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ISTANBUL GELISIM UNIVERSITY
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Department of Business Administration

**AN EVALUATION OF THE LEADERSHIP STYLE AND ITS
EFFECT ON THE EMPLOYEES ATTITUDE: A CASE OF
CRATOS GROUP LIMITED, NIGERIA**

Master Thesis

Adebola Olajumoke WEMIMO

Supervisor

Asst. Prof. Dr. Mehmet ÇAĞRI GÜNDOĞDU

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Turkish Abstract Bir organizasyonun, şirketin ve çalışanların ekolojisi üzerinde bir etkiye sahip olma potansiyeline sahip olduğundan, liderliğin önemi göz ardı edilemez. Bu nedenle, iyi liderliğin astların memnuniyet düzeyleri ve görevlerinden ne ölçüde uzak kaldıkları üzerinde etkisi olabilir. Başarılı liderler, tek bir liderlik tarzına güvenmek yerine, başarıya ulaşmak için çeşitli yöntemler kullanırlar.

Literatür taraması, başarılı bir liderin amacının, araştırmada belirtildiği gibi, kuruluşun acil ve uzun vadeli hedeflerini yerine getirmek için mevcut insan kaynağını dönüştürmek olduğunu ortaya koydu. Bunu yapabilmek için liderin çalışanların tutumu (iş tatmini) üzerinde etkisi vardır ve bu da onların tutumları (devamsızlık) üzerinde bir etkiye sahiptir. Yol-Amaç Teorisi, bu araştırmanın bir liderin liderlik stili seçimini etkileyen belirli değişkenler olduğu perspektifini açıklamaya yardımcı olan çerçeveyi sundu; yine de, bu çalışmada gösterildiği gibi başarılı bir lideri karakterize eden özellikler vardır. Araştırma bir anket metodolojisi kullandı ve analiz için verileri toplamak için bir ankete dayandı. Çalışmanın sonuçlarında, dönüşümcü yaklaşımı benimseyen liderlerin çalışanlarının iş tatmini ve devamsızlıkları üzerinde etkili olduğu ortaya konmuştur. Sonuç olarak, bir yöneticinin liderlik tarzı, çalışanlarının faaliyet gösterdiği ortamı şekillendirir ve ekibinin tutumları ve performansı üzerinde bir etkiye sahiptir.

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Istanbul – 2021

DECLARATION

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

Adebola Olajumoke WEMIMO

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Director

Signature

Assoc. Prof. Dr. Kemal ERKİŐİ

Member

Signature

Asst. Prof. Dr. Mehmet Çağrı GÜNDÖĐDU

(Supervisor)

Member

Signature

Asst. Prof. Dr. Hülya YILMAZ

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I approve that the signatures above signatures belong to the aforementioned faculty members.

... / ... / 2021

Signature

Prof. Dr. İzzet GÜMÜŐ

Director of the Institute

ABSTRACT

The importance of leadership cannot be overstated, since it has the potential to have an impact on the ecology of an organization, the company, and the workers. Because of this, good leadership may have an impact on subordinates' levels of satisfaction and the extent to which they are absent from their duties. Rather of relying on a single style of leadership, successful leaders use a variety of methods to achieve success. A survey of the literature revealed that the aim of a successful leader is to convert the existing human resource in order to fulfill the organization's immediate as well as longer-range goals, as stated in the research. In order to do this, the leader has an impact on the attitude of workers (job satisfaction), which in turn has an impact on their attitude (absenteeism). The Path-Goal Theory offered the framework that helped explain the perspective of this research that there are certain variables that influence the choice of a leadership style by a leader; nevertheless, there are characteristics that characterize a successful leader, as shown in this study. The research used a survey methodology and relied on a questionnaire to collect the data for analysis. In the study's results, it was shown that leaders that adopt a transformational approach have an impact on their workers' job satisfaction and absenteeism. As a result, a manager's leadership style shapes the environment in which his or her workers operate and has an impact on the attitudes and performance of his or her team.

Key Words: Absence, Job satisfaction, Path-Goal, Leadership, Attitude Autocratic, Bureaucracy, Leadership style.

ÖZET

Bir organizasyonun, şirketin ve çalışanların ekolojisi üzerinde bir etkiye sahip olma potansiyeline sahip olduğundan, liderliğin önemi göz ardı edilemez. Bu nedenle, iyi liderliğin astların memnuniyet düzeyleri ve görevlerinden ne ölçüde uzak kaldıkları üzerinde etkisi olabilir. Başarılı liderler, tek bir liderlik tarzına güvenmek yerine, başarıya ulaşmak için çeşitli yöntemler kullanırlar. Literatür taraması, başarılı bir liderin amacının, araştırmada belirtildiği gibi, kuruluşun acil ve uzun vadeli hedeflerini yerine getirmek için mevcut insan kaynağını dönüştürmek olduğunu ortaya koydu. Bunu yapabilmek için liderin çalışanların tutumu (iş tatmini) üzerinde etkisi vardır ve bu da onların tutumları (devamsızlık) üzerinde bir etkiye sahiptir. Yol-Amaç Teorisi, bu araştırmanın bir liderin liderlik stili seçimini etkileyen belirli değişkenler olduğu perspektifini açıklamaya yardımcı olan çerçeveyi sundu; yine de, bu çalışmada gösterildiği gibi başarılı bir lideri karakterize eden özellikler vardır. Araştırma bir anket metodolojisi kullandı ve analiz için verileri toplamak için bir ankete dayandı. Çalışmanın sonuçlarında, dönüşümcü yaklaşımı benimseyen liderlerin çalışanlarının iş tatmini ve devamsızlıkları üzerinde etkili olduğu ortaya konmuştur. Sonuç olarak, bir yöneticinin liderlik tarzı, çalışanlarının faaliyet gösterdiği ortamı şekillendirir ve ekibinin tutumları ve performansı üzerinde bir etkiye sahiptir.

Anahtar Kelimeler: Devamsızlık, İş tatmini, Yol-Amaç, Liderlik, Otokratik Tutum, Bürokrasi, Liderlik tarzı.

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ABBREVIATIONS

ETC	:	Et cetera
E. G	:	Exempli gratia
MBA	:	Master's in Business Administration
BLS	:	Bureau of Labour Statistics
CEO	:	Chief Executive Officer
MLQ	:	Multi-factor Leadership Questionnaire
CV	:	Curriculum Vitae
APA	:	American Psychological Association
WASCE	:	West African Secondary Certificate Examination
HND	:	Higher National Diploma

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PREFACE

The autocratic leadership in the 20th century mostly define leadership, in which decisions were made only by leaders in high management positions without involving other team members. However, things have changed in recent years, as authoritarian leadership has been progressively phased out of the majority of organizations (Kanungo, 1998). Today's leadership is characterized by more adaptability (Panetta, 2012), transparency (Lloyd-Walker & Walker, 2011), inspiration over decision-making (Harris, 2004), and goal-driven leadership (Northouse, 2016), also known as the "Path-Goal Theory." The purpose of this article is to examine the path-goal hypotheses utility and efficacy, as well as to discover and illustrate why "Steve Job's" method was ineffective in guiding his followers. Before delving into the theory of leadership, it is necessary to explore the notions of leadership and management.

According to Management Adda (2019), despite their close relationship, leadership and management are different. While leadership is motivating, inspiring, and guiding a group of people toward a common purpose, management entails making the best use of available resources to accomplish that goal, aim, or project. As a consequence, whereas managers are supposed to plan, control, delegate, train, and organize their own and others' work, leaders are expected to motivate, inspire, encourage, direct, and convince others to accomplish what is asked of them voluntarily. Regardless of this distinction, it is important emphasizing that the success of a senior management position requires a balance of management and leadership abilities. In other words, effective leaders exemplify superior leadership and management abilities, while successful managers exemplify superior leadership and management abilities as well.

Over the years, scholars have produced theories that attempt to explain why people rise to positions of leadership and how leadership is executed or certain approaches to leadership (Management Adda, 2019).

INTRODUCTION

Leadership has a significant impact on an organization's ability to achieve its goals. This is particularly true in situations where people have a lot of responsibility and make a lot of decisions. The problem of leadership is critical in every organized organization. As a result, leadership is a valuable resource for all organizations, and it is shown by individuals via a variety of talents and characteristics (Lester, 1975). It is a method of engagement between leaders and followers in which the leader tries to persuade followers to work toward a shared objective. The word "leadership" has a long history among people, and it has a wide range of meanings; it has been described in terms of characteristics, attitudes, impact, interaction, patterns, role, connections, and administrative post occupation. Leadership may be described as an influence, an art, or a method of persuading others to work voluntarily toward the accomplishment of a group's objectives (Okpara, 2005; Lussier, 2007; Mester, et al, 2003; Emmanuel, 2002). This means that leadership is a social process in which one person or a number of people in an organized organization uses the knowledge, abilities, and motivation of the others to achieve the group's objectives. This procedure requires the group's permission, whether willing or reluctant.

Human resources must be acquired in order for a company to achieve its goals. Following that, once human resources have been obtained, they must be maintained and kept together. It should be emphasized that each person has his or her own set of expectations for working in a company. To this end, the leader must use a variety of strategies to ensure that employees remain at work (thereby decreasing absenteeism), are happy (satisfied) with their jobs, and are therefore ready to give it their all. Employees have shown to be a valuable resource in accomplishing the organization's objective of producing high-quality products and services. These employees exhibit a broad range of good and bad workplace attitudes in order to complete the job at hand in their particular company. As a result, Linda-Ray (2014) asserts that the kind of connection a leader has with his workers has a significant impact on how they behave. He emphasized that in order to promote efficiency and a good work atmosphere, the leader must be aware of his own personal style. This indicates that an organization's management style has an impact on employee attitudes and attitude, such as employee

turnover, absenteeism, citizenship attitudes, counterproductive attitudes, work dedication, and job satisfaction.

According to Krammer (2004), the degree to which an individual displays leadership qualities is determined not only by his personal characteristics and skills, but also by the circumstances and environment in which he finds himself. Leadership styles should, in an ideal world, adapt to the needs of the company. According to Tifase (2014), "leadership is essential to every living human being; man or woman." She goes on to say that a company's leadership style determines whether it is flourishing, sinking, or flying, and that there are many leadership styles, each with its own implications for profit, work culture, organizational, and individual objectives. This idea suggests that there are specific characteristics that characterize leadership and must be accepted in order for an organization's leader-subordinate relationship to be successful.

CHAPTER ONE

FRAMEWORK AND RESEARCH OBJECTIVES

1.1 BACKGROUND OF THE STUDY

The use of a spectrum leadership style is gaining popularity. Organizations and managers are becoming more conscious that they will be confronted with fast and complicated transformation in the future. This surge of future-oriented uncertainty, along with individual desires for more involvement at all levels of the organization, has drastically altered people's views of leadership, particularly in terms of the leader and follower roles. This is due to the fact that when new knowledge is found, accepted, and utilized, the idea of leadership evolves. There are numerous causes for this, according to Lester (1975), but one of the most significant is the recent development of better techniques in social science research. Thus, the overall operational performance of effectiveness, efficiency, profitability, big market share, and the organization's dedication to accomplish a stated objective are all influenced by leadership style. As a result, good leadership is essential for fulfilling the requirements of employees, customers, and the company. Leaders that are unable to be adaptable, trustworthy, open, and inspirational may have a mix of management styles that lack a clear definition to lead a team. A competent manager recognizes the need for style shift and adjusts the appropriate style to the team's or project's objectives.

