extrinsic motivational effects of different leadership styles.

Theoretical Framework

This study is anchored on the Abraham Maslow's (1954) hierarchy of needs which consists of five hierarchic classes. According to Maslow, people are motivated by unsatisfied needs. The needs, listed from basic (lowest-earliest) to most complex (highest-latest) (Jodai, Zafarghandi and Tous, 2017) are as follows:

- Physiology (hunger, thirst, sleep, etc.)
- Safety/Security/Shelter/Health
- Social/Love/Friendship
- Self-esteem/Recognition/Achievement
- Self actualization/achievement of full potential

The basic requirements build upon the first step in the pyramid of motivation is physiological needs. If there are deficits on this level, all behavior will be oriented to satisfy this deficit. Essentially, if you have not slept or eaten adequately, you won't be interested in your self-esteem desires. Subsequently, we have the second level, which awakens a need for security. After securing those two levels, the motives shift to the social sphere, the third level. Psychological requirements comprise the fourth level, while the top of the hierarchy consists of self-realization and self-actualization.

The above led Maslow to develop the pyramid of motivation starting from physiological needs and peaked at self-actualization, depicting the Maslow's hierarchy of needs. The basic concept behind the hierarchy system is that it's like a food pyramid. Everybody starts at the bottom of the pyramid and is motivated to satisfy each level in ascending order to work a way to the top of the pyramid, and those levels (needs) are categorized into two main groups with five different sections as indicated in the figure 1 below.

Figure 1 Maslow's Hierarchy of Needs
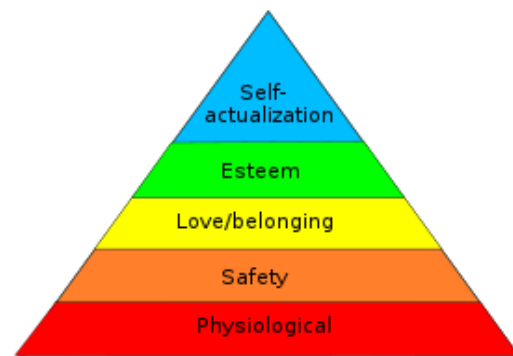
Maslow's hierarchy of needs, represented as a pyramid with the more basic needs at the bottom.
Source: Jodai, Zafarghandi and Tous, (2017)

Maslow's theory is one of the most widely discussed theories of motivation. Abraham Maslow believed that man is inherently good and argued that individuals possess a constantly growing inner drive that has great potential. The needs hierarchy system is a commonly used scheme for classifying human motives

According to Maslow, people are motivated by unsatisfied needs. The lower-level needs (such as Physiological and Safety needs) must be satisfied before addressing higher-level needs. One can relate to Maslow's Hierarchy of Needs theory with employee motivation. If managers attempt to motivate their employees by satisfying their needs

according to Maslow, they should try to satisfy the lower-level needs before trying to satisfy the upper-level needs, otherwise the employees may not become motivated. Managers were also reminded that not everyone will be satisfied with the same needs. A good manager should therefore be able to figure out which levels of needs are relevant to a given individual or employee to enable him address his employees' needs (Miner, 2013). Maslow therefore concluded that:

- Motivated employees always look for better ways to do a job.
- Motivated employees are more quality-oriented.
- Motivated workers are more productive.

The average workplace lies about midway between the extremes of high threat and high opportunity. Motivation by threat is a dead-end strategy, and naturally, staff are more attracted to the opportunity side of the motivation curve than the threat side (Pisello, 2018). Steinmetz (1983) sees motivation as a powerful tool in the work environment that can lead to employees working at their most efficient levels of production. Nonetheless, Steinmetz also identified three common character-types of subordinates: ascendant, indifferent, and ambivalent, who react and interact uniquely, and therefore require to be treated, managed, and motivated accordingly. An effective leader must therefore understand how to manage all characters, and more importantly, the manager must utilize avenues that allow room for employees to work, grow, and find answers independently (Educas, 2020).

The Maslow's theory can never run out of motivation because the very top level, self-actualisation, which relates to the achievement of our full potential, can never be fully met. Maslows theory has been widely embraced and taught within the business world and few people who have attended a company supervision or basic management training course are unlikely not to be familiar with this theory (Educas, 2020).

