

# Managerial Leadership Styles and Employee Productivity of Oil and Gas Firms in Rivers State

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**Abstract:** *The study investigated the relationship between managerial leadership styles and employee productivity of Oil and Gas Firms in Rivers State, as it measured employee productivity in terms of job quality, prompt service delivery and daily output quantity. Cross sectional explanatory survey research design was adopted for the study. The population of the study comprised of 2100 employees from 101 oil and gas firms operating in Rivers State. From the Krejcie & Morgan 1970 table, the study sample became 327. 327 copies of the questionnaire were distributed to the targeted respondents and 311 copies of the questionnaire filled were correctly filled. Spearman's Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 20.0 was used to carry out the test of hypotheses. The Spearman's (rho) correlation was used to analyze the relationship between independent and dependent variables at  $P < 0.05$  (two-tailed test). The study revealed that there is a very significant positive relationship between managerial leadership styles and employee productivity in terms of job quality, prompt service delivery and daily output quantity. The study concluded that the style of leadership adopted by management determines to a very large extent the improvement or decline in the productivity of employees, especially in terms of job quality, prompt service delivery and daily output quantity. The study, among others, recommended that organizations should adopt visionary leadership style where managers are optimistic and persistent, in order to encourage employees towards delivering quality jobs on time.*

**Keywords:** Managerial Leadership Styles, Employee Productivity, Job Quality, Prompt Service Delivery, and Daily Output Quantity.

## Introduction

The oil and gas sector is one of the major sectors in Rivers State and the entire nation of Nigeria. This sector has practically been the mainstay of the nation for years, even as agriculture and other sectors are thriving to balance the economic system. As a matter of fact, the greater percentage of internationally-generated revenue of Nigeria comes from the oil and gas sector. It therefore becomes pertinent that the right leadership style(s) be adopted across the diverse oil and gas firms, as they contribute positively to the productivity and performance of employees and the organization at large. Managerial leadership style can make or mar an organization, and no one leadership style fits it all (Kotter, 2016).

Therefore, managerial leadership styles describe how organizational leaders prefer to approach tasks and personnel issues in order to achieve the objectives established for their teams or groups. The leadership style used by a company is one of the elements that can significantly affect how motivated and committed its employees are (Obiwuru et al., 2011). The nature of the managerial leadership style's impact is that team members collaborate with one another voluntarily in order to further the goals of the leader and another group within the company. Employee commitment, performance, and productivity are greatly influenced by the kinds of leadership styles used by any management. In many organizations out there, the visionary leadership style, democratic leadership style, and laissez-fair leadership style have been the widely adopted managerial leadership styles.

One of the main problems that the majority of organizations today experience is the need to increase employee productivity. Conceptually, employee productivity refers to an employee's efficient delivery of quality and timely services and as well improved daily output within a specific period of time. Employee productivity, according to Gummesson (2017), is an evaluation of an individual employee's or collection of employees' effectiveness. In reality, efficiency is a factor that has a direct impact on the revenue of the business. An employee's output over a given time span can be used to measure productivity. The quantity of a product or service that an employee handles in a certain amount of time is usually a good indicator of a worker's productivity (Piana, 2018). Employee productivity in this study is measured in terms of job quality, prompt service delivery, and daily output quantity.

Notwithstanding, there are a few concerns that inspired this research endeavor. One of them is the poor quality of products and delayed service that are associated with some oil and gas producing firms in Nigeria, especially in Rivers State. Poor expression of innovativeness happens to be another troubling issue. All these characterize the poor state of employee productivity in the oil and gas sector. Howbeit, the managerial leadership style(s) an organization adopts could affect the productivity of its employees.

Employee productivity is influenced by and enhanced by a company's effective employee management practices, which are essential for achieving corporate objectives (Abrell-Vogel & Rowold, 2014). Employee general output suffers if improperly executed tasks are combined with an inappropriate leadership style. Poor leadership in a company is one of the main causes of employee job dissatisfaction, according to Schyns & Sanders (2017). In the same vein, Williams (2019) made note of the close relationship between organizational success and outputs and the distinctive leadership style of the organization's leaders. The manufacturing sector in Nigeria, and specifically Rivers State, where this study is concentrated, experiences problems with inconsistent quality, low work productivity, on-time delivery, and a lack of creativity and innovation, all of which are related to the type of leadership practiced by the organization. This is a difficult situation that demands urgent attention.

