LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE IN NIGERIAN FEDERAL POLYECHNICS: A STUDY OF FEDERAL POLYTECHNIC, ILARO, OGUN STATE

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ABSTRACT

This paper examines leadership style and employee performance in Nigerian Federal Polytechnic a study of Federal Polytechnic, Ilaro, and Ogun State. The primary objectives of this study are to identify the relationship between leadership style and employee performance and to verify the extent to which leadership style has facilitated service delivery at the Nigerian Federal Polytechnics. With reliance on primary and secondary data, the paper observed that a significant number of employees make prudent application of leadership in their various work processes. The application of this contributes to the employee performance to some extent. The study further identifies that success or failure of organizations depends on leadership style adopted in an organization. The study recommends that everyone occupying leadership position must be aware that they are holding sensitive positions within the organization, for this, the leaders are expected to be alive to their responsibilities as leaders within the organization.

Keywords: Leadership Style, Employee Performance, Failure of Organisations.

INTRODUCTION

Leadership as a term has many definitions and connotations. The definition of a leader may be by whom he or she is (the personal) and by the responsibilities, obligations, and tasks he or she is charged with (the position). Leaders' authority can be great or limited, and their legitimacy can rest on moral, rational, or practical foundations (Epley, 2015). Leadership is critical as it is an integral element in the life of an individual or that of an organization. The history of humanity reveals that leadership is crucial in every human endeavor, from China with Chairman Mao TseTun who led the Cultural Revolution, to Lenin in the Soviet Union who led the Soviet revolution. It is clear that leadership is an essential element in every human activity and the realization of human aims and objectives (Bass & Bass, 2008). There is no meaningful human endeavor that has been achieved that is not as a result of leadership.

The quality of leadership of an organization plays a significant role in its development. For example, in a pluralistic society like Nigeria, the art of governance ought to be a serious affair. Although it has been found that many who are involved in leadership in Nigeria educational institutions are more concerned about their gains and careless about the people they ought to serve and lead (Peretomode, 2012 in Nakpodia, 2012).

The present level of leadership in Nigeria has become worrisome because, in leadership positions, some leaders are autocratic, professing leadership style on political, social, economic, religious and educational arenas. In Nigeria, higher institutions have been impacted heavily by

leadership and leadership styles. The first generation universities witnessed a large number of crises in the 1970s and 1980s. These crises were recorded at a time the universities had what was considered quality leadership through the leadership styles were diverse. Also, national leadership has a way of impacting on what happens on campuses as university heads are sometimes made to operate as middle-level managers whereas they are put in place as chief executives (Koestenbaum, 2002). Higher education is universally acclaimed as the bed rock for national development (Ogunruku, 2013).

However, leadership has been a vital tool for the development of the university idea all over the world. Like in every enterprise, leadership is vital (Adair, 2002). And especially in Africa which is known to have undergone colonialism and is highly underdeveloped, leadership is a critical factor in everything that the nations of Africa would achieve. Running higher institutions in the military era and post military democracy in Nigeria has proved to be more challenging, this has been more so because the situation is compounded by the fact that the resources available to run these institutions are limited. The challenges then tend to be heightened by the paucity of finance. But money itself by itself does not solve problems. In fact, part of what leadership brings to bear on any situation is the management of resources and finances.

Leadership is a primary concern to organizations and the focus of several researchers for its significant role in determining the success of an organization. The leader has the responsibility to direct the effort of subordinates to achieve organizational goals and objectives. Educational institutions are not left out from this leadership influence. Leadership as a term is arguably one of the most observed and yet least understood phenomena on earth (Burns in Abbasialiya, 2010).

In past years, scholars have proposed many different styles of leadership as there is no particular style that can be considered universal. An effective leader inspires, motivates and directs activities to help achieve organizational goals. It is widely known that leadership plays a major role in all organizations. Although, progress has been made by scholars in understanding the traits of leadership. However, there exists the need to realize that much was not known about these activities. i.e. how can we apply the leadership styles in organizations to enhance performance? Having known the benefits of managerial leadership, how can organizations adopt it and how does it help the organizations in achieving their corporate goals especially for attaining the desired level of workers' performance? The only solution to these problems is the adoption of effective leadership styles which will boost performance in the organization.