According to Ross & Offermann (1997); Lok, (2004); Walumbwa, et al (2004), the following three fundamental pillars may influence organizational performance and employee effectiveness: (1) organizational commitment, (2) work satisfaction, and (3) leadership style. As a result, leadership is both critical to organizational success and entangled in a variety of internal and external variables. However, existing categorizations may help to simplify the idea of leadership. The difference between transactional and transformative leaders is one of them. The transactional leadership style, according to Bass (1990), is characterized by contingent compensation. When a leader uses this approach, he or she provides incentives in return for hard work and excellent results. The transformational leadership style, on the other hand, is a more personal approach to leadership that includes charm, inspiration, intellectual stimulation, personalized consideration, and considerable delegating. As a result, the

transformational leader inspires others to engage in the change process and builds a sense of collective identity and effectiveness. Employees get greater emotions of self-worth and self-efficacy as a result of this.

There has been a major shift in how management professionals understand leadership during the last few decades. Their approach has shifted from a traditional one to one that is extremely creative and democratic. Despite this, it was discovered that certain old concepts were still excellent, while other new ones were not. The key to successful leadership is to employ various styles based on the circumstance, which means that leaders must handle each issue differently.

In conclusion, workers are a vital component of every business. Following the acquisition of human resources, it is necessary to retain and keep them together. Because each individual in the organization has his or her own personal expectations for working in the organization, the leader must employ methods to ensure that employees stay at work (thereby reducing absenteeism), are content (satisfied) with their jobs, and are thus willing to give their all to help the organization achieve its objectives. In this context, this study seeks to examine the efficacy of leadership styles and how they affect employee attitudes and attitude, focusing its research on CRATOS GROUP in Abuja, Nigeria. This research utilized a quantitative method to measure the influence of components of transformational leadership on job satisfaction and absenteeism in the workplace in order to investigate the efficacy of leadership style.

1.2 STATEMENT OF THE PROBLEM

Why do one leader's strategies produce more successful results than another's? A leader's personality, manner, and communication styles serve as the foundation for his leadership style. In Bennis and Nanus' (1985) book, over-managed and under-led companies abound. Managers do things correctly, but leaders always do the right thing. Therefore, managerial attitude patterns go a long way in influencing the company. When a result, difficulties are inevitable inside any recognized organization, and disputes will arise as decisions are made. It is through this viewpoint that the concepts of leadership act may be seen. Thus, organizations need to identify different leadership types for effectiveness.

Weak and ineffective managers have negative effects on workers and the company as a whole. Often results in employee absenteeism. A leader's management style indicates either weakness or ineffectiveness, respectively. Manager training may improve performance if the managers do not already have these competencies. Companies may avoid failure by identifying whether these traits are present in management. Many companies underestimate leadership's importance.

Leaders choose their own style. It's hard to be a leader and be a good person. In companies, many difficulties appear as individuals or issues that block achieving a goal. Leadership is difficult by itself. Very few extension professionals are conscious of their own leadership style, nor how they could become more successful leaders who can have a profound influence on employee attitude to assist with corporate development.

A poor leader is costly. While bad leaders and managers oversee staff members, staff morale falls and employees lose their commitment to the company, resulting in lower-quality work and things being done more slowly. Understanding the impact of management style is crucial since leadership is a critical factor for a company's overall success. Effectively led is a source of management growth and long-term competitive advantage for the company.

Quality and effective leadership have been strained because of many factors, which led to this study with an ultimate emphasis on Cratos Group, Abuja.

1.3 PURPOSE OF THE STUDY

The purpose of this research is to look at leadership style and how it affects employee attitudes and attitude. The following goals were pursued in order to accomplish this:

1. To investigate how workers respond to different leadership styles in companies.
2. To look at the dynamics and causes of workplace absenteeism.
3. To emphasize the key leadership characteristics of a successful leader in a company.

4. Determine which leadership style would be most successful in reducing absenteeism.

1.4 RESEARCH QUESTIONS

The following questions were asked to guide the study's conduct in light of the aforementioned issues highlighted above:

1. What are the different organizational leadership styles, and how do workers respond to them?
2. What are the dynamics of absenteeism and what causes it?
3. What are the key characteristics of a successful leader in an organization?
4. What leadership style would be most successful in reducing employee absenteeism?

1.5 SIGNIFICANT OF STUDY

The research highlights the significance of leadership in the discussion as well as the complexities of purpose in business settings. As a result, this research effort is important in many ways. For starters, it will serve as a source of policy advice for the study of leadership styles in organizations, as well as offer the essential motivation for fighting absenteeism among workers in a company. The research study also assists in enlightening the company's management on the necessity for and significance of having successful leaders in the business.

Similarly, the study informs workers on their duties and responsibilities to the organization's leadership, as well as other relevant topics. This research determined why employees respond favorably to a certain leadership style of a manager, as well as what motivates workers to be devoted and committed to their responsibilities.

Furthermore, all of the aforementioned and decided consequences, issues, and solutions were critically examined in order to serve as potential suggestions to today's manager who may be willing to use a specific leadership style in relation to employee absenteeism. This will make it easier for the leader to choose the appropriate kind of leadership system.

Finally, future researchers on leadership style and its efficacy on employee attitude will greatly benefit from our study as a help and guide.

1.6 SCOPE AND LIMITATIONS OF THE STUDY

As the inquiry and analysis proceeded, many obstacles and blockages were discovered. All of these obstacles resulted in a noticeable clause in the study effort. The following were some of the limitations faced while doing this research:

Finance: The study needs money to allow the researcher to explore more information and also to carry out the research job properly, however owing to financial limitations, the researcher was unable to get everything needed for this project, hampered the best work on the study.

Time: This study required more time to allow the researcher to obtain the necessary and high-quality data for effective work, but because it was a research of students (MBA), which only required a few months of work as required by the university, the researcher had less valid information to use.

Respondent Attitude: In order to make this research as feasible as possible, certain critical information was sought from Cratos Group, Abuja, which the management was unwilling to give, as well as the employees' incapacity to identify the leadership style of their superior in the company.

1.7 RESEARCH HYPOTHESIS

A hypothesis is an educated guess regarding two or more variables that will be tested. These theories may either be proven or disproven. The following hypotheses were developed as part of this study.

HYPOTHESIS 1:

H₀: Using a transformative leadership style has no impact on employee absenteeism.

H₁: Leadership styles that are transformative have a substantial impact on employee absence.

HYPOTHESIS 2:

H₀: Using a transformational leadership style has no impact on employee work satisfaction.

H₁: Leaders that embrace a transformational approach have a substantial impact on the work happiness of their people.

1.8 TERMINOLOGY DEFINITIONS

The following essential words have been defined in order to aid in the successful comprehension of the material of this study.

- 1. LEADERSHIP/LEADERSHIP STYLE:** Persuasion is the art or practice of persuading others to work willingly toward the attainment of group objectives. Moreso, the way in which leaders manage and lead people is called their leadership style.
- 2. EVALUATION:** While studying, this is a way of determining the worth of a certain item that has been identified. A situation in which the validity of a study is scrutinized and logical conclusions are formed is described as follows:
- 3. OBJECTIVE:** Specifically, it refers to the end - goal that the organization has set for itself to attain throughout the course of its operations.
- 4. NON-APPEARANCE:** The regular pattern of absence from duty or responsibility is called absenteeism. In this research, absenteeism will be defined as workers' attitude.
- 5. EMPLOYEE JOB SATISFACTION:** Employee job satisfaction is a measure of how workers feel and believe about their employment. Employees' attitude toward their jobs was used as a measure of job satisfaction in this research.
- 6. TRANSFORMATION LEADERSHIP:** A transformational leader will use many styles (e.g., authoritarian, democratic, participatory, etc.) to reshape workers' attitudes and attitude.
- 7. ATTITUDE:** In psychology, attitude is defined as the method in which the body is placed or held in addition to a person's style of feeling or thinking.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

With regard to this research project, this chapter is very important. It was devoted to a survey of relevant literature that was of vital and crucial significance to the subject matter of the study. The literature was examined in this chapter in light of the study's goals, which were outlined earlier. Among the topics covered in this part are the idea of leadership, leadership styles, leadership characteristics, absenteeism, and the variables that influence the choice of leadership style, to name just a few. Furthermore, the research was conducted within the framework of the path-goal theoretical framework. In light of these distinctions, the following broad literature overview and theoretical framework are presented:

2.1 LEADERSHIP: ITS SIGNIFICANCE AND CONCEPT

Leading others is a process of interaction between leaders and followers in which the leader tries to influence followers in order to accomplish a shared purpose or objective. In human history, the word "leadership" has been used to describe a variety of attitudes and characteristics. It has been described in terms of qualities and attitudes that have an impact on the way individuals engage and interact with one another as well as patterns of interaction and relationships. Another way of looking at leadership is that it is a dynamic process that takes place in a group in which one person encourages other individuals to participate freely to the accomplishment of group tasks in a particular circumstance.

Since the dawn of time, the subject of leadership has piqued people's curiosity and sparked debate. Traditionally, when people think of leadership, pictures of strong, dynamic individuals who command successful armies, influence the events of countries, establish religions, or run corporate empires come to mind. However, this is not the case (Lussier, et al, 2007). Researchers tried to scientifically produce solutions to many issues surrounding the enigma of leadership beginning in the twentieth century, which sparked a resurgence of interest in the field. The idea of leadership nowadays is becoming more linked with the concept of teamwork, getting along with other people, inspiring and establishing a vision that others can identify with, rather than commanding and controlling.

Leadership, like many other business concepts, does not have a single definition. Thus, according to the research of Stogdill (1990), there is “nearly the same number of distinct definitions of leadership as there are individuals who have tried to define the concept.” When it comes to leadership, various individuals have different interpretations. There is no one, definitive definition of leadership (Yukl, 2002); nevertheless, most definitions share some fundamental characteristics such as "group," "impact," and "purpose" (Bryman, 1992), which include the following elements:

From the perspective of an organization, Schermerhorn (1999) believed that leading is a process that is used to motivate and influence others to work hard in order to realize and support organizational goals, whereas Hersey et al. (1993) believed that leadership influences individuals' attitude based on both individuals' and organizational objectives. In the words of Stoner and colleagues (1999), leadership is defined as the activity of guiding and influencing the task-related actions of group members in order to achieve the organization's objectives. In this context, leadership is defined as the capability of inspiring people to embrace corporate vision as their main goal; it involves anticipating and outpacing others; and its fundamental building block is knowledge.

According to Okpara (2005), leadership involves an uneven allocation of power between the leader and the members of the organization. He claimed that although members of a group have power, the leaders often have more authority. Leaders are change agents; they are individuals who have a greater impact on other people than the actions of others have on them. Fry (2003) had a similar point of view when he said that leadership makes use of leading strategy to provide motivating reasons for employees to work and to maximize their potential for growth and development inside the company. As a result of these views, leadership may be broadly defined as an influence, an art or an ongoing process of persuading others to work voluntarily towards the accomplishment of collective objectives. Exerting good influence on other people is included by the term "influence." The capacity to inspire subordinates to work with zeal and confidence, according to Koontz et al (1993), is defined as follows: enthusiasm indicates order, sincerity, and intensity in the execution of work; confidence reflects experience and technical capability.