Empirical Studies

Chatura (2020), examines the implications of supervisor leadership styles on subordinate motivation in a public sector organization in Sri Lanka. This study used a mixed method research design where interviews and questionnaire were used for data collection. Participants were from a department of a government institution in Sri Lanka. Response rates for the questionnaire and the interviews were, 93.75% and 100%, respectively. It was found that the leadership style at the research site to be more transformational than transactional. Furthermore, transformational leadership demonstrated a positive effect on subordinate intrinsic motivation, while it affected negatively for subordinate extrinsic motivation.

In contrast, transactional leadership indicated a negative effect on subordinate intrinsic motivation, while a positive effect was indicated on extrinsic motivation. The study concluded that transformational and transactional leadership styles have a significant effect on employee motivation, while laissez-faire leadership style is ineffective. Since the findings were consistent with the leadership literature, contemporary leadership styles were

viewed as valid and applicable for the public sector organizations in Sri Lankan context

Amkew (2021), explores the impact of leadership approach on employee motivation in Haramaya University, Ethiopia. Primary and secondary data were collated for the study before the adoption of the PPMC as the analytical tool. The researcher found that the dominant leadership approaches were transformational and transactional and employees were moderately motivated. The results of survey shows that adequate incorporation of transformational elements, such as idealized influence, inspirational motivation, and intellectual stimulation, individualized consideration, and other ingredients such as creativity, team orientation, appreciation of others, coaching and recognition, has strong impacts on employee motivation. The study suggested on improved transparency on the choice of leadership styles.

Gopal and Rima (2014), explore how at a leading oil and refinery Company's leadership styles influence employee motivation in India. Data of both types, primary and secondary, were used for the study. Secondary data has been collected through published data in public domain. For primary data, using random sampling, 75 questionnaires were distributed, out of which 50 were completed. The Full Range Leadership Development Model, developed by Bass and Avolio was used as work motivation Scale. The result of the research found that the dominant leadership styles were more transformational and employees were highly motivated. The results show that different leadership style factors will have different impacts on employee motivation components and calls for the adoption of the one that is most effective.

Research Methodology

There are two major types of descriptive research designs in the social sciences (Avwokeni, 2016). These are the case study and survey designs. The case study is an in-depth analysis of a small unit. On the other hand, the survey approach takes into consideration a larger sample and the findings generalized. In this study, cross sectional data obtained across different departments of Oredo local government area was used as such data were extracted concurrently from questionnaires served on staff of the local government area.

Area of the Study

This research was conducted in Oredo Local Government Area of Edo State of Nigeria. Oredo is a local government area located in the metropolis of Benin City, one of the major centres of economic activities in Nigeria, located in Edo State. The original indigenous occupants of the area are the Binis, a subgroup of the Edoid people. (Chikagbum, Brown and Weje, 2020).

Oredo is one of the 7 local government areas that formed the Edo South senatorial district. The council comprises the chairman who is the chief executive of the local government area, and other elected members who are referred to as councilors. The chairman is normally elected, but can, under special circumstances, also be appointed. He or she has the duty to supervise the activities of the local government, and preside over all meetings of the council. The chairman is therefore the administrative head of the local government council and this study investigated how his leadership style,

along with his top officials has influenced their motivation of the council employees towards a greater performance.

Sources of Data Collection

There are two data sources that were relied upon for this study. They include the primary and secondary sources. The primary sources consisted of questionnaire administration, personal interview and observation, while the secondary source relied on existing literature from textbooks, academic journals, relevant magazines and newsletters.

Population of the Study and Sampling Technique

The population of study are staff of Oredo Local Government Area. The population of this study was a finite one

(350). This permitted the researcher to adopt Yamane (1967) model for determining the sample size of a finite population. The model stated that

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

n	=	required sample size
N	=	Population of the study (350)
I	=	statistical constant
e	=	maximum level of error at 5%

Therefore

$$n = \frac{350}{1 + 350 \times (0.05)^2}$$

$$n = \frac{350}{1.88}$$

$$n = 186$$

The sample size was distributed to the participating population using proportional stratification (Onwe 2008, Asika 1991, osuala 1993). Table 1 demonstrates the distribution of sample size.