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

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

STATEMENT OF THE PROBLEM

Goal attainment is one of the main purposes of new organizations including educational institutions. There is a growing interest to determine which leadership style is capable of enhancing employee's morale such that organizations achieve their goals and objectives optimally. Issues of leadership styles in higher institutions in Nigeria have been raised in many instances, by trying to find out the causes of the poor standard of tertiary education in Nigeria. It seems to be out of the mind of most leaders that leadership style in the office is an outstanding determinant of the workers' performance.

However, if lecturers who are also employees do not portray a good leadership style, it would also serve as a determinant of the students' academic performance. Issues like this are of utmost importance in a situation where employees seem to have lost the passion and commitment for their job. It is believed that some employees of the Polytechnic are better in maintaining discipline in their offices through the leadership styles. In polytechnics, the leadership qualities of the chief executives become very important because a lot of power resides in the Rector of a polytechnic and the way this power is wielded determines how the community receives decisions and policies. At the Federal Polytechnic, Ilaro leadership has always been an issue. This is because the staff and students are always focused on the person of the Rector of the Federal Polytechnic, Ilaro. Additionally, they focus on his personality, his style of handling situations and personality factors is known to a generality of staff and perhaps students and when they react to situations, their perception of who the rector is, personality factors and his conduct determines the reaction of these people to situations on campus.

One of the problems of leadership style on employee's performance is the inflexibility of the leaders. Most leaders fail to adjust their style of leadership to the changing situation and current matters arising. The failure is a result of the lack of understanding the fact that no one particular style of leadership can fit into all conditions.

Another of the problem of leadership style on worker's performance is the absence of an active line of communication between the manager and their employees. Communication gaps that exist between leaders and their subordinates in most organizations are reasons why employee's performances are weak. It is on this ground that this paper aims to assess the extent styles influences or impact employees' performance in Nigerian Federal Polytechnics.

RESEARCH QUESTIONS

This study seeks to answer the following questions:

i) What is the relationship between leadership styles and employee's performance in Nigerian Federal Polytechnics?

ii) Are leadership styles of different Rectors of the Federal Polytechnic, Ilaro core determinants of workers performance?

OBJECTIVES OF THE STUDY

The objectives of the study are:

i)   To identify the relationship between leadership style and employee's performance with emphasis on the Federal Polytechnic, Ilaro.

ii)   Verify what extent has leadership style facilitated service delivery at the Federal Polytechnic, Ilaro.

HYPOTHESES

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

i.   There is no significant relationship between leadership style and employees performance in Nigerian Federal Polytechnics.

ii.   Leadership styles of different Rectors of the Federal Polytechnic, Ilaro are not core determinants of workers performance.

LITERATURE REVIEW

Meaning and Role of Leadership Styles in Organisation

Leadership style in an organization is one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Messick and Kramer, 2004) argued that the degree to which the people exhibit leadership traits depends not on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Thus, Glantz (2002), emphasizes the need for a manager to find his leadership style. The extent to which members of an organization contribute in harnessing the resources of the organization equally depends on how well the leaders of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders.

Therefore, effectiveness in resource mobilization, allocation, utilization and enhancement of organizational performance depends to a large extent on leadership style among other factors. Akpala (1998), identifies attitude to work and leadership style as some of the factors that exert an adverse effect on organizational effectiveness. The best leadership style in any organization is that which inspires subordinates' potentials and practical ability to enhance efficiency and effectiveness in for achieving its objectives (Mohammad, Rafi & Saad, 2012).

Leadership Style and its Types

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

Autocratic Leadership Style

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

Bureaucratic Leadership Style

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

Democratic Leadership Style

Democracy is about participation, it gives power to the people and draws contribution and involvement in the decision making the process from the widest possible basis. Democratic leaders carry out the final decisions but include team members in the decision-making process.

In the organization, the democratic style allows the workers who are directly involved in the running of the organization to participate in the process of decision making within their environment. There is a rich environment of workers, followers and leaders cooperating and contributing to the decision on the direction to follow in the organization.

Democratic leadership style encourages creativity, and the team members are often highly engaged in projects and decisions (Amanchukwu, Stanley & Ololube, 2015). The organization in getting the workers to participate in decision-making s heightens their morale, and this gives the workers satisfaction on their job. Also, because of the many sources from which ideas are coming, there are different levels of responsibility, and there is a situation in which the majorities are not looking for the leader to supply solutions or dictate to them.