Another issue that prompted the current study was the perceived dearth of empirical studies on the influence of managerial leadership styles on employee productivity in Oil and Gas Firms in Rivers State (Daniel and Josse, 2017; Nokwanda et al., 2016; Ademola, 2020; Ekpenyong, 2020). On the whole, research on managerial leadership styles and employee productivity is seriously begging for research effort. Much effort is therefore required to increase the research on managerial leadership styles and employee productivity. This study therefore seeks to seal this knowledge gap as explained.

The study suggests that adopting the right managerial leadership style(s) is capable of promoting employee productivity, but it is yet vague since it has not been empirically proven. Bothering on this issue, this study is focused on empirically determining the relationship between managerial leadership styles and employee productivity (measured in terms of job quality, prompt service delivery, and daily output quantity) of Oil and Gas Firms in Rivers State. The empirical exercise that will be later performed in this study will prove this right or wrong.

## **Literature Review**

### **Concept of Managerial Leadership Styles**

Leadership is really a process for influencing others' commitment toward realizing their full potential in accomplishing value-added, shared visions, with passion and integrity, according to Ngambi and Ngambi in Jeremy et al. (2011). The nature of the influence is that team members cooperate with one another voluntarily in order to further the goals of the leader and another group within the company. The relationships between a leader and their workforce contribute to the level of employee satisfaction, which is significantly impacted by the leadership style used by the leader (Jeremy et al., 2011). The leadership style used by a company is one of the elements that can significantly affect how motivated and committed its employees are (Obiwuru et al., 2011).

But managerial leadership styles relate to managers' preferred approaches to dealing with tasks and personnel issues in achieving the objectives established for their teams or groups (Lewin et al., 2019). This is due to the fact that as a boss changes, so do their opinions and behaviors. A manager's leadership style is how they go about giving instructions, inspiring others, and accomplishing goals (Puni, et al., 2014). When dealing with others, leaders use these behavioral models. The kind of leadership a management team employs has a big impact on how committed their workers are to their jobs. A common belief was that characteristics such as height, integrity, head shape, and body builds decide a successful and efficient leader. As a result, what makes a successful leader depends on what they do, how they behave in relation to their goals, and how they handle difficult situations (Mullins, 2014).

According to Chand (2014), one of the key elements that affects an organization's performance, as well as that of its workers and managers, is its leadership styles (Oladipo et al., 2013). Early theorists made an effort to identify effective leadership styles (democratic or autocratic, socially oriented or target oriented), and they related each one to different aspects of business outcomes. According to Goleman and Boyatzis (2010), managerial leadership style is a type of cross-situational behavioral consistency that a person (a leader) displays as a result of carrying out a job. This phrase describes how a boss deals with his or her followers. In more detail, a leader's manner describes how they conduct themselves:

- i. Attempts to influence the behavior of subordinates (Goal Attainment Function).
- ii. Makes decisions regarding the direction of the group (Adaptation Function).
- iii. His or her balance between the goal attainment function and the maintenance function of the group.

According to Bruce (2011), the focus on managerial leadership style has arisen for employees as they prefer to work more efficiently and productively when their managers embrace a particular leadership style. Since managers create their leadership style through their education, training, and experience, managerial leadership style is the most crucial component of the leadership process. In many spheres of organization, managerial leadership style can be expressed in terms of visionary leadership style, democratic leadership style and laissez-fair leadership style.

**Visionary Leadership Style:** The ability to inspire others in a distinctive manner is a hallmark of visionary leadership. When a manager practices innovative leadership, they act in a way that is consistent with their beliefs and values and work to inspire their staff to go above and beyond what is necessary to advance the organization's objectives (Bass, 2015). Thus, visionary leadership involves holding both superiors and subordinates to a better standard of morality and motivation (Burns, 2011). Accordingly, Burns (2011) defined visionary leadership as a process in which one or more people interact with others in a way that inspires followers and leaders to greater moral and motivational standards. According to Bass (2012), a visionary leader inspires followers to go above and beyond what is required of them by acting in a way that is consistent with their values and beliefs. According to Bass (2015), visionary leaders can influence their staff members by educating them on task outcomes and the decision-making process. This encourages them to put the needs of the company ahead of their own and give their all when completing a task for the benefit of the organization as a whole. It's been a while since I've done this, but I'm going to try (Podsakoff et al., 2016).