Table 1: Proportional Stratification

Department	Number	%	Proportional stratification	No. Retrieved	No. found useful
Personnel	24	6.8	0.068x186= 13	11	9
Education	35	10.0	0.10x186= 19	17	16
Transportation	25	7.1	0.071x186= 13	10	10
Agriculture	12	3.5	0.035x186= 7	5	3
Internal Revenue	58	16.5	0.165x186= 31	30	28
Planning	27	7.7	0.077x186= 14	12	8
Admin	25	7.1	0.071x186= 13	11	9
Health Services & Sanitation	78	22.5	0.225x186= 42	30	25
Finance/Accounts	18	5.1	0.051x186= 10	9	8
Works/ Maintenance	48	13.7	0.137x186= 24	20	17
Total	350	100.0	186	155	133

Source: Field Survey 2023

Table 1 shows that all the strata of the population contributed to the sample proportionally. Operationally the table

shows the number of questionnaire administered to each of the participating department.

Analytical Technique

Data obtained were refined for all purposes and case of comprehension. To achieve this, we used tables, percentages and where necessary used means and charts. The stated hypotheses were tested using the non – parametric static chi-square (x^2) The formula is mathematically presented as:

Formula: x^2　　=　　$\sum \dfrac{(fo - fe)^2}{fe}$

Where x^2　　　　=　　　output of the chi-square model
　　　　fo　　　　=　　　observed frequencies
　　　　fe　　　　=　　　expected frequencies

Decision rule: If X^2 calculated is $\geq X^2$ table reading, then reject the null hypothesis and accept the alternate hypothesis.

Data Presentation and Analysis

The leadership Style and Employees' Motivation

Table 2: Indicate the type of Leadership Style Adopted by your Boss/Council

Leadership style	Male	%	Female	%	No of Respondents	% of Respondents
Autocratic	10	7.5	8	6	18	13.5
Democratic	15	11.4	5	3.6	20	15.0
Laissaz-faire	7	5.3	8	6	15	11.3
Transformational	19	14.3	15	11.3	34	25.6
Transactional	22	16.4	24	18.2	46	34.6
Total	73	54.9	60	45.1	133	100

Source: Field Survey 2023

The table 2 above was drawn to ascertain the leadership style mostly adopted by the leadership of the council. 18 or 13.5% (10 males and 8 females) of the respondents indicated autocratic leadership style; 20 or 15% (15 males and 5 females) of the respondents indicated democratic leadership style, while 15 or 11.3% (7 males and 8 females) of the respondents indicated laissaz-faire leadership style. Transformational leadership style was indicted by 34 or 25.6% (19 males and 15 females) of the respondents while 46 or 34.6% (22 males and 24 females) indicated transactional leadership style. From the above analysis, the leadership style adopted most by the council leadership is the transactional leadership style, which is followed by transformational leadership style, democratic leadership style, autocratic leadership style and finally by laissaz-faire leadership style.

Table 3: Your Boss' Approach to Employees' Motivation is in Line with his Leadership Style.

Responses	Male	%	Female	%	No of Respondents	% of Respondents
Strongly Agreed	37	27.8	30	22.6	67	50.4
Agreed	27	20.3	16	10	43	32.3
Disagreed	7	5.3	13	9.7	20	15.0
Strongly Disagreed	2	1.5	1	0.8	3	2.3
Total	73	54.9	60	45.1	133	100

Source: Field Survey, 2023

Table 3 above was drawn to determine whether the boss' approach to employees' motivation is in line with his leadership style. 67 or 50.4% (37 males and 30 females) of the respondents strongly agreed that the boss' approach to employees' motivation is in line with his leadership style; 43 or 32.3% (27 males and 16 females) agreed on the same issue; 20

or 15% (7 males and 13 females) disagreed on the issue while 3 or 2.3% (2 males and 1 female) strongly disagreed on the issue. The analysis above shows that the boss' approach to employees' motivation is in line with his leadership style as indicated by a majority of the respondents 110 or 82.7%.

Table 4: You have a Cordial Working Relationship with your Boss due to his Style of Leadership and Motivation

Responses	Male	%	Female	%	No of Respondents	% of Respondents
Strongly Agreed	17	12.8	20	15	37	27.8
Agreed	28	21.1	12	9	40	30.1
Disagreed	6	4.5	14	10.5	20	15.0
Strongly Disagreed	22	16.5	14	10.6	36	27.1
Total	73	54.9	60	45.1	133	100

Source: Field Survey 2023

Table 4 above was drawn to determine if the employees have good working relationship with their boss due to his style of leadership and motivation. 37 or 27.8% (17 males and 20 females) of the respondents strongly agreed; 40 or 30.1% (28 males and 12 females) of them agreed; 20 or 15% (6 males and 14 females)

disagreed while 36 or 27.1% (22 males and 14 females) strongly disagreed. From the above analysis, the employees have good working relationship their boss due to his style of leadership and motivation as indicated by 77 or 57.9% of the respondents.