Laissez-Faire Leadership Style

The laissez faire situation is one in which the workers are in charge of themselves and their activities. They are self-directed as they focus on their motivations and needs (Hicks, 1982). The leader is just like every other work as he belongs to the group like everyone else. This method gives the worker a place of importance and leads to heightened expressiveness and job satisfaction as the workers feel they have responsibility for all that is going on in the organization.

This type of leadership style could be seen as the best so also the worst of them all (Goodnight, 2011). The word laissez-faire is from the French phrase which means "let it be." The application of this style gives a full description of a leader who permits his follower to perform their duties on their own without interference. Leaders who operate the laissez-faire leadership style gives out the sole functions and obligations of being a leader to their follower and avoid decision making. Workers are giving the opportunity to operate on their own and also set deadlines for the completion of tasks before them. Subordinates are given the power to make decisions that concern them when necessary (Chaudhry & Javed, 2012).

Laissez-faire leaders get involved by making available the necessary resources needed for the subordinates to perform effectively. Advice is also given when necessary. The effectivity of this leadership style can be seen when the leader adequately monitors the activities and performance of the subordinates and provide feedback to the entire team member on a regular basis. Of the advantages of this leadership style is that it creates room for the autonomy of the team members, which leads to the high level of job satisfaction and retention.

Charismatic Leadership Style

The description of this leadership style is based on the expectation of the leaders and the followers. This leadership style can be identified and may not be seen physically compared to other styles of leadership (Bell, 2013). Most times, charismatic leaders are eager to give inspiration to their subordinates or followers while they are energetic towards the motivation of workers to perform effectively. Charismatic leadership helps in the improvement of workers' commitment towards their job (Barling, Weber & Kelloway, 1996).

Approaches to Leadership

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

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

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

3. **Behavioral Approach:** In this method, the behavior of the leader is being isolated to know its effectiveness. In other words, rather than try to figure out the effectiveness of a leader, the approach determines what effective leaders do, how they communicate and how they try to motivate subordinate in the relationship between the leader and follower. In some cases, followers totally depend on the leader and lack initiative while in several cases followers have their initiatives and pursue the goals of their organization when the leader is absent. Leaders give the followers the total freedom to act with or without guidance.

METHODOLOGY

This study adopts both primary and secondary method of data collection. Data gathered from the primary source were derived mainly from the questionnaire, while secondary sources of data used in this paper include intensive library research and content analysis of archival materials aimed at obtaining information from documents such as records available institution under study, text books, journals, newspapers, and internet materials.

The research population comprised the academic and non-academic staff of the institution under study. The available data shows that the staff strength of the Polytechnic is six hundred and seventy-two (620) (Central Admin, Federal Polytechnic, Ilaro, 2016). Stratified random sampling technique was used for sample selection. Sixty (60) members of staff were sampled. The sample size of 60 was selected using the simple random sampling, Furthermore, in analyzing the data, the simple percentage statistical tool was used to analyze the questions.

Procedure for Data Analysis

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

$$\chi^2 \quad = \quad \Sigma(O - E)^2/E$$

Where:

χ^2	=	Chi –square statistics
Σ	=	Summation of Observations
O	=	Observed frequencies
E	=	Expected frequencies.

The number of degrees of freedom is equal to the number of cells RC, minus the reduction in degrees of freedom, p, which reduces to $(r – 1)(c -1)$.

The formula for calculating expected frequency is:

E = Column Total (CT) x Row Total (RT)

Grand Total (GT)

ANALYSIS AND INTERPRETATION

Data Presentation

The data collected in this study were correctly scored and coded in readiness for statistical analyses. The data generated from each of the questions will be used to analyze the general questions (Demographic information) and test of the hypothesis of the study with a view of arriving at the objective of the study.

Demographic Information

This section presents the demographic information of the respondents based on the structured questionnaire of the study. The information is Classification of those surveyed, Age of respondents, Educational qualifications, Working experience and Nature of work of respondents. The demographic data used in the study helps to demonstrate the respondents' appropriateness for this study. The distribution of the data is presented in tables and figures below:

Table 4.1 Classification of Respondents by Sex

Sex	Frequency	Percentage (%)
Male	33	64.7
Female	18	35.3
Total	51	100

Source: Field Survey (2016)

As shown in Table 4.8, out of 51 respondents, 33 respondents representing 64.7% are male, and 18 respondents representing 35.3 are female.