Intellectual stimulation, charisma, inspiration, and individual thought are among Bass's (2011) list of the four traits and behaviors of visionary leadership. He continued by saying that intellectual stimulation gives subordinates a new ideology and inspires them to abandon their pre-existing methods of thinking. Here, leaders are viewed as encouraging intellect, logical reasoning, rationality, and capable problem-solvers. The benefits of intellectual stimulation include the opportunity to approach issues from new angles, the provision of fresh methods for carrying out tasks, and the incitement to reevaluate unsatisfactory assumptions (Avolio, 2010). By challenging presumptions, reexamining issues, and implementing fresh approaches to solving a problem, leaders inspire followers to be imaginative and inventive. In order to create their ideology, values, and presumptions, transformational leaders challenge subordinates to think creatively and to ask lots of questions (Bass 2012). When followers make mistakes, they are not typically corrected or discouraged; instead, they are supported (Bass, 2012).

**Democratic Leadership Style:** Democratic leadership style is characterized by dispersed decision-making shared by all stakeholders (Tannenbaum & Schmidt, 2011). The participative leadership style is another name for the democracy leadership style. It is a leadership approach that promotes staff members to take part in organizational decision-making. A democratic manager shares decision-making and problem-solving responsibilities with his staff and keeps them informed about everything that has an impact on their job (Swarup, 2013). Ushie et al. (2010) state that in a democratic leadership style, the manager delegates "authority" to subordinates while keeping the ultimate responsibility. Because of this, democratic leadership styles tend to promote accountability, adaptability, and high morale, which will contribute to better employee performance (Zervas & David, 2013; and Iheriohanma et al., 2014).

In spite of the advantages of democratic government, there are still some risks involved. According to Donna (2011), there are a number of challenges that must be surmounted for democratic leadership to be successful in an organization. He listed the following five fundamental issues that confront democracy leadership: competence, crises, consensus, pseudo-participation, and adherence. He added that by overcoming these five drawbacks of the democratic leadership style, organizations will be able to completely enjoy its benefits, including improved employee performance, satisfaction, and retention rates.

In most leadership situations, democratic leadership is associated with better morale, according to Anderson (2019), who defines a democratic leader as one who promotes participation in decision-making. Democratic group leaders engage in the group, provide group members with guidance, and welcome suggestions from subordinates. The most successful leadership approach is thought to be democratic leadership (Lewin & White, 2019). Democratic leadership is associated with higher follower engagement, productivity, and dedication (Hackman & Johnson, 2016). They grant followers power while also providing ongoing assistance and attention to the difficult tasks. This kind of boss frequently possesses the vision to recognize what the people want and make sure they get it. They create effective and long-lasting organizations as a result. Under democratic rule, member happiness is higher (Bass, 2010). They have faith and belief in their people. A majority view is adopted as the final decision when decisions must be made in response to issues. Relevant and diverse participants are engaged in the discussion. However, democratic leadership is hampered by the lengthy decision-making process, even though involvement in the process increases productivity.

**Laissez-Fair Leadership Style:** Laissez-faire, which translates to "leave it be," is a French expression. It speaks of managers who empower their team members to work independently (Alan, 2013). The word laissez-faire, which was first used in relation to mercantilism, is defined in economics and politics as an economic order that maximizes individual well-being and extends to the community and operates best when there is no interference by the government (Ronald, 2011). The phrase "hands-off style" is another name for the laissez-faire leadership approach.

But according to Kendoa (2013), laissez-faire leadership entails granting group members the freedom to make their own choices. According to Muhammad and Usman (2012), a laissez-faire leadership style provides more chances and the least amount of guidance to employees when it comes to decision-making within the company. Alan (2013) emphasized that a laissez-faire leadership style can be successful if the leader frequently evaluates team members' performance and provides feedback. Individual team members

are more likely to use the leadership style effectively if they have the necessary expertise, high-level skills, reliability, motivation, and independence.

