

The influence of Workers-Leaders relationship on productivity of Workers

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Abstract: The employees are identified as the main drivers of organizations, as they give life to the organizations and provide goals, however, leadership is provided by managers who are expected to influence the employee in achieving organizational set goals and also boost employee's performance. This research is therefore aimed at assessing the extent to which leadership influence the productivity of workers. To achieve the set objectives, the researcher evaluated the impact of leadership on the productivity of workers, the researcher also examine if relationship exist between leadership and workers' productivity. Survey research design was used for this study, through the use of questionnaire, where respondents' opinions were sought and evaluated for possible inferences. The researcher was able to establish a significant relationship between leadership and worker's productivity as leaders-worker's relationship was considered a vital tool in achieving success in productivity of an organization as it creates an enabling environment for the workers. Hence, a good leader-will serve as a form of motivation for the workers, thereby motivating their level of productivity.

Keywords: Employee, Employer, Leadership, Organization Productivity

I. INTRODUCTION

In recent times, organizations are going through dramatic changes which include flatter and looser structures, downsizing, and horizontal approaches to information flow, these are unconnected to rapid technological developments, global competition and changing nature of the workforce. (Pfeiffer, 1998). On the other hand, these organizational revolution and innovations are prompted by interventions such as total quality management and business process re-engineering (Kapás, 2008). Leadership is identified as a critical factor in the initiation and implementation of the transformations in the organizations (Paracha et al. 2012).

Leadership is practiced in schools and colleges, factories and farms, business enterprises, dispensaries and hospitals, in the civil and military organizations of a country and public life, at all levels, in short in every walk of life. These leaders should promote unity, harmony, strength, prosperity and happiness in society. The challenges of coping with today's uncertain business environment have put many organizations on their toes to struggle for survival in the heat of competition. The driver of such strategic move towards surviving the competition is the leadership provided by managers who are expected to influence others in achieving organizational goals and also boost employee's performance (Anyango, 2015)

Shafie et al. (2013) explains the importance of leadership in organizations and especially on human beings who are apparently the biggest asset of any firm; "The main drivers of organizations are usually employees, they give life to the organizations and provide goals" (Shafie et al., 2013). It is therefore pertinent to provide workers with direction and psychological satisfaction to get the best from them, this direction can only come from leaders and such leader style. In fact, leadership is very critical for all organizations in realizing their set objectives. Since leadership is a key factor for improving the performance of many if not all organizations and the success or failure of an organization depends on the effectiveness of leadership at all levels.

Paracha et al (2012) opined that leaders play essential role in accomplishment of goals and boost employee's performance by satisfying them with their jobs. Leadership is perhaps the most thoroughly investigated organizational variable found to have positive significant one employee performance. Leadership has been defined severally by authors focusing on traits, behaviours, influence, interaction patterns, role relationship and as an occupation of an administrative position (Yukl, 2012).

Again Yukl (2012) and Kruse (2013) posited that leadership take place only when people are influenced to do things that are ethical and beneficial to the organization. Yukl (2010), explains that the behaviour of leader is the source of influence that changes a subordinate's behaviour, attitudes and motivate them towards achieving a set goal. The importance of leadership style in an organization cannot be overemphasized. Leadership is a major element that sets successful and unsuccessful organizations and governments apart. Leadership plays key role in offering direction and purpose towards achieving goals of the organization.

In business and industrial enterprises, leadership is now more taxing as the world economy is becoming unified and developments are taking place rapidly, leading to problem of survival for many organizations. Survival is based on increasing workers' productivity or maintaining one's level of productivity and most of the times when things start to go wrong for organizations, it has been the workers or the lack of production factors that has borne the brunt of condemnation. Over the past few years, considerably more attention has been paid to the significance of strategic leadership in organizations. Some studies have focused on what strategic leaders actually do in their day-to-day environment, but they

however fail to recognize the roles the leaders fail to play in the involvement of their subordinate in the decision-making process, which is one of the mainstays of awkwardness in the organization productivity. This research is therefore aimed at assessing the significance of Leaders-Workers relationship on the productivity of workers. The specific objectives are to:

1. Evaluate the impact of leaders-worker's relationship on organizational performance.
2. Determine the relationship between leadership and workers' productivity.

1.2 Scope of the study

The research work focusses mainly on the influence of Workers-Leader leadership on the productivity of the workers in an organization. The sample population for this research constitute staff of PZ Cussons Nigeria Plc., and the field survey was conducted in their Lagos Nigeria office.