Table 5: Your Boss' Leadership Style Encourages Employees' Motivation and Improvement in Staff Welfare

Responses	Male	%	Female	%	No of Respondents	% of Respondents
Strongly Agreed	20	15	30	22.6	50	43.6
Agreed	12	9	8	6	20	15.0
Disagreed	17	12.8	2	1.5	19	14.3
Strongly Disagreed	24	18.1	20	15	44	33.1
Total	73	54.9	60	45.1	133	100

Source: Field Survey 2023

Table 5 above highlights data to ascertain if the boss' leadership style encourages employee motivation and improvement in staff welfare. 50 or 37.6% (20 males and 30 females) of the

respondents strongly agreed that the boss' leadership style encourages employee motivation and improvement in staff welfare; 20 or 15% (12 males and 8 females) agreed on the same issue; 19 or 14.3% (17 males and 2 females) disagreed on the issue while 44 or 33% (24 males

and 20 females) of the respondents strongly disagreed on the issue. Following the above analysis, the boss' leadership style encourages employee motivation and improvement in staff welfare as indicated by 78 or 58.6% of the respondents.

Employees' Motivation and Employees' Job Satisfaction

Table 6. You are Indifference to the Employees' Motivation Approach of your Boss.

Responses	Male	%	Female	%	No of Respondents	% of Respondents
Strongly Agreed	20	15	7	5.3	27	20.3
Agreed	5	3.7	13	9.8	18	13.5
Disagreed	8	6.1	20	15	28	21.1
Strongly Disagreed	40	30.1	20	15	60	45.1
Total	73	54.9	60	45.1	133	100

Source: Field Survey 2023

Table 6 was drawn to ascertain if the employees are indifference to the employees' motivation approach of their boss. 27 or 20.3 (20 females and 7 females) of the respondents strongly agreed that they are indifference to the employee motivation approach of their boss; 18 or 13.5% (5 males and 13 females) of the respondents agreed on the issue; 28 or 21.1% (8 males and 20 females) disagreed on the issue, while 60 or 45.1% (40 males and 20 females) strongly disagreed on the issue. The analysis above indicates that the employees are not indifference to the employees' motivation approach of their boss as indicated by 88 or 66.2% of the respondents.

Table 7 Your Attitude to Work has improved due to your Boss' Leadership Style and Employee Motivation.

Responses	Male	%	Female	%	No of Respondents	% of Respondents
Strongly Agreed	20	15	24	18	44	33.1
Agreed	10	7.5	22	16.5	32	24.1
Disagreed	20	15	11	8.3	31	23.3
Strongly Disagreed	23	17.4	3	2.3	26	19.5
Total	73	54.9	60	45.1	133	100

Source: Field Survey 2023

Table 7 above was highlighted to ascertain if the employees' attitude to work has improved due to their boss' leadership style and motivation. 44 or 33.1% (20 males and 24 females) strongly agreed that their attitude to work has improved due to their boss' leadership style and motivation.; 32 or 24.1% (10 males and 22 females) agreed on the same issue; 31 or 23.3% (20 males and 11 females) disagreed on the issue while 26 or 19.5% (23 males and 3 females) strongly disagreed on the issue. Following the above analysis the employees' attitude to work has improved due to the boss' leadership style and approach to motivation as indicated by a majority of the respondents of 76 or 57.2%.

Table 8 Your Job Satisfaction is guaranteed due to the Motivational Approach Adopted by the council

Responses	Male	%	Female	%	No of Respondents	% of Respondents
Strongly Agreed	38	28.7	10	7.5	33	36.2
Agreed	5	3.7	42	31.5	62	35.2
Disagreed	15	11.3	5	3.8	20	15.1
Strongly Disagreed	15	11.3	3	2.3	18	13.5
Total	73	54.9	60	45.1	133	100

Source: Field Survey 2023

Table 8 above was drawn to determine if the employees' job satisfaction is guaranteed due to the motivational approach adopted by the boss. 48 or 36.2% (38 males and 10 females) of the respondents strongly agreed that their job satisfaction is guaranteed due to the motivational approach adopted by the boss; 47 or 35.2% (5 males and 42 females) agreed on the same issue; 20 or 15.1% (15 males and 5 females) of the respondents disagreed on the issue while 18 or 13.5% (15 males and 3 females) strongly disagreed on the issue. Following the above analysis, the employees' job satisfaction is guaranteed due to the motivational approach adopted by the boss as indicated by a majority of the respondents of 95 or 71.4%.