According to the preceding concepts, leadership is a social process in which one person or a number of people in an organized organization harnesses the knowledge, abilities, and motivation of the other members in order to achieve the group's objectives. This procedure requires the agreement of the group, whether willingly or reluctantly. Leadership, according to Okpara (2005), is a critical component of effective management. One of the most important characteristics of a successful manager is the ability to lead effectively. This viewpoint was supported by Lussier et al. (2007), who said that leadership is the process of influencing leaders and followers in order to accomplish organizational goals via change.

2.2 LEADERSHIP STYLE AND ITS SIGNIFICANCE

According to the findings of the literature, there is no universally accepted definition of leadership style. This is due to the fact that leadership is inherently complicated, and that leadership is researched in a variety of methods that need the use of a variety of definitions. The leadership process, according to Gardner (1990), is a process of persuasion or example by which a person (or a team) convinces a group to pursue goals that are either held in common with or shared by the leader and his or her follower. Following from that description, leadership style may be defined as the manner in which a certain process is carried out. In addition to how leaders interact to people inside and outside of the company, how they perceive themselves and their position are all important factors in determining whether or not they are effective leaders.

Generally speaking, leadership style is described as the pattern of attitudes that leaders exhibit when working with and through other people (Hersey and Blanchard, 1993). It is possible to think of leadership style as the pattern of interactions that occur between leaders and subordinates. A leadership style, according to Hersey and colleagues (2000), may be defined as a kind of leadership attitude that has two clearly distinct dimensions: task performance and interpersonal connections. The manner and attitude used in giving guidance, executing goals, and inspiring others is referred to as leadership style. According to the workers, it encompasses the whole pattern of explicit and implicit acts taken by their boss. In this way, leadership style refers to the manner in which a leader provides guidance, implements plans, and motivates others.

In accordance with studies on traditional leadership style, the style of a manager is very essential in a business or an organization. This era is marked by the recognition that leadership style may be used to describe a wide range of methods that can be used to be a successful leader. Several researchers (e.g., Bass 1997; Burns 1978; Tharenou 1993; Howell and Avolio 1993) have noted that leadership style is the method and strategy used in giving guidance, executing goals, and inspiring others. Lewin (1939) oversaw a group of researchers who were tasked with identifying several leadership styles. This pioneering research has had a significant impact and helped to create three main leadership styles: authoritarian, democratic, and laissez-faire.

Throughout the last few decades, there has been a major shift in the way management professionals have defined leadership. Their approach has shifted from a more traditional one to one that is highly creative and democratic in nature. Nonetheless, it was found that some of the old concepts were still valid, while some of the new ideas were not without flaws. The idea is to use various approaches based on the circumstance, which means that leaders must handle each issue in a unique manner. Contemporary research on leadership attitude and styles, according to Okpara (2005), has identified four main leadership types, many of which can be found in the majority of companies and organizations across the globe. The following are the styles:

1. Autocratic Style
2. Democratic Style
3. Laissez-faire Style
4. Bureaucratic Style

Each of these leadership styles has an effect on the attitudes of workers. Each approach has both short- and long-term impacts on the individual. These styles are discussed in more depth below.

2.2.1 The Autocratic Style

This is referred to as the Authoritarian style of writing. It is a task-oriented style of leadership that is focused on results. This leadership style entails a high degree of task guidance from the leader, with little or no involvement in the decision-making process on the part of the subordinates in the organization (Okpara, 2005). It is

extremely common for people to dismiss the autocratic leadership style as a dated method of managing. Managers controlling subordinates utilized this approach extensively, and it is still in widespread usage across the globe to this day. Many leaders find that this style comes naturally to them and that it provides many advantages. As a result, many managers begin to lead in this manner and strive to enhance it as they pursue their own leadership development. It is employed when executives tell their workers what they want done and how they want it done without consulting their subordinates or their followers. Furthermore, when leaders are pressed for time, have all of the knowledge necessary to accomplish a goal, and their workers are enthusiastic, authoritarian leadership is still prevalent. Autocratic leaders are adamant on doing everything themselves. They have complete control over the situation, make all of the choices, and do not typically share their plans with anybody else. Okpara (2005) said that if you work under an authoritarian boss, your duty is typically to follow orders and accomplish what is asked of you.

An autocratic leader often maintains his or her power by the use of force, intimidation, threats, rewards and punishments, or by virtue of his or her position. Despite the fact that he may or may not have a clear vision, and despite the fact that he may or may not be guiding the company in the correct way, he is not concerned with whether or not others agree with what he is doing. The autocratic leadership style allows for rapid decision-making and the elimination of disagreements about the how and why things are accomplished. While doing so, however, it may decrease the chance of receiving a diverse range of ideas from a variety of sources, as well as treating people poorly or as if they do not matter. If the leader is preoccupied with his or her personal power and prestige, as is often the case, he or she will be looking over his or her shoulder and trying to squash any resistance to him or his or her ideas and choices. Innovation and the utilization of other people's ideas are only permitted if they are part of the leader's overall strategy.

CONSEQUENCES FOR THE ORGANIZATION

Autocratic leaders are notorious for leaving a trail of dread and distrust in their wake. Others in the organization are prone to copying their zealous defense of their viewpoint, as well as their suspicion of the ideas and motivations of others. Often, autocratically managed companies are not especially supportive of personal

connections, but are far more concerned with maintaining the line of command in place. Everyone has her own zone of influence, which she defends at any costs. Communication has a tendency to go in just one direction - upward - as a consequence of which rumor may become the usual method of disseminating information inside a company. A stable and secure work atmosphere, as well as decisive and effective leadership, are the hallmarks of an authoritarian leadership style when it is at its finest. In order to maintain the predictability of a highly structured, hierarchical environment where everyone knows exactly what he is supposed to do and follows orders without question, it is all too common for organizations to sacrifice initiative, new ideas, and the individual and group development of employees in favor of predictability.

In spite of the gloomy image painted above, many authoritarian dictators are not despised and feared but rather respected and even adored by their subjects. The answer is dependent on their individual personalities; they may be lovely people, or even very charming, just like anybody else. The divide between leaders and employees is clearly defined by an autocratic style of leadership. The autocratic leadership style, according to Pirraglia (2005), is characterized by managers who are totally confident and comfortable with the decision-making authority for the company's operational and strategic goals and policies. In spite of the fact that studies (Lussier et al. 2007; Yukl, 2002) shows that autocratic leaders exhibit less innovation than more modern approaches, this style is nevertheless effective when quick choices must be made without the participation of employees. Employees may have a sense of disconnection from this approach.

2.2.2 The Democratic Style

The democratic leadership style, also known as the participatory leadership style, is distinguished by the fact that it encourages one or more workers to participate in the decision-making process at all levels of the organization (determining what to do and how to do it). Nonetheless, it is the leader who makes the ultimate choice and retains power in the organization. Without a doubt, this leadership style helps to enhance the position of the leader, who is appreciated by his or her workers. When information and data are shared between a leader and his or her workers, the democratic approach is often used. In order to avoid being expected to know everything, managers choose workers who are informed and competent in their areas

of responsibility. The democratic leadership style encourages involvement of staff members and others in all aspects of the organization's operations, including decision-making and the development of its vision. It provides a forum for everyone to voice their views on how things should be done and where the organization should be heading. By including everyone's thoughts, it broadens the range of options available to the organization. But it still puts the ultimate choice on what to do with those ideas in the hands of a single individual. Okpara (2005), Lussier et al. (2007), and Pirraglia (2005) are examples of authors who have written on this topic. To summarize, using this approach is beneficial to both workers and leaders since it allows them to become more involved in the team and, on the other side, it allows leaders to make better choices.

CONSEQUENCES FOR THE ORGANIZATION

Democratic leadership, with its focus on equality of opportunity, has the potential to foster camaraderie and good relationships across an organization. Clerical and administrative employees are unlikely to socialize in hierarchically structured companies; but, in a democratically managed company, such socializing is commonplace. When people's views are sought, and even more so when those opinions are integrated into a final decision or policy, they are more likely to feel appreciated.

Okpara (2005) said that one of the things that democratic leadership does not necessarily accomplish – though it may – is to instill a sense of ownership among employees in the company and its objectives. Despite the fact that everyone may be solicited for thoughts or views, not all of them will be utilized or integrated into the organization's operations and operations. A feeling of ownership is difficult to develop if there is no genuine debate of ideas that leads to widespread agreement. As a result, democratic leadership may suffer from some of the same disadvantages as authoritarian leadership - namely, a lack of buy-in - but without the benefits of rapid and unambiguous decision-making that come with the removal of consultative processes.

2.2.3 The Laissez-Faire Style

It is often referred to as the "hands-off" leadership style because of its lack of direct involvement. This leadership style is focused on allowing workers to make

choices whenever the leader permits it; nevertheless, the leader retains ultimate responsibility for all decisions. According to Okpara (2005), “the most distinguishing feature of this leadership style is that the leader delegated power to a group of people while taking accountability for his or her actions”. This approach is often utilized when workers have the ability to determine what needs to be done and how it should be done. They should also possess strong analytical abilities. In this style of leadership, leaders merely establish the majority of the priorities for their team and delegate duties to their subordinates. This approach should only be utilized when a leader is confident in his or her team and is willing to put their faith in them no matter what. It should not be used as a means of laying blame on workers for errors that have occurred.

2.2.4 The Bureaucracy Style

The bureaucratic leadership style adheres to the regulations to the letter and ensures that employees carry out their responsibilities properly. Everything must be done in accordance with the rules or policy in this kind of environment. Rule and regulation are heavily relied upon, as is the use of processes, all of which are adhered to by both the leader and his or her subordinates. Okpara (2005), Lussier et al. (2007), and Pirraglia (2005) are examples of authors who have written on this topic. If your job involves significant safety hazards (such as working with heavy machinery, poisonous chemicals, or at perilous heights), or if you're dealing with big amounts of money, this is the work style for you (such as handling cash). Where management is unable to make decisions on their own, they refer to the manager or supervisor at the next higher level. In this situation, the position of the leader is quite similar to that of a police officer.

2.3 LEADERSHIP STYLES IN OTHER FORMS

There are a variety of various approaches or styles to leadership and management that are founded on a variety of different assumptions and ideas, which are discussed below. Typically, the leadership style that is used will be a mix of the leader's views, values, and preferences, as well as the corporate culture and norms, which will favor certain styles and discourage others, depending on the situation. This resulted in a new perspective, which was popularized by James MacGregor Burns

(1985). “He compares and contrasts two different types of leadership: transactional and transformational leadership. In other words, existing categorizations of leadership may be used to simplify the idea of leadership”. One of these distinctions is the difference between Transactional and Transformational Leadership Styles.