II. LITERATURE REVIEW

2.1 Strategic Planning

Strategic leadership is described by the functions performed by individuals at the top levels of an organization (CEOs, TMT members, Directors, General Managers) that are intended to have strategic consequences for the firm Samimi et al. (2020). Boal (2001) acknowledged that strategic leadership does not only affect worker's commitment, competence, reduce cost effectiveness but also have long term sustenance for workers' well-being. Strategic leadership ensures that the well-being of the workers which invariably enables them exert themselves to their roles with all vigor that may translate to higher productivity (Akinyele, 2007).

2.2 Productivity

Productivity is a measure of the rate at which outputs of goods and services are produced per unit of input, putting all factors of production into use (Labour, capital, raw materials, etc.). It is calculated as the ratio of the amount of outputs produced to some measure of the amount of inputs used. Conceptually, productivity is a 'supply-side' measure, capturing technical production relationships between inputs and outputs. But implicitly, it is also about the production of goods and services that are desired, valued and in demand (Dwibedi, 2016).

Types of productivity measures

$$\text{Productivity} = \frac{\text{Output}}{\text{Input}}$$

2.3 Leadership Styles

- a. Autocratic Leadership Style: Leaders have absolute power over their workers, and the worker have minimal opportunity to make suggestions, even if it would be in the organization's best interest. Autocratic leadership often leads to high levels of

absenteeism and worker turnover. However, it could remain effective for some routine and unskilled jobs, as the advantages of control may outweigh the disadvantages (Dwibedi, 2016). According to Yusra, (2016), in this kind of leadership style, Choices is directions for others to accomplish a general point. Basic in the military, dictatorial initiative conveys commands or directive, while group believe the pioneer without inquiry. In this type of leadership style, the worker's opinion is not entertained as all decision lies with the leader, even when all is not working appropriately in the organization, the workers will not speak out, which will invariably affect the productivity of the organization.

- b. Bureaucratic Leadership Style: These leaders tend to follow rule rigorously. They ensure that their workers follow procedures precisely. Bureaucratic leadership is very appropriate for work which involves serious safety risks, or where large sums of money are involved (Dwibedi, 2016). Bureaucratic pioneers take after guidelines thoroughly, and guarantee that their kin take after methodology absolutely (Yusra, 2016). This type of leadership style enhances the productivity of the organization as protocol are strictly adhere to, however, decision taking is usually slow, in order word, drastic decision that needs to be taken to boost the production process cannot be jumped to, as there is a strict guideline that needs to be followed.
- c. Democratic / Participative Leadership Style: Democratic leaders tend to invite other members of the team to contribute to the decision-making process, although they make the final decision. Hence, it increases job satisfaction through the involvement of others, and help to develop people's skill. Workers would also feel in control of their own destiny, and motivated to work harder (Dwibedi, 2016). This style of authority or leadership depends on the workers, and their opinion is considered esteemed. The leader might ask for information from followers as regards their input, and such contribution is obliged to settle on the most ideal choice (Yusra, 2016). This type of leadership style enhances the overall achievement of an organization and increases its productivity, as every worker is involved in the decision making process, however, the contributions of every team member is considered and incorporated in the decision making process, which makes them have a sense of belonging.
- d. Laissez-faire Leadership Style: It describe leaders who leave their workers to work on their own. Laissez-faire leadership could be effective if the leader monitors what is being achieved and communicates this back to the team regularly. Often, this style of leadership is most effective when

individual workers are very experienced and skilled self-starters (Dwibedi, 2016). According to Yusra (2016), this leadership style is applied when the group is extremely fit, very much inspired and composed. This type of leadership is most effective when the leader takes the workers through series of training which enables them to be self-independent; and productivity is not hampered even in the absence of the leader.