The laissez-faire leader, according to James and Collins (2018), is an incredibly passive leader who is reluctant to exert any control over the considerable freedom of his or her subordinates, even to the point of delegating responsibility. According to Swarup (2013), a laissez-faire leadership style should be avoided when: it causes employees to feel uncertain about the manager's availability; the manager is unable to regularly provide feedback to let employees know how they are doing; managers are unable to recognize employees for their hard work; and the manager is unaware of his responsibilities and is hoping that the employees can fill in for him.

According to Ronald (2011), the primary advantage of a laissez-faire leadership style is that it gives team members a lot of autonomy, which can result in high job satisfaction and improved organizational productivity. This implies that if workers under laissez-faire leadership are happy in their jobs, it stands to reason that such a leadership style could boost workers' productivity. The issue with the aforementioned in the African context is that politics' interference has prevented total laissez-faire from being practiced because the workers must be monitored and the level of individual motivation and discipline is tested. As a result, the ability to make decisions and have access to a variety of resources are used here as indicators of a Laissez-fair leadership approach.

### Concept of Employee Productivity

Employee productivity measures a worker's or a collection of workers' effectiveness. Actually, one factor that directly influences a company's earnings is productivity (Gummesson, 2017; Sels et al., 2016). The output of an employee over a given time span can be used to measure productivity. The quantity of a product or service that an employee handles in a certain amount of time is usually a good indicator of a worker's productivity (Piana, 2018). Employee productivity has become a key goal for businesses as the success of a company depends largely on the productivity of its employees (Cato & Gordon, 2014; Gummesson, 2017; Sharma & Sharma, 2014).

Based on the aforementioned, an oil and gas company's employee productivity is the amount of oil and/or gas that an employee or group of employees produce in a measured period of time in relation to the amount of money the company has spent in that activity. When compared to the company's input, if the quantity of oil and/or gas is higher, the employee is productive. In this case, work is not possible. It can be difficult to evaluate the outcomes because many studies have concentrated on one or two productivity measurement methods (Nollman, 2013). Overall, there is a lack of an effective and standardized way to assess productivity. According to Sharma and Sharma (2014), employee productivity is based on the amount of time that an employee is physically present at his/ her job, besides the extent to which he/ she is "mentally present" or efficiently working during the presence at the job. Companies should address such issues in order to ensure high worker productivity. Ferreira and Du Plessis (2019) indicated that productivity can be evaluated in terms of the time spent by an employee actively executing the job he or she was hired to do, in order to produce the desired outcomes expected from an employee's job description.

Employee productivity is defined conceptually as the effective provision of high-quality services in a timely manner as well as increased daily production within a given time frame. It should be noted that human resources are among the most crucial factors affecting an employee's productivity in any company. A driven, devoted, and committed employee will work harder and accomplish more. Due to the fact that only human capital can significantly affect performance, institutions are urged to respect their human resource. Any company should make an effort to keep its human resources by making sure that variables that influence productivity are closely watched. These elements may include management attitude, policies, training, technology, and chances for upward career growth. If properly utilized, these productivity-enhancing factors inspire employees to work hard and offer it their all. They encourage innovation and empower workers to assume ownership of their work. As a result, less time is lost on reworks, mishaps, and wastes. As a result, there is increased production and productivity as well as better quality. According to Koretz (2018), there are four productivity factors: "too much work, inadequate rewards and opportunities for advancement, inadequate supervision and employee participation in decision-making." However, this study measures employee productivity in terms of job quality, prompt service delivery and daily output quantity.

**Job Quality:** The term "quality" refers to the competence of the worker or unit performing the task as well as the precision or efficacy of the result. Accuracy, aesthetic appeal, practicality, or efficacy are all examples of quality. The amount or percentage of errors permitted in a unit of work and the degree of customer satisfaction, which is ascertained through customer surveys, are used to evaluate quality. One factor used to assess employee performance is work quality, which is defined as the employee's ability to produce work that is completely acceptable, has few errors, wastes little time or resources, and can be relied upon to meet the agreed-upon quality standards. (Rouse, 2019).