The transactional leadership style, according to Bass (1990), is defined by the provision of contingent rewards. Using this style of leadership, the leader provides incentives in return for effort and excellent performance on the job. In contrast, the transformational leadership style is a more personal approach that includes charm, inspiration, intellectual stimulation and concern for each individual, as well as significant delegating and delegation. As a result, the transformational leader inspires individuals to engage in the change process while also encouraging the development of a collective identity and sense of effectiveness. Employees ultimately develop greater sentiments of self-worth and self-efficacy as a result of this. The following are two current approaches to leadership that will be discussed in more detail:

2.3.1 The Transactional Leadership Approach

Transactional leadership, as the name suggests, is founded on the idea that leadership is a series of transactions between a leader and his or her followers. Human interactions, in the eyes of the leader, are a series of transactions. Leaders are built on a foundation of positive reinforcement and negative punishment as well as exchanges (both economic and emotional as well as physical) and other types of "transactions." Transactional leadership, as defined by Bass (1990), entails the following: “I lead this organization by compensating you and telling you what you need to accomplish; you react by doing the tasks assigned to you efficiently and effectively, and the company will flourish”. When people take a position in this style of leadership, they are agreeing to fully follow their boss, which is the premise of the style.

The word "transaction" refers to the fact that, in most cases, the company compensates the team members in exchange for their hard work and compliance. If they do to perform their duties in accordance with the agreement, they may be subjected to "punishment" by the leader. The regulations are extremely clear in this approach, and a reward system is established for the subordinates who put in the most effort. Furthermore, penalties are also an option, and formal systems of discipline are

very prevalent in many societies. In order for his team members to have an effect on their revenue, the leader may provide them with an opportunity. This typically occurs when people work more diligently, resulting in increased output. An alternative approach is for a transactional leader to conduct "management by exception" - rather than praising superior performance. In reality, transactional leadership is more of a kind of management than it is a leadership style in the traditional sense. It is mostly concerned with short-term tasks and is thus unsuitable for creative work. In accordance with Burns (1978), transactional leaders are those that seek to inspire followers by appealing to their own self-interests in order to achieve their objectives. By assisting subordinates in recognizing task duties, setting objectives, and developing confidence in their ability to reach anticipated levels of performance, they encourage them to accomplish those levels of performance.

Transactional leadership has been the focus of study in the past, and it has been identified as a critical component of successful leadership attitude in companies prior to the advent of transformational leadership theory (Bass, 1985; Burns, 1978; House, 1977). The transactional leadership emphasizes the importance of the exchange connection as the most important aspect. Those who follow transactional leaders expect their subordinates to agree with, accept, or comply with their requests if they want to be rewarded with incentives and resources or avoid punitive action (Burns, 1978; Podsakoff, Mackenzie, Moorman & Fetter, 1990). Bryman has identified a connection between this dyadic exchange process of leadership style and contingent reward and punishment attitude, which he refers to as transactional leader attitude (1992).

According to research on transactional leadership, there are three aspects that underpin the transactional leadership concept (Bass & Avolio, 1997; Bass & Steidlmeier, 1998; Tepper & Percy, 1994): transactional leadership is defined as:

1. Reliant rewards or support: The leader utilizes incentives, promises, and praise to encourage followers to reach performance levels that have been agreed upon by both sides.

2. Dynamic management by exclusion: The leader closely oversees the performance of his or her followers, taking corrective action in advance of issues or as soon as anomalies are noticed.
3. Unreceptive management by exclusion: The leader sits back and waits for errors to happen or for things to go wrong before taking remedial action in the form of negative feedback or reprimand.

In summary, Burns (1978) defined transactional leadership style as one in which leaders seek to inspire followers by appealing to their own self-interests. Transactional leaders are those who seek to drive followers by appealing to their own self-interests. By assisting subordinates in recognizing task duties, setting objectives, and developing confidence in their ability to reach anticipated levels of performance, they encourage them to accomplish those levels of performance.

2.3.2 The Transformational Leadership

This refers to the process of a leader transforming himself or herself, as well as their team and company. It entails bringing about significant change in the attitudes of workers, as well as raising morale and directing the organization's course. According to Kuhnert and Lewis (1987), transformational leadership is made feasible when a leader's end values (internal standards) are accepted by followers, resulting in changes in the attitudes, beliefs, and objectives of those who follow. As previously mentioned by Bryman (1992), "transforming leadership involves both leaders and followers increasing each other's motivation and sense of purpose." According to him, a higher purpose is one in which the goals and ambitions of leaders and followers are brought together into a single entity. Both leaders and followers are transformed as a result of their pursuit of objectives that reflect ambitions with which they may identify themselves."

The popularity and attractiveness of transformational leadership has piqued the interest of researchers, who have discovered that it is consistently associated with superior performance (Barling et al. 1996; Yam Marino & Bass 1990), increased morale-related outcomes such as self-efficacy (Kirkpatrick & Locke 1996), and intrinsic motivation (Barling et al. 1996). Transformational leadership has also been found to be consistently associated with superior performance in other areas, such

as organizational commitment (Podsakoff et al., 1990). Positive connections between individual, group, and organizational performance have also been documented on a regular basis. According to standard explanations, these results demonstrate that leader attitudes influence fundamental values, beliefs and attitudes of followers to coincide with organizational collective interests (Podsakoff, Mackenzie, Moorman & Fetter, 1990).

Transformational leaders, by definition, are those who strive to change and grow their organizations. When an organization does not change and no one objects to this reality, a leader like this will become dissatisfied with his or her position. However, just like with military commanders, when the circumstances are perfect, they come into their own and may be held individually accountable for the survival of whole corporations. In his 1978 book, Burns stated that individuals who have this leadership style are genuine leaders who inspire their teams on a continuous basis with a common vision of the future. When it comes to detail, "detail people" may help to reinforce the leader's passion, which is frequently transferred into the team. That is why transformative leadership is critical in many companies today. Transactional leaders (or managers) are responsible for ensuring that routine work is completed consistently, whereas transformational leaders go above and beyond to oversee initiatives that add value. A rewarding and uplifting experience may be had when working under a transformative leader. It doesn't matter what they do; they do it with enthusiasm and intensity. They are concerned about the team's success and want them to be successful. Transformational leaders are also known for their ability to perceive the broad picture while missing the little nuances.

Leadership by transformation embody the elixir of human knowledge in their actions. Transformational leadership, when practiced with integrity, has the ability to change companies in miraculous ways. Leading using this approach fosters an atmosphere in which every individual is empowered to meet his or her greatest needs and becomes a part of a productive learning community, according to the authors. People who serve others are transformed into transformational leaders who guide them through the process of developing and embracing a vision for the organization that inspires and brings forth top performance, fosters a belief system of integrity, a cause greater than oneself, diversity of thought, and inclusiveness for people of all races and

genders. Moral leadership, leading with compassion, and effective leadership are all characteristics of this leadership style. Leadership based on dignity and respect for the rights of others to self-determination within the moral boundaries of the organization is referred to as moral leadership.

Leadership for social justice is another significant and growing trend that has been connected to transformational leadership in the past. It has become even more urgent for business administration researchers to re-examine their theories in order to ensure that no voices have been left out, as well as to direct their efforts toward guiding managers and employees in their efforts to guide the organization toward greater inclusiveness, equity and justice.

2.3.3 Characteristics of a Successful Leader

Humans, according to Peter-Economy (2005; 2007), benefit from learning the qualities of leadership since we prefer to divide things down into characteristics in order to make large ideas more manageable. In this view, there are common characteristics that characterize effective leadership, and identifying them requires just a little research into the lives of people who have achieved success. Some of the most frequent characteristics of a successful leader include, but are not limited to, the following characteristics:

1. **Sympathy:** It is less likely that personal problems and animosity would sneak in and derail the group when there is a genuine relationship established between leaders and employees. Employees who believe that their managers are sympathetic to their problems are more inclined to collaborate with them and support their manager's vision, rather than to develop unfavorable emotions against them. Effective leaders provide public acclaim while dealing with issues in private settings. The most effective leaders assist workers through difficult situations and are always on the lookout for ideas that will ensure the long-term success of the company. When faced with a challenge, successful leaders seek creative solutions rather than taking it personally or blaming others. They keep their eyes on the prize and keep pushing ahead.
2. **Responsibility:** Effective leaders accept full responsibility for the actions and results of their teams, including their own. They are responsible for following

up on any outstanding problems, checking in on workers, and ensuring that business rules and procedures are being followed. It is important for them to recognize when things are going well, and when issues emerge, they are quick to identify them, seek solutions, and get things back on track.

3. **Communiqué:** Effective communication allows the team to remain focused on the correct tasks while maintaining the appropriate mindset. The ability of leaders to communicate effectively about expectations, problems, and recommendations will increase the likelihood of workers reacting and meeting these objectives.
4. **Dependability:** Strong leaders treat others the way they would want to be treated themselves. They are highly ethical, and they think that success is built on the foundations of honesty, hard work, and dependability. They exemplify these principles in such a transparent manner that no employee has any concerns about their honesty for a single second. This concept suggests that successful leaders are transparent in their information sharing and refrain from using spin control.

2.3.4 The Importance of Being a Leader

It is critical to accomplish organizational objectives in a competitive corporate environment that leaders be successful in their management of people and resources. In order to do this, leaders must be able to give their teams with inspiration, motivation, and clear guidance. The advantages of good leadership are many and will help the organization in achieving success and long-term stability, regardless of the kind or size of company. Organizations often develop slowly and lose their direction and competitiveness if they do not have strong leadership in place. Consequently, good leadership is critical for the reasons listed below:

- a) **A distinct vision:** It is essential to establish an overarching vision and communicate it effectively to workers in order for them to have a clear knowledge of the organization's direction as well as their respective duties and obligations.
- b) **Planning Effectively:** When using a structured strategy, you may create an action schedule that will help you achieve your organization's objectives in the

most efficient way possible. In addition, an inclusive planning process offers individuals with the chance to establish, contribute to, understand, and accomplish clearly stated goals and objectives.

- c) **Motivating and inspiring people:** The dedication and enthusiasm of a business leader helps to define the shared objectives of the organization and inspires and motivates others to achieve at their highest potential.
- d) **New Concepts:** Encouraging employees to freely share and debate new ideas in a friendly atmosphere allows businesses to benefit from the diversity of their expertise and thoughts.
- e) **Relationships between people:** a leader's open and engaging relationship with their team members demonstrates to them that they are valued as an integral part of the organization, instilling a sense of ownership among team members and fostering a closer alignment between individual and team objectives.
- f) **Management of crises:** Effective corporate leadership may assist a team in remaining focused during a moment of crisis by reminding them of their accomplishments and encouraging them to establish short-term, attainable objectives.

These are just a few examples of how effective leadership can have a beneficial influence on both workers and the bottom line of the company. Understanding these abilities and tactics, as well as putting them into practice, can assist managers in becoming stronger leaders, which will, in turn, help the organization or company become more successful.