Table 4.2: Frequency distribution of Respondents by Age

Age	Frequency	Percentage (%)
31 – 40years	10	19.6
41years and Above	41	80.4
Total	51	100

Source: Field Survey (2016)

The age group in Table 4.2 shows that respondents within the age group of 31 – 40 years are 10 representing 19.6% and other respondents are 41 years and above representing 80.4% of the total respondents.

Table 4.3: Frequency distribution of Respondents by Educational Qualification

Educational Qualification	Frequency	Percentage (%)
ND	04	7.8
HND/BSC	17	33.3
MBA/MSC	30	58.8
Total	51	100

Source: Field Survey (2016)

As shown in Table 4.3, out of 51 respondents 04 respondents representing 7.8% had ND, 17 respondents representing 33.3% had HND/BSc, and 30 of the respondents representing 58.8% had MBA/MSc.

Table 4.4: Frequency distribution of Respondents by Working Experience

Working Experience	Frequency	Percentage (%)
5 – 9years	11	21.6
10 – 19years	18	35.3
20 -29years	16	31.4
Above 30years	06	11.8
Total	51	100

Source: Field Survey (2016)

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

Table 4.5: Frequency distribution of Respondents by Nature of Work

Nature of Work	Frequency	Percentage (%)
Administrative	12	23.5
Teaching	32	67.2
Non - Teaching	07	13.7
Total	51	100

Source: Field Survey (2016)

From Table 4.5, 12 respondents representing 23.5% are Administrative Staff, 32 respondents representing 67.2% are Academic Staff, and 07 respondents representing 13.7 are Non-Academic Staff.

Data on relationship between leadership style and employee performance

Question 1: The rector's leadership style determines the way departments and units handle issues

Table 4.6: Leadership Style and departmental issues

Responses	Frequency	Percentage (%)
Strongly Disagree	01	2.0
Disagree	01	2.0
Undecided	01	2.0
Agree	19	37.3
Strongly Agree	29	56.9
Total	51	100

Source: Field Survey (2016)

Table 4.6 shows the categories of respondents to the question raised on whether Rector's leadership style determines the way departments and units handles issues. 01 respondent representing 2.0% strongly disagreed, 01 respondent representing 2.0% do not agree with the statement. While 01 respondent representing 2.0% undecided, 19 respondents representing 37.3% agree and 29 respondents representing 56.9% strongly agreed. This table shows that majority of the respondents 48 representing 94.3% strongly agreed that the rector's leadership style determines the way departments and units handle issues.

Question 2: Leadership at unit and departmental level are usually compliant with the Rector's vision and leadership style

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Table 4.7: Leadership at departmental level and Rector's Vision

Responses	Frequency	Percentage (%)
Strongly Disagree	00	00
Disagree	00	00
Undecided	04	7.8
Agree	26	51.0
Strongly Agree	21	41.2
Total	51	100

From the above table, 00 respondents representing 00% strongly disagree that **l**eadership at the unit and departmental level are usually compliant with the Rector's vision and leadership style, 00 respondents representing 00% disagree with the statement. While 4 of the respondents representing 7.8 are undecided, 26 of the respondents representing 51.0% strongly agreed with the statement. On the aggregate, 47 respondents representing 92.2% agreed to the statement.

Question 3: Do Rectors determine method of Job execution at Federal Polytechnic, Ilaro

Table 4.8: Rector's and Method of Job Execution

Responses	Frequency	Percentage (%)
Strongly Disagree	01	2.0
Disagree	04	7.8
Undecided	10	19.6
Agree	21	41.2
Strongly Agree	14	27.5
Total	51	100

Source: Field Survey (2016)

The above Table shows the categories of respondents to the question on whether rectors determine the method of job execution at Federal Polytechnic, Ilaro. 01 of the respondent representing 2.0% strongly disagree with the statement, 04 of the respondents representing 7.8% disagree. While 10 of the respondents representing 19.6% are undecided, 21 of them representing 41.2 agree, and 14 of them representing 27.5% strongly agree. This table shows that majority of the respondents 35 representing 68.7% accepted the statement.