- e. **People-Oriented Leadership Style:** People-oriented leaders are totally focused on organizing, supporting and developing the people in their teams. It is a participative style that tends to encourage good teamwork and creative collaboration (Dwibedi, 2016). This leadership style enhance productivity as the leader encourages good team-work and creative ideas from every member of the team, as significance is attributed to every contribution of all members of the team; which thus encourages them to come-up with creative ideas that will enhance the productivity of the organization.
- d. **Servant Leadership Style:** Servant leadership style describes a leader who is often not formally recognized as such when someone, at any level within an organization leads simply by meeting the needs of the team, he or she is described as a servant leader. Servant leadership is a form of democratic leadership in many ways, as the whole team tends to be involved in decision making (Dwibedi, 2016). According to Yusra (2016), this type of leader has no official title and is not formally perceived as a leader, but rather has a contribution generally accepted by all at any level in the organization or a group. This leadership style encourages other members to be more productive, as any member can be appointed as a leader, premised on his/her commitment on the job, invariably motivating all member to be more committed to the job, hence leading to overall increase in productivity.
- e. **Task-oriented Leadership Style:** Highly task-oriented leaders focus only on getting the job done, and could be quite autocratic. They actively define the work and roles required, put structures in place, plan, organize and monitor. However, since task-oriented leaders do not tend to think much about the well-being of their workers. This approach could suffer many of the flaws of autocratic leadership with difficulties in motivating and retaining workers (Dwibedi, 2016). According to Yusra (2016), task-oriented leadership, focus on getting the job done. The leader defines the work and the roles required, put structures in place, and plan, organize, and monitor work. The autocratic nature of this leadership style influence the motivation of workers negatively, thereby affecting the productivity of the organization, as workers will not be willing to put in

their best on the job, noting that their leaders is more concerned about the job to the welfare of the workers.

III. METHODOLOGY

Survey research design was used for this study. This is considered suitable for this kind of research work, where respondents' opinions were sought and evaluated for possible inferences. The population of the study constitute some selected workers in PZ Cussons Nigeria Plc, their opinion was sorted through the use of questionnaire. The sample population was randomly selected from various cadre of staff; 50 lower staff category, 50 medium staff category and 50 top management category respectively, which therefore amount to 150 respondents, which therefore encompasses all units in the organization. To cater for the need of the research, primary (self-constructed structured questionnaire) and secondary sources of data (websites, journals etc.) was used. Participants were asked to furnish information with regard to their gender, educational level, age, marital status, monthly income, job status and years of service and other related research questions respectively.

The data collected was sorted out in order to identify the ones that were not correctly filled which might cause incompetence on the part of the researcher. The data analysis was based on the questionnaire computed for the research work, as the research questions was analyzed using statistical software called Statistical Package for Social Sciences (SPSS). The generated frequencies of the answered questions from the respondents were presented in simple percentage in a tabular form for easy interpretation. Afterward, the earlier stated hypotheses were tested using appropriate statistical packages.

IV. DATA PRESENTATION, ANALYSES AND INTERPRETATIONS

For the purpose of this research, questionnaire was the major tool of generating information from the respondents. A total of one hundred and fifty (150) copies of a questionnaire were administered, but 140 were retrieved and considered valid for the research work. The questionnaire was divided into two categories; the first category contains the demographic characteristics of the respondents, while the second category contains research questions that were aimed at providing answers to the research questions in order to validate initially stated hypothesis, if the null hypothesis is to be forgone or uphold. The table presented below elucidate each question.

4.1 Demographic Characteristics of the Respondents

4.1.1: Gender		
	Frequency	Percentage (%)
Male	95	67.9
Female	45	32.1
Total	140	100

4.1.2: Age		
	Frequency	Percentage (%)
18 – 25	14	10
26 - 35	45	32.1
36 - 45	66	47.2
46 and above	15	10.7
Total	140	100.0
4.1.3: Job level		
	Frequency	Percentage (%)
Low management	27	19.3
Middle Management	79	56.4
Top Management	34	24.3
Total	140	100.0
4.1.4: Marital status		
	Frequency	Percentage (%)
Single	72	51.4
Married	60	42.9
Divorced	8	5.7
Total	140	100.0
4.1.5: Years of service		
	Frequency	Percentage (%)
Less than 2 years	8	5.7
3-10 years	30	21.4
11- 20 years	83	59.3
21 - 30 years	12	8.6
Over 30 years	7	5
Total	140	100
4.1.6: Highest level of formal education		
	Frequency	Percentage (%)
OND	22	15.7
HND/BSC	89	63.6
Post graduate/M.Sc.	29	20.7
Total	140	100.0
4.1.7: Monthly income		
	Frequency	Percentage (%)
Less than 50 000	22	15.7
51 000 - 100 000	86	61.4
101 000 - 150 000	18	12.9
151 000 - 200 000	14	10
Total	140	100.0

4.1.8: Years of experience		
	Frequency	Percentage (%)
1-5 years	15	10.7
6-10 years	23	16.4
11-15 years	57	40.7
16-20 years	26	18.6
21 – above	19	13.6
Total	140	100

Source: Field Work, 2019

Item 4.1.1 presented in the table above ascertained the gender of respondents that participated in the research by filling the questionnaire. 67.9% of them are male while 32.1% are female. It thus revealed that male respondents dominated the sample population. This shows that, the organization employs more of male because of their strength and ability to withstand pressure than female owing to the fact that the organization is into production of consumer goods which requires much energy and attention.