2.4 FACTORS THAT INFLUENCE THE DECISION ON WHICH LEADERSHIP STYLE TO USE

Using human abilities to improve performance, trust, and integrity in workers and the company is a key feature of effective leadership, according to Harvard Business Review (Daft, 2005). It is unlikely that any two leaders would execute in precisely the same manner; rather, each leader will create his or her own unique style. A variety of variables may have an impact on the leadership style used by a leader. The leader's environment may influence the development of some of these

characteristics, while others may be influenced by the leader's environment. Some leaders may even find themselves having to change their leadership style in order to adapt to a changing culture. According to Chris (2014), these considerations include, but are not limited to, the following:

I. Temperament Characteristics

A leader's leadership style may evolve into an extension of his or her personality. The extroverted and assertive personality type may like to communicate directly with subordinates via face-to-face contact or conflict, whether in a group setting or one-on-one with subordinates. If he is quieter, he may prefer to lead by example or communicate via writing means. The reserved leader is more comfortable meeting with subordinate's one-on-one to give individual guidance than addressing the group as a whole.

II. The Degree of Control

The degree to which a leader wants to retain control also has an impact on the leadership style that is chosen. Some business executives want to be engaged in all areas of day-to-day operations and decision-making processes, which necessitates the necessity for micromanagement on the part of their employees. Another reason is that some managers are more trusting in their subordinates or do not want the heavy responsibility of making all choices, thus they prefer to take a more hands-off approach by delegating authority. Leaders that prefer to delegate may find themselves in the position of having to add an extra layer of management.

III. Structure of the Organization

In certain cases, the structure and operational procedures of an organization may determine the kind of leadership style that managers should use. In certain companies, there is a strong focus on encouraging members to contribute or share their ideas, which necessitates a more open form of leadership where individuals are given a significant voice in defining their own responsibilities and duties. Other companies function with a "my way or the highway" attitude, in which leaders control direction and deviation or innovation is frowned upon by their employees.

IV. Knowledge

The amount of experience a leader has, both as a leader and with a specific company, may have an effect on his or her leadership style. Those who are new to leadership positions may be more motivated to lead "by the book" in order to avoid making errors, while more experienced leaders may be more secure in following their own interpretation of rules and regulations, as long as they are not breaking any laws. A leader who has been a part of an organization for many years is likely to have a greater knowledge of the intricacies of the company than a new member, and as a result, he or she may be more confident when making important choices.

2.4.1 The Prevailing Pattern of Employee Attitude

Employee attitudes are a pattern of activities and interactions among members of an organization that have an impact on the performance of the company, either directly or indirectly (Elnaga, 2002). Employees engage in a broad range of good and bad attitudes while carrying out their responsibilities on the job. Absenteeism and work satisfaction are the types of employee attitude and attitude that are being investigated in this research.

ABSENCES

Absences is defined as an employee's deliberate or regular absence from work. Absences costs a company a lot of money and causes a lot of problems. It is clear that failing to report to work makes it harder for a company to run efficiently and achieve its goals. While companies anticipate that employees may miss a certain number of workdays each year, excessive absences can result in reduced productivity and have a significant impact on company finances, morale, and other variables. This absenteeism article investigates the relationship between leadership style and absenteeism, as well as the causes of absenteeism, the consequences of missed productivity, and what employers can do to decrease levels of absenteeism in the workplace.

The effect of absence on a company's bottom line is usually the first thing that management notices. This is important. Companies lose about 2.8 million workdays each year, according to the Bureau of Labor Statistics (BLS). Every day, between 3% and 6% of the workforce is missing. To compensate for such absences, most companies

overstaff. Absences may be attributed to a variety of factors, including family obligations and job accidents. According to the BLS, sickness and family problems account for almost two-thirds of all unplanned absences. Others are the result of personal needs, stress, or job accidents (Sanders, 2014).

Absences has an effect on a company's morale in addition to its financial condition and productivity. When employees observe their coworkers regularly absent from work and consider them to be avoiding responsibilities, it has a negative effect on the workplace. This, to different degrees, raises additional management problems for the leader to address. The more time a CEO spends addressing absenteeism and other problems, the less time he has to handle other business concerns.

ABSENCES AND LEADERSHIP STYLE

While absence may have an influence on the overall efficacy of leadership, one's leadership style can have an impact on absenteeism. According to British experts, transformational leaders, or those that take a personal interest in their workers, are better prepared to deal with absence and other problems. These executives are renowned for being supportive of their workers and for leading by example. This approach demonstrates to workers that the leader's workplace standards are not unreasonable or out of reach.

It also demonstrates his interest in the organization and commitment to resolving its issues (Bass, 1990). This idea suggests that managers who fit this style or took a similar approach had fewer absences than more punitive supervisors. According to Rachelle et al. (2013), since there is a tight connection between employee satisfaction and absences, it may be inferred that there is also a relationship between leadership and absences. Specific human resource management techniques, according to Zhu et al (2005), may have a beneficial impact on employee performance, motivation, skills, talents, and knowledge, thus decreasing absences. The leadership style is a crucial element in generating these impacts.

Aside from a direct impact of leadership style on absence via assistance, a sense of being excessively benefitted, and the management of illness procedures, there is strong evidence that employee satisfaction also plays a role in this connection. Employees that are happy with their job and their boss will be more dedicated to the

company and will call in sick less often. Many studies have shown this connection, including Ross and Offermann (1997), Lok (2004), Bass (1994), Zhu et al (2005).

Rachelle et al. (2013) discovered that workers who feel happy and safe are more likely to offer high-quality services to customers and, as a result, have reduced absence rates. Employees that encounter shifting job definitions, organizational interventions, and a high level of uncertainty will be less motivated to come to work. Employees that are dissatisfied may be more likely to call in sick, which may be an impact of leadership style. According to Rachelle et al. (2013), a leader's handling of illness procedures may be a direct method for him to impact absences. The illness procedures affect the amount of absenteeism, and therefore the leadership style may have both a direct and indirect moderating effect on absences.

FACTORS WHICH CAUSE ABSENTEEISM

Employees of organization miss work for a number of reasons, some of which are valid and others of which are not. Some of the most frequent reasons for absenteeism include (but are not limited to):

- a. **Discrimination and abuse:** A higher percentage of employees who are bullied or harassed by co-workers and/or supervisors are likely to call in ill than employees who do not experience bullying or harassment.
- b. **Fatigue, tension, and poor morale:** Employees may avoid coming to work due to heavy workloads, unpleasant meetings/presentations, and sentiments of unappreciation. Personal stress (apart from job) may also contribute to absences.
- c. **Daycare and Aged care:** When usual arrangements go through (for example, a sick caregiver or a snow day at school), employees may be compelled to skip work in order to remain home and care for a child/elder, or if a child/elder is ill.
- d. **Depression:** The National Institute of Mental Health, mentions depression to be the top cause of absenteeism in the United States. If individuals use drugs or alcohol to self-medicate their pain or anxiety, it may progress to substance addiction.

- e. **Withdrawal:** Employees who are withdrawn from their employment, coworkers, and/or the business are more likely to skip work simply because they are unmotivated to come to work.
- f. **Sickness:** The most frequently cited causes for missing work are injuries, illness, and medical visits (though not always the actual reason). Not surprisingly, absence rates for both full-time and part-time workers skyrocket during the cold and flu season every year (Rachelle, et. al, 2013).
- g. **Accidents:** Accidents may happen on the job or off the job, resulting in absences. Chronic ailments, such as back and neck pain, are a frequent cause of absenteeism in addition to acute injuries.
- h. **Searching for Job:** Employees may call in ill to attend a job interview, meet with a recruiter, or work on their resumes/CVs.

2.5 LEADERSHIP STYLE AND JOB SATISFACTION

Employment satisfaction is defined as the perceived connection between what one desires from one's job and what one believes it to provide (Lund, 2003). According to Jones and George (2004), work satisfaction refers to an employee's overall attitude about his or her employment. It is a major issue for employers since it is believed that happy workers are more likely to show up for work, perform better, and remain with a company for a longer period of time (Robbins et al., 2010). Work satisfaction may also be defined as a person's favorable attitude toward his or her given duties or job (Daft, 2010).

Having a unique leadership style is an important factor that influences employee work satisfaction, which leads to organizational success. Furthermore, work satisfaction is a crucial and essential consequence of an organization's successful leadership (Bass & Avolio, 1994). Employment satisfaction is regarded as the most well-known work attitude indicator and a dependable characteristic for assessing an individual's assessment of her/his job experience in a company. It may improve employee commitment and performance while decreasing turnover and absenteeism (Robbins, et. al, 2010). Positive work satisfaction leads to goal accomplishment and organizational effectiveness. High work satisfaction may usually assist employees cope with difficulties in achieving specified corporate objectives and goals.

Many studies shown that transformative leadership has a substantial effect on subordinate work satisfaction (Wiraatmadja et al., 2008; Griffith, 2004; Avolio and Bass, 2004; Antonakis et al., 2003; Bass and Avolio, 1994). Their findings show that work happiness has a significant effect on productivity, organizational efficiency, employee relations, turnover, organizational performance, and absenteeism (Oshagbemi, 2003; Schroder, 2008; Chen et al., 2006; Okpara et al., 2005).

Job satisfaction has been recognized as an essential factor that influences employee attitude favorably. Employee positive attitude is the environment in which employees have work satisfaction and a sense of greater duty, dedication, and accountability to remain in the company for a long time.

According to the preceding debate, leadership style is a critical predictor of employee work satisfaction. Members' objective responses to leaders are typically linked to both the employee's and the leader's qualities. The internal organizational environment has the greatest influence on job satisfaction. Employees may be anxious at work if the leader exhibits aggressive attitude and is unsupportive of their needs as employees. When subordinates are unable to do the task, they will choose a leader who can give adequate directions and advice to complete the task in the best feasible manner. It was also said that if the connection between the employee and the boss is bad, the firm's productivity, turnover, and absenteeism would suffer.

An investigation on the link between transformative leadership and work results was carried out by Walumbwa et al. (2004), who used a sample of 402 workers from the banking and finance industries in China and India as participants. The findings revealed a favorable connection between transformational leadership and work satisfaction, as well as organizational commitment, among the participants. Teachers' views of principals, transformational leadership abilities, and teacher job satisfaction were investigated in a research done by Ejimofor (2007) in two major Local Government Areas in a metropolis of South-eastern Nigeria to determine the connection between them. The study's participants included 518 secondary teachers and 48 principals, and the findings revealed that teachers' perceptions of principals' transformational leadership skills have a substantial and significant impact on teachers' job satisfaction. Participants included both teachers and principals.

Ramey has conducted further research with a similar goal in mind: to investigate the connection between leadership and work happiness (2002). Using data from a research performed in an Appalachian state in the United States, Ramey (2002) investigated the connection between the leadership styles of nurse managers and the work satisfaction of registered staff nurses in hospital settings. Simple random selection was used to choose 200 participants from a total of 7190 registered nurses. The participants were chosen from a pool of 200 individuals. A connection between work satisfaction among registered staff nurses and the presence of nurse managers who practice transformational leadership was discovered in a manner similar to that observed in the other research papers described before. It was discovered that the relationship between work happiness of staff nurses and their supervisors who practice transactional leadership was diametrically opposed. This result lends additional credence to the presence of a favorable connection between transformational leadership styles and work satisfaction among staff nurses and nurse managers, as previously reported by others. According to Walumbwa et al (2004), the rate at which employees quit in companies that use transformational leadership is lower than the rate at which employees leave in organizations that utilize transactional leadership among their members. Improved working conditions for workers, satisfaction of their expertise requirements, and assistance in doing their tasks more effectively are some of the positive elements of transformational leadership as a general concept.