Question 4: When Rectors Change, Units and Department change the way they function and treat matters.

Table 4.9: Change of Rector and Departmental functions

Responses	Frequency	Percentage (%)
Strongly Disagree	06	11.8
Disagree	01	2.0
Undecided	08	15.7
Agree	21	41.2
Strongly Agree	15	29.4
Total	51	100

Source: Field Survey (2016)

From the table above, 06 of the respondents representing 11.8% strongly disagreed that when rector change, units, and department modify the way they function and Treat Matters, 01 of the respondents which represents 2.0% disagree, 08 of the respondents representing 15.7% were undecided, 21 of the respondents representing 41.2% agree and 15 of the respondents representing 29.4% strongly agree. This shows that majority of the respondents 36 representing 70.6 agreed to the statement above.

Question 5: The Leadership Style of the Rector of the Federal Polytechnic Ilaro Affects you on the Job Performance?

Table 4.10: Leadership style of the Rector and Job Performance

Responses	Frequency	Percentage (%)
Strongly Disagree	00	00
Disagree	02	3.9
Undecided	06	11.8
Agree	24	47.1
Strongly Agree	19	37.3
Total	51	100

Source: Field Survey (2016)

Table 4.9 indicates the respondents' responses to the leadership style of the rector and job performance. 00 of the respondents which represent 00% strongly disagreed with the statement, 02 of the respondents representing 3.9% disagree. While 06 of them representing 11.8% were undecided, 24 of them representing 47.1% agree and 19 of them representing 37.3 strongly agreed. On average this shows that majority of the respondents 43 representing 84.4% agreed to the statement.

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HYPOTHESIS TESTING

Testing Hypothesis I

Ho_1: There is no significant relationship between leadership style and employees performance at the Federal Polytechnic, Ilaro.

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

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

Source: Field Survey (2016)

Chi-square Test

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

DF = 8, P-Value = 0.0067

Research Result

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

Hypothesis Two II

Ho_2: Leadership styles of different Rectors of the Federal Polytechnic, Ilaro are not core determinants of workers performance.

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

Source: Field Survey (2016)

Chi-Square test

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

DF = 8, P-Value = 0.161

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

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

In hypothesis one, the chi-square test revealed that the test is significant at $\alpha = 0.05$ with a p-value of 0.0067, hence the alternative hypothesis is accepted, and we conclude that there is a significant relationship between leadership styles and employee's performance in Nigerian Federal Polytechnics. The second test showed that leadership styles of different Rectors of the Federal Polytechnic, Ilaro are core determinant of workers performance.

The finding from the research question shows that large numbers of employees make prudent application of leadership in their work process. This contributes to employee's performance to some extent. This finding agrees with Onoyese (1991) who says that the type of leadership that exists between leaders and the lead is an important variable that contributes to the success or failure of an organization. However the majority of the employees of the Federal Polytechnic, Ilaro strongly agreed that the rector's leadership style determines the way departments and units handle issues. The study reveals the importance of a good leadership style as a veritable tool for employee performance and effectiveness as indicated by the high regression between the leadership style and employee performance. That by implication, for any percentage increase in good leadership style in an organization, the higher the employee performance and effectiveness.

RECOMMENDATIONS AND CONCLUSION
It must be observed that the success or failure of an organization depends on leadership. Success demands that a leader adopts the style appropriate to the organization with employee education and sophistication, unilateral action by leadership is resented and could affect morale and consequently productivity. Research findings show today that the approach to effective leadership stress that no style is the best, but rather the successful leader is the one who can access the situation and choose the most appropriate style, paying attention to the needs of the individual, the group, and the organization. A close analysis of the situation in which the organization operates and the identification of the style of leadership the organization uses will help to enhance leadership training. Furthermore, the impact of leadership styles on employees' performance as well as employees' output requires adequate efficient and effective type of

leadership styles to be adopted in order to enhance profitability, accountability, employee performance, and organizational productivity.

However, the Federal Polytechnic, Ilaro is described as an educational institution by virtue of its establishment. Predicated on the above, the study recommends that everyone occupying leadership position must be aware that they are occupying sensitive positions within the organization, for this, the leaders are expected to be alive to their responsibilities as leaders within the organization.

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

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