Test of Hypotheses

Hypothesis One

The null (H_0) and the alternative (H_A) hypotheses are stated below:

Null Hypothesis (H_o): There is no significant relationship between the leadership style adopted by Oredo Local Government Area and employees' motivational measures of the local council.

Alternative Hypothesis (H_A): There is a significant relationship between the leadership style adopted by Oredo Local Government Area and employees' motivational measures of the local council.

To test this hypothesis, question on the relationship between the boss' leadership style and employee motivation and staff welfare was asked as shown in table 5

The Relationship between Leadership Style and Employees' Motivation

SEX	SA	%	A	%	D	%	SD	%	TOTAL
Male	20	15.0	12	9	17	12.8	24	18.1	73
Female	30	22.6	8	6	2	1.5	20	15.0	60
Total (No)	50		20		19		44		133
(%)		37.6		15.0		14.3		33.1	100

Source, field survey 2023

Contingency Table 1

SEX	SA	A	D	SD	TOTAL
Male	(a)20	(b)12	(c)17	(d)24	73
Female	(e) 30	(f) 8	(g) 2	(h) 20	60
Total	50	20	19	44	133

Source, field survey 2023

Formula $\dfrac{CT \times RT}{GT}$

$\dfrac{50 \times 73}{133} = 27.4$

$\dfrac{20 \times 73}{133} = 11.0$

$\dfrac{19 \times 73}{133} = 10.1$

$\dfrac{44 \times 73}{133} = 24.2$

$\dfrac{50 \times 60}{133} = 22.6$

$\dfrac{20 \times 60}{133} = 9.0$

$\dfrac{19 \times 60}{133} = 8.6$

$\dfrac{44 \times 60}{133} = 19.8$

CELL	O	E	O-E	$(O-E)^2$	$\dfrac{(O-E)^2}{E}$
A	20	27.4	-7.4	54.76	2.0
B	12	11.0	1	1	0.1
C	17	10.1	6.9	47.6	4.71
D	24	24.2	-0.2	0.04	0.002
E	30	22.6	7.4	54.76	2.4
F	8	9.0	-1	1	0.1
G	2	8.6	-6.6	43.6	5.1
H	20	19.8	0.2	0.04	0.002

Chi square (X^2) calculated = 14.604

DF = (R-1) (C-1) = (2-1) (4-1) (1) (3) DF = 3

At a degree of freedom of 3, at 0.05 significance level, the chi-square table value stood at 7.81

Therefore using the chi-square (X^2) to test at 0.05 level of significance, the calculated chi-square (X^2) value is 14.60 while the tabulated chi-square value is 7.81.

Decision Rule

Since X^2_{cal} is greater than X^2_{tab} the null hypothesis (H$_o$) is rejected and the alternative (H$_A$), which states that there exists a significant relationship between the leadership style adopted by Oredo Local Government Area and employees' motivational measures of the local council is accepted.

Hypothesis Two

The null and alternative of hypothesis two are stated below:

Null Hypothesis (H$_o$): The motivational approach adopted by the leadership of Oredo Local Government Area does not encourage employees' job satisfaction.

Alternative Hypothesis (H$_A$): The motivational approach adopted by the leadership of Oredo Local Government Area encourages employees' job satisfaction.