According to Maslow (1954), Herzberg (1966), and Bryman (1992), work satisfaction was studied and developed by a number of different theorists. For example, Maslow's hierarchy of needs theory argues that individuals are driven by a variety of wants that are prioritized in a hierarchical manner. Prior to meeting higher-order demands, it is necessary to meet lower-order requirements first. These requirements are as follows: physiological requirements, safety requirements, belongingness requirements, esteem requirements, and self-actualization requirements (Daft, 2010). At Islamic Azad University in Iran, Hamidifar (2010) performed a similar research on the connection between leadership and employee work satisfaction, which was published in 2010. Three hundred and eighty-six questionnaires were sent using the random sample technique, with 386 completed. The findings of this research were found to be congruent with the findings of previous comparable studies, which

indicated that transformational leadership characteristics had a statistically significant beneficial impact on employee job satisfaction. According to the findings of this research conducted by Hamidifar (2010), laissez-faire leadership has a statistically significant detrimental impact on subordinates' work satisfaction, and vice versa.

Specifically, Choi et al. (2007) discovered that the athletic director's transformational leadership in the sport field was linked with the altruistic attitude, effective dedication, and overall work satisfaction of head coaches. Another research, conducted by Yusof and Shah (2008) in the sport organization, was also cited, and it discovered that athletic directors who exercise transformational leadership led to higher levels of work satisfaction among head coaches. Another recent research in the same area, conducted by Burton and Peachey (2009), showed that transformational leadership shown by the athletic director was positively linked with work satisfaction, and that transformational leaders were favored regardless of their gender.

Basing its conclusions on these findings, the purpose of this research work is to examine leadership style and its effectiveness on employees' attitude, with the goal of refuting or validating these findings in the course of investigating whether there is a connection between transformational leadership style and employees' degree of satisfaction at work in relation to absenteeism with a particular emphasis on Cratos Group, Abuja employees.

2.6 THEORETICAL FRAMEWORK

When it comes to explaining the connection between variables, a theoretical framework is a predefined pattern of uniformity that is utilized. Theories assist us in comprehending the underlying process and, on the basis of that understanding, selecting the most successful line of action. A theory, according to Stoner and Freeman (2000, 2000), is a cohesive set of assumptions that are put forth to explain the connection between two or more observed facts. "Effective theories allow us to make predictions about what will happen in certain circumstances" as developed and formalized by (Haralambos & Holborn, 2008). Because the purpose of this study is to investigate leadership style and its effectiveness on employees' attitudes at Cratos Group, Abuja, the study was conducted within the framework of the Path-Goal Theory

proposed by House (1971), which emphasizes the importance of the relationship between the leader and the subordinate.

As a result, the Path-Goal theory was used to describe my area of interest in this study effort, which was a good fit. The theoretical framework under consideration here consists of assertions that identify the mechanism through which leadership style has an impact on workers' attitudes and attitudes in a specific culture, but there are differences in all known human societies, as discussed before.

2.6.1 The Theory of Setting a Path-Goal

From the contingency approach to leadership research, the Path-goal theory is a common theoretical development that can be traced back to the beginning. To accomplish objectives, the Path-Goal model requires leaders to define their leadership style or attitude that is most appropriate for the employees and work environment in order to achieve those goals (House, Mitchell, 1974). When it comes to leadership theories, path-goal theory falls under the category of contingency approach since it focuses on the interplay between the factors involved in a leadership scenario and patterns of leadership attitude.

Martin Evans (1970) was the first to propose the path-goal theory, which was later expanded upon by House (1990, 1991). (1971). The core of the idea is to explain how the attitude of leaders affects the satisfaction, motivation, and performance of their subordinates, among other things. As suggested by the idea, the same leader may exhibit different attitudes in a variety of circumstances and at various points during their career.

This idea is best described as a process in which leaders choose certain attitudes that are best suited to the requirements of their workers and the working environment in order to best guide their people along their route in the achievement of their daily work activities and objectives (Northouse, 2013).

2.6.2 Fundamental Assumptions of the Path-Goal Theory

According to this idea, the primary aim of a leader is to give subordinates with the advice, support, and assistance they need in order to accomplish their personal objectives successfully, in addition to the goals of the company (Silverthorne, 2001).

The idea incorporates two situational contingencies: the first is based on the personal qualities of group members, and the second is based on the workplace environment (Daft, 2005).

This theory proposes four distinct kinds of leadership styles, which are as follows: participatory, supporting, directive, and achievement-oriented leadership styles, as well as a combination of these. A competent leader should be aware of which leadership style to use and when to use it (Rad and Yarmohammadian, 2006). As the directive leader, you explain to subordinates what is expected of them and offer direction while also ensuring that policies, procedures, and regulations are followed. The supportive leader pays close attention to the needs and well-being of his or her subordinates. The participative leader encourages subordinates to participate in the decision-making process, whereas the achievement-oriented leader strives to improve performance, establishes standards, and ensures that these standards are met by subordinates under his or her supervision. According to the idea, the nature of the job and the requirements of the subordinates will influence the kind of leadership style that the leader should use. The degree to which a task has been defined is inversely related to the degree to which guidance and direction are required. The path-goal theory disputes whether a leader should be task or relationship focused, depending on the needs of the specific circumstance in which they find themselves (Wren, 1994).

It is built on two different assumptions that form the path-goal theory. The first is that when subordinates consider the attitude of leaders as a source of satisfaction in their current job that can be acceptable and result in employee job satisfaction, the leader's attitude will be considered acceptable only when his subordinates believe that it is an immediate source of their satisfaction or that it can be useful in achieving employee job satisfaction in the future.

The second hypothesis is that the attitude of leaders serves as a motivator for their subordinates. As a result, if the attitude of leaders is convenient, it will result in more staff motivation. It is possible to motivate subordinates by connecting their satisfaction with their requirements to their ability to work efficiently. This may also be accomplished by enhancing the work environment of subordinates via extensive coaching, guidance, and recognition for their effective performance.

This theory maintains that for substantial pressure within the work environment or unclear structure of the work, better job satisfaction may be provided to subordinates by authoritative leadership in order to promote effective performance. The leader should provide assistance, not dictate to a clear and strict structure.

The leader's function relies on the work environment of the subordinates and the structural size in this setting. Structured settings with clear roles and tasks provide clear paths to accomplish objectives. This example is when the leader should concern himself with developing a connection with his subordinates, boosting morale, and minimizing job fatigue. If the structure of the job is unclear or changing, the leader should help guide and steer his team. Task orientation should be selected in this instance.

Although it is not a precise procedure, but it usually follows these steps:

1. find employee and environmental attributes
2. Pick a leadership style.
3. Look to provide support that helps employees achieve.

Assumptions guided the study's theoretical examination of leadership style and employee attitude, with particular emphasis on work satisfaction and absenteeism, with regard to the empirical research on path-goal theory.

2.6.3 Examining the Study's Theoretically

This research used the route goal theory to guide leadership style concepts. Path-goal leadership theory explains that successful leaders inspire followers by altering their views of the connection between attitudes and results. To be successful, leaders must exhibit attitudes that match their subordinates' surroundings and skills while also compensating for shortcomings.

Path-goal theory offered an emphasis on examining connections between leadership attitudes and satisfaction, as well as other moderator factors including absenteeism. The thesis, in addition to both the attitude of directive leaders and supporting leaders, is supported by a class of factors called situational variables, and this concept is found in the cult classic, "House".

So, Indvik (1986) found support for the fundamental theory hypothesis, particularly in regards to the attitude and function of the directing leader, which is tempered by the job features, on employee satisfaction. Schriesheim (1980) found that supportive leader attitude significantly correlates with employee satisfaction levels regardless of the specific circumstance.

This research obtained a critical view of directed leadership as being negatively related to acceptance and adding to work dissatisfaction when supervisees have a high competence perception. Dessler (1973) investigated path-goal theory and discovered that the attitude of the supportive leader doesn't influence the happiness of subordinates, nor does it affect role clarity as the job becomes more ambiguous. Results broadly support the hypothesis, especially in respect to leadership and followership.

This research took use of the Path-Goal Theory's strengths. The first of them, it provides a theoretical framework to analyze the impact of various leadership styles on subordinates' productivity and satisfaction. The second strength is the introduction of subordinates' motivation of anticipation theory into the idea of leadership. the practical model shows the leader's key methods to assist subordinates

2.6.4 Path-Goal Criticism

One of the critiques of the path-goal theory is that it puts too much of a burden on the leader and too little on the employees, which may constrain the development of the latter. Critics claimed that excessive reliance on the leader results in failure. According to this idea, candidates need to analyze many different factors in order to successfully choose a leadership style. criticized that it is hard to do research and analysis on different elements of the theory in practice) (1973).

Another critique of Path-goal theory is that, in research, it is, on the whole, very simple. Most recent research has attempted to discern how task structure mediates the influence of leader attitude, follower performance, and satisfaction.

Directive leader attitudes have dominated the literature, whereas supporting leader attitudes have largely gone unexplored (Silverthorne, 2001). To provide a thorough evaluation of path-goal theory, all predicted connections should be examined.

These critiques of the path-goal theory only highlight the significant motivating variables for those in lower positions. This more precisely describes exactly what a leader does. Despite a lack of evidence supporting path-goal theory, it has proved useful to wider leadership and organizational theory. The approach emphasized incorporating situational and dispositional variables into leadership models. Path-goal leadership theory has had a substantial impact on recent developments in the leadership profession.



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter describes the methods that the researcher utilized to conduct this investigation. It provided a short background of the research site, demographic, sampling method, research design, research equipment, and data collecting and analytic techniques utilized by the researcher throughout the study.

3.1 A BRIEF HISTORY OF THE RESEARCH FIELD

Cratos Group is a subsidiary of a multinational conglomerate with varied commercial interests ranging from security to oil and gas and engineering construction. Cratos Group Limited was founded in 2002 to serve the security, construction, mining, real estate, and oil and gas industries. The address of the business is 62a Mississippi Street, Maitama, Abuja.

Cratos Group's continuous endeavor is to offer the most exquisite services in its ability to the Nigerian market area.

3.3 RESEARCH PLAN

Cooper and Schindler (2006) define research design as a strategy that supports methodical data gathering management. The research was a sociological survey. According to Yin (1994), a survey is a systematic technique for collecting information from a sample of people in order to describe the characteristics of the broader population of which the people are a part. It focuses on the most important facts about individuals, such as their beliefs, views, attitudes, motives, and attitudes. The aforementioned factors were taken into account by the researcher before deciding on a survey design for this study. A quantitative method was primarily utilized to investigate the relationship between leadership style, absenteeism, and employee satisfaction. Furthermore, a qualitative approach was used as a tool for verifying the questionnaire answers.

3.4 RESEARCH SAMPLE

According to Explorable (2009), the population of a study is the study of a big group of interest that is the primary subject of a scientific inquiry. The study's population was only comprised of Cratos Group workers and executives. The

organization was chosen based on its accessibility and fit with the study subject. However, it should not be assumed that the research has no relevance to other companies in Nigeria; given the worldwide character of the organizational environment, they are likely to confront similar problems.