Item 4.1.2 presented in the table above ascertained the age of the respondents. It revealed that 10% are between age 18 and 25, 32.1% are between 26 -35 years, 47.2% are between 36-45 years while 10.7% are between 46 and above respectively. The highest percentages of the respondents in the organization are young and vibrant employees. It thus shows that more of averagely young people are preferred in the organization considering the nature of work in the organization, which will therefore enhance the production of the organization.

Item 4.1.3 represents the job level of the respondents. 19.3% are low management, 56.4% are middle management while 24.3% are top management respectively. It thus revealed larger percentage of the respondents are middle management as presented above. This is to say that much work in the organization is being handled by the middle management and these include departmental heads consisting of production department, sales department, human resources department and finance department.

Item 4.1.4 in the table above declared the marital status of the respondents. 51.4% are single, 42.9% are married while 5.7% are divorced. It thus revealed majority of the respondents are singles. This would mean that singles have more chances of being employed in the organization than the married. Perhaps the singles will concentrate more on their job having no immediate family issues to attend to than the married.

Item 4.1.5 in the table presented above is aimed at ascertaining the years of service of the respondents, 5.7% are less than 2 years, 21.4% are between 3-10 years, 59.3% are between 11-20 years, 8.6% are between 21-30 years, while 5% are over 30 years respectively. It thus revealed majority of the respondents are between 11-20 years as presented above. This shows that there is job security in the organization unlike other organizations which hires and fires unnecessarily.

Item 4.1.6 shows the highest level of formal education of the respondents. 15.7% are OND holders, 63.6% are HND/BSC holders, while 20.7% are Post graduate/M.Sc. holder. The research thus revealed that the larger percentages of the respondents are HND/B.SC holders as presented above. This indicates that the organization seeks more of 1st degree holders as staff to work with little or no supervision.

Item 4.1.7 in the table above represents the monthly income of the respondents. 15.7% receive less than 50,000 naira monthly, 61.4% earn between N51,000-N100,000, 12.9% obtain between N101,000-N150,000 while 10% earn between N151,000-N200,000 respectively. It thus revealed that the larger percentage of the respondent’s monthly income range between N51,000 - 100,000 as presented above.

Item 4.1.8 presented in the table above is aimed at ascertaining the years of experience of the respondents, it thus revealed that 10.7% has 1-5 years of experience, 16.4% 6-10 years, 40.7% 11-15 years 18.6% are 16-20 years while 13.6 are 21 years above. It thus revealed that larger percentage of the respondents has experience of 16-20 years as stated in the table above.

4.2 Test of Hypotheses

The earlier formulated hypotheses were tested using regression statistical tools. Regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable. It was used to test the impact of the independent variable on the dependent variable.

Hypothesis one

H₀: Leaders- worker’s relationship does not influence organizational performance.

Table 4.2.1 The regression equation for Model 1

Variable	Coefficient	Std. Error	t-Statistic	Prob.
<i>ROL</i>	.723	.296	2.441	.016
<i>SL</i>	.726	.109	6.668	.000
<i>COP</i>	-.074	.152	-.483	.630
<i>LWI</i>	-.106	.092	-1.157	.249
<i>SLP</i>	.068	.100	.681	.497

Sources: Computed by Author using SPSS, 2019

$$LWR = \beta_0 + .723ROL + .726SL - .074COP - .106LWI + .068SLP$$

R² = .360 Adjusted R² = .341
 F-statistic = 19.001 p-value= 0.00

According to the result, ROL has a coefficient value of 0.723 which indicates that ROL has a positive relationship with Leaders worker’s relationship, SL has a coefficient value of 0.726, which also reveal a positive relationship, but COP and LWI has a negative relationship of -0.074 and -0.106 respectively. However, COP, LWI and SLP are found to be

insignificant in explaining the dependent variables because it has its p-value to be greater than 0.05. R-square measures the success of the regression in predicting the values of the dependent variable within the sample. It may be interpreted as the fraction of the variance of the dependent variable explained by the independent variables. The statistic will equal one if the regression fits perfectly, and zero if it fits no better than the simple mean of the dependent variable. It can be negative for a number of reasons. A close inspection of the table above indicates that the specified model has a fairly high coefficient of determination.