Operationally, the degree to which a specific task or duty satisfies organizational standards and expectations is known as job quality. Excellence is the absence of errors, omissions, and major variations in a task. It is caused by a stringent adherence to predetermined standards that result in product uniformity in order to meet particular customer or user requirements. According to the ISO 8402-1986 standard, quality is "the sum of a product's or service's features and characteristics that bears its capacity to meet stated or implied needs" ([www.businessdictionary.com](http://www.businessdictionary.com)). The interaction between an employer and employee at work, whether it be a task or a service, determines the job quality, which is a crucial indicator of employee productivity. As a consequence, the work either gains or loses value. The value of a product rises due to quality. It is clear that workers are starting to understand how crucial quality is to how businesses think and behave. The quality of the work completed by employees is needed for productivity. Particularly, this applies to workers working for both public and private organizations. A requirement for an organization's positive reputation is the standard of its work.

**Prompt Service Delivery:** prompt service delivery means offering assistance to clients and other partners at the right time (Steven, 2017). An essential component of providing excellent customer service is promptly responding to inquiries from customers or stakeholders and resolving any problems they may have. Employee response to client orders is necessary for timely services. While it is unacceptable to provide an explanation for missing a deadline or forgetting about a client during a busy period, mistakes do occur. The best course of action for an employee is to accept accountability and work to address any outstanding customer inquiries.

The concept of prompt service delivery refers to offering timely services to customers and other stakeholders in order to improve productivity, customer satisfaction, and development. Every company headed for disaster if it takes delivery times for granted. Businesses that are thriving typically have a strong commitment to timely fulfillment of organizational and client demands. By doing this, the company and its clients stay in good condition, and it also helps to draw in new clients for purchases and other kinds of business dealings. An oil and gas company, for example, should place its employees to respond promptly to organizational and customer demands, thereby boosting employee productivity.

**Daily Output Quantity:** At the conclusion of each workday, the oil and gas company computes the overall amount of oil and gas products worked out for each employee, among other employees, just like in other organizations of a similar nature. There is said to be an increase in daily output quantity when this is satisfying in comparison to what the group has invested. When this number is high, it is assumed that the employee had a productive day, and the opposite is also true. This calculation also yields the monthly output amount.

In terms of operations, daily output quantity is the calculation of all organizational services that an employee provides in a given day. Employees must continuously think of new methods to better serve their customers and produce more oil and gas products per day. As a result, the company's customer base will grow along with the quantity of goods created each day. In order to build a solid image and gain their loyalty as well as that of rival businesses, effective customer service is crucial (Merrez, 2016). Nearly as essential as offering high-quality products and/or services is maintaining a positive reputation for customer service. Customers are more apt to voice their displeasure when they are dissatisfied with the level of customer service they receive or when they have a bad experience with a company than when they have a good one. Customers who are upset often post critical evaluations and warnings on online forums, scaring off any potential new customers. This is not to suggest that these customers are malicious; it's more likely that they are simply trying to protect others as they would want others to do for them. As a result, it's critical to give each and every customer a positive customer service experience in order to prevent any bad associations with the company and to uphold its good image. This will definitely help to boost the number of customers that patronize the business.

## Methodology

The cross sectional explanatory survey research design was adopted for the study. The population of the study comprised of two thousand, one hundred (2100) employees from one hundred and one (101) oil and gas firms operating in Rivers State. From the Krejcie & Morgan 1970 table, the sample for a population of 2100 is given as 327. Therefore, the sample for the study became 327 employees from one hundred and one (101) oil and gas firms operating in Rivers State.

The instrument for primary data was titled "Managerial Leadership Style and Employee Productivity Questionnaire (MLSEPQ). The design of the questionnaire was a five (5) point rating scale format with the following response options: Very High Extent (VGE) 5, High Extent (GE) 4, Moderate Extent (ME) 3, Low Extent (LE) 2 and Not At All (NAT) 1. The face and content validation of the instrument was done by the researcher's supervisor and two research experts in the Management Department of Ignatius Ajuru University of Education, Port Harcourt, Rivers State. The reliability of the instrument was carried out by Cronbach's alpha via SPSS (Statistical Package for the Social Sciences). The least Cronbach's alpha level obtained was 0.77 which indicated a highly reliable coefficient. Based on Nunnally (1978) criterion of 0.70, reliability coefficient above 0.70 was considered as indicating good or reliable instruments.