3.5 THE STUDY'S SCOPE

This research focused on the whole Cratos Group workforce. However, due to the organization's size, three (3) divisions were targeted. These are the security division, the real estate department, and the construction department. At the time of the research, the employee populations in these sections were 130, 205, and 485, respectively. As a result, the Cratos Group population was reduced to 820 in the research. The study's theoretical concerns were leadership style and its efficacy on employee attitude.

The study's emphasis on employee attitudes was limited to job satisfaction and absenteeism. Similarly, there are many leadership styles; however, although this research investigated a number of these types, the focus was on transformational leadership.

3.6 SAMPLING METHODS

The methods used by researchers throughout the statistical sampling process are referred to as sampling techniques. When a researcher wants to make conclusions for the whole population after performing a study on a sample of the same population, this method is used. According to Explorable (2009), the practicability of statistical sampling techniques allows the researcher to estimate the possible number of subjects that can be included in the sample, the type of sampling technique, the duration of the study, the number of materials, ethical concerns, subject/sample availability, the need for the study, and the amount of workforce that the study requires. The sampling methods used in this case were sample size determination and sampling selection.

3.6.1 Sample Size Determination

It is critical to employ a sufficient number of participants in order to increase the likelihood that the study's findings will be more generalizable and interpretable (Mugenda, 2008). Therefore, a 5% margin of error (confidence interval) and a 95%

confidence level were used to estimate sample size. The study's sample size was 153 people out of a total population of 820.

3.6.2 Selection of Samples

After determining the sample size to be 153, the study used simple random sampling (SRS) to pick these samples from a list of the names of the workers (sample frame) that was provided to the researcher. Following that, the researcher gave numbers to the questionnaires that were sent to each selected sample (employee). This is due to the SRS, which gives everyone in the whole target population an equal chance of getting chosen. The Lottery Method with No Replacement was used to choose the sample using SRS. This kind of SRS is most frequently used in social sciences and is one of the most effective techniques for choosing a sample from a population of interest (Babbie, 2001).

3.7 DATA COLLECTION METHOD/INSTRUMENTATION

This study's data collection technique was mainly quantitative, with the questionnaire serving as the tool of choice. The multi-factor leadership questionnaire (MLQ) was employed as the primary instrument to collect quantitative data, and a key informant interview was utilized to verify the results. There were two parts to the questionnaire. Section A dealt with respondents' demographic information. Section B included questions on leadership style and its impact on employee attitudes, as stated in the study's research goals.

The researcher personally administered 153 surveys, and the contents were discussed to certain employees who sought guidance. Respondents, on the other hand, only completed 133 surveys. To verify data from respondents for this study, the researcher conducted an interview utilizing the key informant interview design as a trustworthy tool. A key informant interview, according to Access Project (1999), is used to gather important information about a group under investigation. Typically, the information is acquired through a community member (key informant) who is familiar with the community or the specific problem of concern.

The key informant interview checklist schedule specifically addressed sections in the questionnaire where respondents' answers were inconsistent throughout the course of this research. In general, these research instruments were designed to

successfully achieve the study goals while also addressing the research issue using the working research predictor and dependent variables.

3.8 DATA ANALYSIS METHOD

Analysis is a research method for establishing repeatable and reliable connections between facts and their environment. Analysis assists researchers in searching for patterns and structured regularities in text and making conclusions based on the regularities (Krippendor, 1980).

At the 0.05 (5/100) level of significance, Chi-Square (χ^2) was used to analyze, present, and determine whether to accept or reject the stated hypothesis for the research. As a result, data were analyzed in accordance with the study's goals, as stated previously in chapter one.

3.9 CONSIDERATION OF ETHICAL ISSUES

Ethics has evolved into a critical component in conducting scientific and useful research. Ethical problems in scientific research are concerned with the protection of people who receive an intervention. According to the American Psychological Association's (APA) Ethical Principles of Psychologists and Code of Conduct, every researcher has a primary duty to safeguard the participants in a study (APA, 2002). In accordance with this viewpoint, this research regarded the respondents' and interviewee's safety by concealing their identities, thus ensuring their protection.

Furthermore, the researcher accomplished the study by first completing the thesis research proposal form supplied by the Institute.

Informed consent guarantees that each participant has a thorough knowledge of the study's objective and methodology, as well as the risks and requirements.

3.10 PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This part focuses on the presentation, analysis and interpretation of data gathered from respondents. The chapter is split into four parts, the first of which discusses the demographic features of the respondents. The second part dealt with the presentation of the analysis of data produced by the research instrument (questionnaires), while the third section dealt with the presentation of the study's hypothesis testing. Each item was followed by a discussion of the theoretical implications of the data. Finally, part four of this chapter addressed the discussion of results, which was supported by a diagrammatic model of the researcher's suggested findings.

3.11 DEMOGRAPHIC INFORMATION

The below table provide the demographic information of the study's respondents.

Table 1 Respondents were sorted by age.

Age group	Frequency	Percent
18-24	42	31.6
25-34	47	35.3
35-44	34	25.6
45-above	10	7.5
Total	133	100.0

Source: Researcher's Survey

According to the above table 1, 42(31.6%) of respondents were between the ages of 18 and 24, 47(35.3%) were between the ages of 25 and 34, 34(25.6%) were between the ages of 35 and 44, and 10(7.5%) were between the ages of 45 and above. The consequence of this is that Cratos Group has bigger youthful workforces that contribute to the organization's drive for quality production of products and services.

A youthful workforce offers a company with more active human resources who are more inclined to bring new ideas and perspectives to the workplace. Indeed, many companies now place a great value on young workers. This is not unrelated to the fact that young people are ready and willing to learn, are physically active, and represent the future of business.

Table 2 Respondent Distribution Based on Religion.

Religion	Frequency	Percent
Christianity	81	60.9
Islamic	45	33.8
Traditional	7	5.3
Total	133	100

Source: Researcher's Survey

According to table 2 above, 81(60.9%) of respondents were Christians, 45(33.8%) were Muslims, and 7(5.3%) were traditionalists. The statement implies that there are more Christians than Muslims in the organization. It is clear from this that the organization is not founded on religious beliefs. This is due to the organization's extensive religious personnel. In other words, religion does not have a role in the organization. This suggests that the company adheres to the modern corporate concept of religious neutrality.

Table 3: Respondent Distribution based on Education Level

Level of Education	Frequency	Percent
Elementary School	4	3.0
WASCE/O'LEVELS	50	37.6
B.SC./HND	71	53.4
MSc	8	6.0
Total	133	100

Source: Researcher's Survey

According to the above table 3, 4(3%) of respondents had just an elementary school certificate, 50(37.6%) have WASCE/O'LEVELS, 71(53.4%) have B.SC./HND, and only 8(6%) have M.Sc. The above implies that the company has both expert and unskilled workers to achieve its production goals. As a result, a Team leader was interrogated on the subject. He said that this was due to the fact that employees at different manufacturing units in the organization's facilities do not need much educational qualification other than a WASCE. Again, the company has a large number of talented workers who have either an B.SC. or HND. and work in supervisory, administrative, and management positions.

Table 4 Respondent Distributions by Ethnic Group

Ethnicity	Frequency	Percent
Hausas	59	44.4
Igbos	23	17.3
Yoruba's	46	34.6
Other Ethnicity	5	3.7
Total	133	100

Source: Researcher's Survey.

According to the above table 4, 59(44.4%) of the respondents were Hausa/Fulani, 23(17.3%) were Igbo, 46(34.6%) were Yoruba, and 5(3.7%) were from other small ethnic groups. The majority of the workers were the Hausas, as can be seen from the above, and this was due to the fact that the company was based in Abuja, which is a mostly Hausa-populated state. The indigenous people of Abuja are the Hausa. This position explains why majority of Cratos Group workers are Hausas.

3.12 Questionnaire Response Distributions

The distributions of responses in section B of the questionnaire are shown in the tables below. These inquiries center on the different leadership styles seen in companies, the dynamics and reasons of absence in connection to leadership, and so on.

Table 5 A Successful Leader Delegates Authority and Responsibility to Subordinates

Responses	Frequency	Percent
Strongly Disagree	22	16.5
Disagree	23	17.3
Neutral	-	-
Agree	52	39.1
Strongly Agree	36	27.1
Total	133	100

Source: Researcher's Survey

According to the above table 5, 22(16.5) of respondents strongly disagreed that a successful leader should transfer authority and responsibility to subordinates, and 23(17.3%) disagreed as well. However, 52(39.1%) of respondents agreed that a successful leader should distribute authority and responsibilities, while 36(27.1%) strongly agreed. The above implies that a successful leader should be able to transfer authority and duties to subordinates. According to Bass (1990), a transformative leader should be delegative. Simply stated, a successful leader delegated power and duty to a group of people. This method is often utilized when workers have the ability to determine what needs to be done and how. They should also be analytically strong. As a result, successful leaders should define the majority of their team's priorities and assign work to employees. However, this technique should be utilized only when leaders are confidence in their employees and believe in them no matter what. It should not be utilized to hold workers accountable for errors they have made.

Table 6 A Successful Leader Must Accept Full Responsibility for Everything

Responses	Frequency	Percent
strongly disagree	7	5.3
Disagree	30	22.6
Neutral	-	-
Agree	51	38.3
strongly agree	45	33.8
Total	133	100

Source:

Researcher's Survey

According to the above table 6, 7(5.3%) of respondents strongly disagreed that a leader should not assume responsibility for everything, 30(22.6%) disagreed, 51(38.3%) agreed, and 45(33.8%) strongly agreed. The consequence of the above is that accepting responsibility for everything (success and failure) in an organization is a feature of transformational and successful leaders. This implies that a successful transformational leader will be held accountable for the organization's business orientation. Effective leaders accept ownership of everyone's performance, including their own. They follow up on any unresolved problems, conduct staff checks, and assess the efficacy of business rules and processes

Table 7 Giving Guidance Without Applying Pressure is Critical to Being a Successful Leader.

Responses	Frequency	Percent
Strongly Disagree	66	49.6
Disagree	40	30.1
Neutral	-	-
Agree	18	13.5
Strongly Agree	9	6.8
Total	133	100

Source:
Researcher's

Survey

According to the above table 7, 66(49.6%) of respondents strongly disagreed that a successful leader should offer advice without pressure, 40(30.1%) disagreed, 18(13.5%) agreed, and 9(6.8%) strongly agreed. According to the answers above, a successful leader should avoid placing workers under pressure while giving advice or allocating responsibilities and tasks. When leaders use this strategy, they often generate positive results.

Table 8 A moral leader should be instructive but shouldn't communicate with employees directly.

Responses	Frequency	Percent
Strongly Disagree	34	25.6
Disagree	54	40.6
Neutral	-	-
Agree	37	27.8
Strongly Agree	8	6.0
Total	133	100

Source: Researcher's Source

According to the above table 8, 34(25.6%) of respondents strongly disagreed that a successful leader should be directive and avoid frequent contact with subordinates, 54(40.6%) disagreed, 37(27.8%) agreed, and 8(6%) strongly agreed. According to the answers above, a successful leader should not be instructive and should interact with his or her subordinates. Employees are more likely to respond to and achieve objectives when leaders communicate regularly with them about their expectations, problems, and suggestions. As a result, a less prescriptive leader would have a more effective influence on workers' attitudes and attitude.