To test this hypothesis, question on the relationship between the motivational approach adopted by the local council and employee's job satisfaction was asked in table 8

The Relationship between the Motivational Approach Adopted by the Local Council and Employee's Job Satisfaction

SEX	SA	%	A	%	D	%	SD	%	TOTAL
Male	38	28.7	5	3.7	15	11.3	15	11.3	73
Female	10	7.5	42	31.5	5	3.8	3	2.3	60
Total (No)	48		47		20		18		133
(%)		37.6		35.2		15.1		13.5	100

Source: Field survey, 2023

Contingency Table Two

SEX	SA	A	D	SD	TOTAL
Male	38	5	(c) 15	(d)15	73
Female	(e) 10	(f) 42	(g) 5	(h) 3	60
Total	48	47	20	18	133

Source: Field Survey 2023

Formula   CT x RT

$$\frac{\text{CT x RT}}{\text{GT}}$$

$$\frac{48 \times 73}{133} = 26.4$$

$$\frac{47 \times 73}{133} = 25.8$$

$$\frac{20 \times 73}{133} = 11.0$$

$$\frac{18 \times 73}{133} = 9.9$$

$$\frac{48 \times 60}{133} = 21.7$$

$$\frac{47 \times 60}{133} = 21.2$$

$$\frac{20 \times 60}{133} = 9.0$$

$$\frac{18 \times 60}{133} = 8.1$$

CELL	O	E	O-E	$(O-E)^2$	$\dfrac{(O-E)^2}{E}$
A	38	26.4	11.6	134.56	5.1
B	5	25.8	-20.8	432.64	16.7
C	15	11.0	4.0	16	1.5
D	15	9.9	5.1	26.01	2.6
E	10	21.7	-11.7	136.89	6,3
F	42	21.2	20.8	432.64	20.4
G	5	9.0	-4.0	16	1.8
H	3	8.1	-5.1	26.01	3.2

Chi square (X^2) calculated = 57.60

DF = (R-1) (C-1) = (2-1) (4-1)

(1) (3) DF = 3

At a degree of freedom of 3, at 0.05 significance level, the chi-square table value stood at 7.81

Therefore using the chi-square (X^2) to test at 0.05 level of significance, the calculated chi-square (X^2) value is 57.60 while the tabulated chi-square value is 7.81.

Decision Rule

Since X^2_{cal} is greater than X^2_{tab}, the null hypothesis (H_o) is rejected and the alternative (H_A) which states that the motivational approach adopted by the leadership of Oredo Local Government Area does encourage employees' job satisfaction is accepted.

Discussion of Findings
The leadership Style of the Council and Employees' Motivation

The study shows that a significant relationship exists between the leadership style adopted by the council and employees' motivation. The finding of this study agreed with that of Chatura (2020), who examined the implications of supervisor leadership styles on subordinate motivation in a public sector organization in Sri Lanka. Similarly, the finding is also in line with the study of Amkew (2021), who explores the impact of leadership approach on employee motivation in Haramaya University, Ethiopia. However, results from the studies conducted by Judge and Piccolo (2014); Park and Rainey (2008); Yamarino (2020); Meek (2020), showed contrary results which demonstrated some leadership styles with mixed motivational measures.

Employees' Motivation and Employees' Job Satisfaction

The result of the study also showed that the motivational approach adopted by the leadership of the council does encourage employees' job satisfaction. This result also agrees with the study carried out by Paarlberg and Lavingna (2018), in their study on transformational leadership and public service motivation. Similarly, Bass (2009), carried out a study on transformational leadership that demonstrated similar result. Other authors with similar findings in their studies include Van-Wart (2013); Javida and Waldman (2013); Chen and Silverstone (2015) and concluded that employees' job satisfaction is linked to employees' motivation.

Conclusion

With the transactional leadership style mainly adopted by the council, the council has been able to motivate its employees to job satisfaction and service delivery. Therefore leadership style plays an important role in motivating employees' to job satisfaction and job performance and improvement in employees' productivity.

Recommendations

The following recommendations are made in line with the findings of the study.

a. There is a need to be uniformity of leadership style in the council as the mostly adopted leadership style (transactional) is adopted to the tune of 34.6%, while the remainder (63.4%) is shared among other leadership styles. This would enable the council leadership to be focused and adopt common motivational measures to further

improve employees' job satisfaction and performance.

b. The leadership of the council should as a matter of urgency consider individual employee needs approach to motivation as, what motivates a particular employee might not motivate another employee. This would go a long way to address the problem of the inability of the employees to reach and surpass the target set for them by management.

c. Similarly, the council's leadership should adopt a motivational-mix approach to further boost employees job satisfaction and job performance. This would also go a long way to address the problem of the inability of the employees to meet set target.

d. Employees they say are the greatest asset of every organization. The council therefore should adopt a leadership style that would allow the employee a leverage to improve his abilities and consequently, his job satisfaction and work performance.

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