A total of three hundred and twenty-seven (327) copies of the questionnaire were distributed to the targeted respondents. In the end, the researcher was able to retrieve 311 copies of the questionnaire correctly filled. The test of hypotheses was done using Spearman's Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 20.0. The Spearman's (rho) correlation was used to analyze the relationship between independent and dependent variables at  $P < 0.05$  (two-tailed test).

**Analysis and Discussion**

- Ho<sub>1</sub>: Managerial leadership styles do not have any significant relationship with job quality in oil and gas firms in Rivers State.
- Ho<sub>2</sub>: Managerial leadership styles do not have any significant relationship with prompt service delivery in oil and gas firms in Rivers State.
- Ho<sub>3</sub>: Managerial leadership styles do not have any significant relationship with daily output quantity in oil and gas firms in Rivers State.

**Table 1: Correlations between Managerial Leadership Styles and Employee Productivity**

		Managerial Leadership Styles	Job Quality	Prompt Service Delivery	Daily Output Quantity	
Spearman's rho	Managerial Leadership Styles	Correlation Coefficient	1.000	0.825**	0.777**	0.813**
		Sig. (2-tailed)	.	.000	.000	.000
		N	311	311	311	311
	Job Quality	Correlation Coefficient	0.825**	1.000	0.774**	0.775**
		Sig. (2-tailed)	.000	.	.000	.000
		N	311	311	311	311
	Prompt Service Delivery	Correlation Coefficient	0.777**	0.774**	1.000	0.648**
		Sig. (2-tailed)	.000	.000	.	.000
		N	311	311	311	311
	Daily Output Quantity	Correlation Coefficient	0.813**	0.775**	0.648**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	311	311	311	311

**\*\*.** Correlation is Significant at the 0.01 level (2-tailed).

**Source: SPSS Output**

Column two of table 1 above shows r value of 0.825 at a significant level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating managerial leadership style and job quality. Since the significant level is less than the alpha level of 0.05, the null hypothesis (Ho<sub>1</sub>) which states that managerial leadership styles do not have any significant relationship with job quality in oil and gas firms in Rivers State was rejected. This implies that there is a very strong positive relationship between managerial leadership styles and job quality of oil and gas firms in Rivers State.

Column three of table 1 above shows r value of 0.777 at a significant level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating managerial leadership style and prompt service delivery. Since the significant level is less than the alpha level of 0.05, the null hypothesis (Ho<sub>2</sub>) which states that managerial leadership styles do not have any significant relationship with prompt service delivery in oil and gas firms in Rivers State was rejected. This implies that there is a strong positive relationship between managerial leadership styles and prompt service delivery of oil and gas firms in Rivers State.

Column four of table 1 above shows r value of 0.813 at a significant level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating managerial leadership styles and daily output quantity. Since the significant level is less than the alpha level of 0.05, the null hypothesis (Ho<sub>3</sub>) which states that managerial leadership styles do not have any significant relationship with daily output quantity in oil and gas firms in Rivers State was rejected. This implies that there is a very strong positive relationship between managerial leadership styles and daily output quantity in oil and gas firms in Rivers State. These results showed that the application of the right leadership style or styles as the occasion demands, brings about significant improvement in the productivity of employees, among other things.

**Discussion**

The empirical analyses showed that there is a very strong positive relationship between managerial leadership style and employee productivity in terms of job quality, prompt service delivery and daily output quantity in oil and gas firms in Rivers State. The finding further demonstrated that the application of the right leadership style or styles as the occasion demands, brings about significant improvement in the productivity of employees, among other things. For an oil and gas firm to function properly, especially having employees that are productivity, there has to be a visionary. As important as the oil and gas sector is, there is time to allow a visionless leader to be in charge of any of the oil and gas companies. Consider a visionary leadership style. Managers who assist their staff in developing their careers and making sure they are self-sufficient for both personal and organizational interests have a very high likelihood of achieving high employee output. This suggests that the workers will be encouraged to increase their daily production, job quality, and promptness of service, among other things. This will definitely cause a boom in the oil and gas firm.