This can be seen from R-square of 360. The R-squared reports that the independent variables can explain about 36% of total variation in leader’s worker’s relationship, 64% variation in leader’s worker’s relationship are not accounted for in the model presented above or rather accounted for by other variables outside the model, the fitness of every regression result is based on its R-squared. Considering the coefficient statistics results in order to validate the earlier stated hypothesis, the initial stated null hypothesis will be rejected if the p-value is less than 0.05. The result thus revealed a p-value of 0.00, which is below 0.05. It is however pertinent to reject the earlier stated null hypothesis which states that ‘Leaders worker’s relationship does not impact organization performance’. The study adopts the alternative hypotheses which state that Leaders-worker’s relationship impact organization performance. The acceptance of alternative hypothesis is because it receives statistical support.

Hypothesis two

H₀: There is no relationship between leadership and workers’ productivity.

Table 4.2.2 The regression equation for Model 2

Variable	Coefficient	Std. Error	t-Statistic	Prob.
<i>LIR</i>	1.540	.171	9.032	.000
<i>SLI</i>	.565	.058	9.682	.000
<i>LPI</i>	-.084	.051	-1.630	.105

Sources: Computed by Author using SPSS, 2019

$$SLP = \beta_0 + \beta_1 1.540LIR + \beta_2 .565SLI - \beta_3 .084LPI$$

R² = .450 Adjusted R² = .442
 F-statistic = 56.041 p-value= 0.000

According to the result, LIR has a coefficient value of 1.540 which indicates that LIR has a positive relationship with strategic leadership and worker’s productivity, SLI has a coefficient value of 0.565 and positively related too, LPI has significant value of -0.084, but negative relationship exists between them, only the LPI is found to be insignificant in explaining the dependent variables because it has its p-value to be greater than 0.05.

A close inspection of the table above indicates that the specified model has a fairly high coefficient of determination. This can be seen from R-square of 0.450. The R-square report

that the independent variables can explain about 45% of total variation in strategic leadership and worker's productivity, while 55% variation in strategic leadership and worker's productivity are not accounted for in the model presented above or rather accounted for by other variables outside the model, the fitness of every regression result is based on its R-square. Considering the coefficient statistics results in order to validate the earlier stated hypothesis, the initial stated null hypothesis will be rejected if the p-value is less than 0.05. The result thus revealed a p-value of 0.00, which is below 0.05. It is however pertinent to reject the earlier stated null hypothesis which states that there is no relationship between strategic leadership and workers' productivity. The study adopts the alternative hypothesis which states 'There is a relationship between leadership and workers' productivity.' The acceptance of alternative hypothesis is because it receives statistical support.

V. SUMMARY OF FINDINGS AND CONCLUSION

5.1 Summary of Findings

An important factor in the leadership process is the relationship that a leader has with individual workers. This was measured through the workers-leader's relationship measurement variables and the coefficient of the result (R^2 0.360, F-Test 19.001) revealed the fundamental roles of leaders-worker's relationship in the survival of an organization. The significance role of good relationship between the leaders and the workers cannot be over emphasized as it enables the workers to feel free, thereby encouraging the workers to work hard to achieve organizational set goals. It also makes them feel they are crucial components to the organization success and believe that they will get the benefits as same as the organization gets, making them put their best into the production process.

Another relevant factor that influences productivity in an organization is the example the leaders in the organization laid down for the workers. This was measured through the strategic leaders' influence and individual productivity measurement variables and the coefficient of the result (R^2 0.450, F-Test 56.041) declares the significant role leaders play in the production process. Strategic leaders should act as role model. In fact, they have much power to influence their workers where the leaders act to be role model by their behaviour by walking the talk. Not by laying examples which subordinates cannot build upon.

VI. CONCLUSION

The evaluation and analysis of the research data reveals that leaders-worker's relationship plays a vital role in achieving success in productivity of an organization as it creates an enabling environment for the workers to operate thereby bringing them closer to the leaders. Relationship is germane towards the productivity of an organizational, as good relationship motivates and bad relationship discourages and pulls down the morale of workers, thereby inhibiting productivity in an organization, a cordial leader-worker's relationship will enable the leaders identify the worker's immediate needs and as well profound solutions thereby removing encumbrances to the productivity of such worker. A better management practices implies more efficient practices which in turn aid the productivity of an organization.

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