According to Burns (2010), some supervisors are people-oriented while others are task-oriented. No matter the situation, task-oriented supervisors did not expect their staff to complete the tasks that were given to them. The growth and welfare of their employees, on the other hand, are a concern for people-oriented managers because they think that stable employees tend to produce better results. The characteristics of people-oriented managers listed above are probably related to a visionary leadership style. Thus, visionary leadership involves holding both superiors and subordinates to a better ethical standard and encouragement.

Samad (2012) discovered that when workers believe their managers care about their wellbeing, they become more attached to their work because they believe their efforts will be appreciated. This significantly enhances worker performance in terms of job quality, on-time delivery, and creativity. Additionally, he discovered that visionary leadership styles are essential because they incorporate tenacity, originality, and attention to employee feedback that lead to beneficial management changes. Employee performance in carrying out their specific task is consequently sparked. This suggests that such managerial leadership style significantly raises both employee and organizational output.

Employee productivity is also influenced by democratic administration. Employee performance is more likely to be attained by managers who give their staff members some latitude in making decisions about matters related to their job. These employees will be allowed to discuss any difficulties they encounter while carrying out their specific assigned tasks when they participate in the organization's decision-making process. It is a type of leadership approach, though, that promotes employee involvement in the organization's decision-making process. Consequently, democratic leadership tends to promote accountability, adaptability, and high morale, which will contribute to improved employee performance (Zervas & David, 2013; Iheriohanma et al., 2014). Therefore, a democratic manager shares responsibility for making decisions and solving problems with his staff and keeps them informed about everything that has an impact on their job. Employees make use of this knowledge to streamline operations and ensure that the company continues to meet its goals and objectives through efficiency in the form of high-caliber work, prompt service, and volume of daily output.

This is consistent with Lewin and White's (2019) research, which shows a link between democratic leadership and higher follower productivity, happiness, involvement, and commitment. A committed employee, however, appears to work hard to ensure that tasks are completed quickly and that corporate objectives are met. According to Stogdill (2014), a democratic leadership approach likely enables employees to feel like key figures in their company. This is so that they can complete some tasks with less oversight. This skill drives them to produce more effectively in terms of work quality, prompt service, daily output volume, etc.

It is a good idea to have a backup plan just in case. Anarchy, confusion, and inefficiency may result. Despite the negative aspects of a laissez-faire leadership approach that have been noted. However, Ronald (2011) discovered that the primary advantage of a laissez-faire leadership style is that it grants team members a great deal of autonomy, which can increase both job satisfaction and organizational productivity. In a similar vein, Muhammad and Usman (2012) discovered that a laissez-faire leadership style provides employees with more opportunities and the least amount of guidance possible when making decisions within the organization in order to increase their productivity in terms of job quality, prompt service delivery, and daily output volume.

## **Findings**

From the empirical analysis above, the following were found:

1. There is a very strong positive relationship between managerial leadership styles and job quality of oil and gas firms in Rivers State.
2. There is a strong positive relationship between managerial leadership styles and prompt service delivery of oil and gas firms in Rivers State.
3. There is a very strong positive relationship between managerial leadership styles and daily output quantity in oil and gas firms in Rivers State.

## Conclusions

Based on the analyses and discussion of findings, the study concluded that the style of leadership adopted by management determines to a very large extent the improvement or decline in the productivity of employees, especially in terms of job quality, prompt service delivery and daily output quantity. This implies that employing managerial leadership philosophies like visionary leadership, democratic leadership, and laissez-fair leadership in the workplace has a variety of positive effects on worker productivity, particularly in terms of job quality, prompt service delivery, and daily output quantity. Understanding this and utilizing it will help oil and gas companies develop, perform, and produce more due to the high quality of their work, prompt service, and volume of daily output.

## Recommendations

Based on the findings, the following recommendations were made:

1. Organizations should adopt visionary leadership style where managers are optimistic and persistent, in order to encourage employees towards delivering quality jobs on time.
2. Democratic executives in oil and gas companies and other organizations should effectively delegate tasks to their staff in order to improve employee productivity.
3. In a situation where the laissez-fair leadership style fails, managers should swiftly switch to alternative management leadership styles to avoid encouraging slack employee behavior that could result in subpar work, tardiness in other areas, and dullness.

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