Table 9 Leaders should empower workers to engage in the organization's decision-making process.

Responses	Frequency	Percent
Strongly Disagree	12	9.0
Disagree	27	20.3
Neutral	-	-
Agree	60	45.1
Strongly Agree	34	25.6
Total	133	100

Source: Researcher's Source

According to the above table 9, 12(9%) of respondents strongly disagreed that a successful leader should always enable employees to participate in organizational decision making, 27(20.3%) disagreed, 60(45.1%) of respondents agreed, and 34(25.6%) strongly agreed. The implications of the answers above are that a successful leader is one who enables workers to participate in organizational decision making, particularly on issues that mainly concern and impact their physical, financial, social, and psychological working circumstances. When employees' views are sought, they feel appreciated. As a result, Okpara (2005) stated that allowing employees to engage in decision making broadens the organization's options.

Table 10 To keep authority, a leader must adhere to a strict set of rules and regulations.

Responses	Frequency	Percent
Strongly Disagree	22	16.5
Disagree	12	9.0
Neutral	-	-
Agree	71	53.4
Strongly Agree	28	21.1
Total	133	100

Source: Researcher's Source

According to the above table 10, 22(16.5%) of respondents strongly disagreed that a successful leader should maintain a high degree of rules and regulations to guarantee control. 12 (9%) of respondents disagreed, 71(53.4%) agreed, and 28(21.1%) strongly agreed. This indicates that a successful or transformative leader is required to maintain a high level of rules and regulations in order to retain organizational control. Power is a key differentiating feature between a leader and a follower in technical terms. A leader differs from a subordinate mainly in that the leader has authority over the subordinate to control and guide their activities. As a result, Okpara (2005) stated that an essential characteristic of successful leadership is that the leader delegated responsibility and power to a group of people. Everything must be done in accordance with the rules or policy in this manner. Those who disagreed said that when there is a strong dependence on rules and regulations, as well as the usage of processes to which the leader and subordinates adhere, it influences the attitude of workers.

Table 11 My relationship with my leader is good

Responses	Frequency	Percent
Strongly Disagree	-	-
Disagree	71	53.4
Neutral	-	-
Agree	44	33.1
Strongly Agree	18	13.5
Total	133	100

Source: Researcher's Source

According to above table 11, none of the respondents strongly disagreed that their connection with the leader is generally excellent, 71(53.4%) disagreed, 44(33.1%) agreed, and 18(13.5%) strongly agreed. The preceding indicates that workers have differing opinions on whether their relationship with the boss is positive. A variety of factors may account for this, the most important of which is the employee's personal temperament. A good leader, on the other hand, will have a good connection with his or her subordinates and vice versa.

Table 12 Employees must be tightly monitored before they can execute their duties properly.

Responses	Frequency	Percent
Strongly Disagree	6	4.5
Disagree	55	41.4
Neutral	-	-
Agree	51	38.3
Strongly Agree	21	15.8
Total	133	100

Source: Researcher's Source

According to the above table 12, 6(4.5%) of respondents strongly disagreed that workers need to be carefully monitored to ensure they execute their jobs effectively, 55(41.4%) disagreed, 51(38.3%) of respondents agreed, and 21(15.8%) strongly agreed. The implication of the preceding is that workers do not need to be carefully monitored before doing their tasks correctly, successfully, and efficiently. These answers demonstrate that people are not robots that can be remotely controlled before doing a task.

Table 13 Effective leaders should always discipline employees who are absent from work.

Responses	Frequency	Percent
Strongly Disagree	12	9.0
Disagree	90	67.7
Neutral	-	-
Agree	25	18.8
Strongly Agree	6	4.5
Total	133	100

Source: Researcher's Source

According to the above table 13, 12(9%) of respondents strongly disagreed that a successful leader should always punish workers who are absent from work, 90(67.7%) disagreed, 25(18.8%) agreed, and 6(4.5%) strongly agreed. The preceding indicates that workers believe that a successful leader should make an effort to learn the reason(s) for their absence from duty rather than constantly punishing them when they are away. An employee may have valid reasons for being absent from work, such as illness, inadequate transportation, and so on; thus, it would seem unfair if such a boss sanctioned them rather than showing sympathy for their circumstances.

Table 14 Employees frequently miss work due to exhaustion.

Responses	Frequency	Percent
Strongly Disagree	27	20.3
Disagree	58	43.6
Neutral	-	-
Agree	29	21.8
Strongly Agree	19	14.3
Total	133	100

Source: Researcher's Source

According to Table 14, 27(20.3%) of respondents strongly disagreed that workers often absent from duty due to exhaustion, 58(43.6%) disagreed, 29(21.8%) of respondents agreed, and 19(14.3%) strongly agreed. The implication of the above is that, although some workers may skip duties due to laziness, this is not always true and would be incorrect to generalize from it. As a result, there may be other compelling reasons for an employee to be away from work. In other words, people skip work for a variety of reasons, some of which are valid and others of which are not. This research discovered that burnout, stress and poor morale, child and adult care, accidents and sickness, disengagement, and depression are some of the main reasons of absenteeism among workers in the company.

Table 15 Frequently, management policies encourage employees to be absent from duty.

Responses	Frequency	Percent
Strongly Disagree	78	58.6
Disagree	43	32.3
Neutral	-	-
Agree	7	5.3
Strongly Agree	5	3.8
Total	133	100

Source: Researcher's Source

According to the above table 15, 79(58.6%) of respondents strongly disagreed that management policies often encourage employees to be absent from work. 43(32.3%) disagreed, 7 (5.3%) agreed, and 5(3.8%) strongly agreed. The above implies that the organization's management policy does not promote absenteeism. A policy is a company's long-term plan of action that guides its operations. They are plans in the sense that they are broad statements of knowledge that direct or channel decision-making thinking and attitude. From this perspective, Cratos Groups' policy, like that of many other organizations, does not promote absenteeism and therefore discourages workers' deliberate or regular absence from work.

Table 16 Employees Should be Permitted to be Absent from Duty When Sick.

Responses	Frequency	Percent
Strongly Disagree	42	31.6
Disagree	22	16.5
Neutral	-	-
Agree	59	44.4
Strongly Agree	10	7.5
Total	133	100

Source: Researcher's Source

According to above table 16, 42(31.6%) of respondents strongly disagreed that an effective should allow workers to be away from work when they are ill, 22(16.5%) disagreed, 59(44.4%) of respondents agreed, and 10(7.5%) strongly agreed. The preceding suggests that a successful leader should allow ill workers to miss work. As a result, Rachele et al. (2013) suggested that a leader's handling of illness procedures may be a direct method for him to affect absenteeism. This indicates that illness procedures affect absence levels, and therefore leadership style may have both a direct and indirect moderating effect on absenteeism.

Table 17 Employees should always Receive Approval from the Leader Before they Absent from Duty

Responses	Frequency	Percent
Strongly Disagree	25	18.8
Disagree	21	15.8
Neutral	-	-
Agree	50	37.6
Strongly Agree	37	27.8
Total	133	100

Source: Researcher's Source

According to above table 17, 25(18.8%) of respondents strongly disagreed that workers should always seek permission from the boss before being away from work. 21(15.8%) of respondents disagreed, 50(37.6%) agreed, and 37(27.8%) strongly agreed. The preceding indicates that workers are expected to provide prior notice of absence from responsibilities to their superiors. An employee who has a reason(s) to be absent from work should be able to notify the leader. When this is done, the leader will have the chance to make appropriate adjustments, such as reassigning the job of the absentee to another colleague. This would aid in the prevention of discrepancies inside the company.

Table 18 An Effective Leader's Responsibility is to assist employees in discovering their Passion.

Responses	Frequency	Percent
Strongly Disagree	12	9.1
Disagree	18	13.5
Neutral	-	-
Agree	62	46.6
Strongly Agree	41	30.8
Total	133	100

Source: Researcher's Source

According to Table 18, 12(9.1%) of respondents strongly disagreed that it is the responsibility of an effective leader to help workers discover their passion, 18(13.5%) disagreed, 62(46.6%) of respondents agreed, and 41(30.8%) highly agreed. According to the statistics shown above, a successful leader is one that assists people in discovering their passion in the job. The inference of the preceding coincides with Peter Economy's (2005) contention that an important function of a successful leader is to inspire their followers in such a manner that they are dedicated to following the leader's objective. This task's beginning point is to establish continuous contact with workers. This would allow him to evaluate their strengths and weaknesses and, as a consequence, rectify them. As a consequence, a cordial connection between the leader and the subordinates is established, giving a framework for the leader to assign tasks depending on the strengths and weaknesses of these subordinates, which conversely brings out their love for such job and thus they perform better on it. As a result, successful leaders inspire subordinates to reach anticipated levels of performance by

assisting them in recognizing job responsibilities, identifying objectives, and developing confidence in achieving desired performance levels.

Table 19 An Effective Leader should be Honest and Accountable always

Responses	Frequency	Percent
Strongly Disagree	10	7.5
Disagree	14	10.5
Neutral	-	-
Agree	63	47.4
Strongly Agree	46	34.6
Total	133	100

Source: Researcher's Source

According to Table 19, 10(7.5%) of the respondents strongly disagreed that a successful leader should always be honest and responsible, 14(10.5%) disagreed, 63(47.4%) of the respondents agreed, and 46(34.6%) strongly agreed. The implication of the above is that workers expect leaders to be honest and responsible at all times. As a result, Emmanuel (2002) said that workers believe that when a leader is honest, it puts them in a better position to make successful choices. This idea implies that responsibility is a key differentiating characteristic of a successful leader.

Table 20 Effective leaders must constantly be rigorous and adhere to the regulations.

Responses	Frequency	Percent
Strongly Disagree	17	12.8
Disagree	76	57.1
Neutral	-	-
Agree	23	17.3
Strongly Agree	17	12.8
Total	133	100

Source: Researcher's Source

According to Table 20, 17(12.8%) of respondents strongly disagreed that successful leaders should constantly be stern and follow regulations, 76(57.1) disagreed, 23(17.3%) of respondents agreed, and 17(12.8%) highly agreed. As a result of the preceding, a successful leader should be less bureaucratic and more democratic. In accordance with this, Okpara (2005) said that the bureaucratic leadership style strictly adheres to the regulations and ensures that employees adhere to processes precisely. He observed that this approach is heavily reliant on rules, regulations, and the usage of processes. Employees did not perceive this technique to be a hallmark of a successful leader in a company. This point of view is not unrelated to the idea that, in some situations and circumstances, the leader must bend the rules and adapt to the situation/circumstance. This idea implies that a successful leader should be adaptable.

Table 21 An efficient leader would always sanction employees in order to maintain discipline.

Responses	Frequency	Percent
Strongly Disagree	12	9.0
Disagree	83	62.4
Neutral	-	-
Agree	30	22.6
Strongly Agree	8	6.0
Total	133	100

Source: Researcher's Survey

According to Table 21, 12(9%) of respondents strongly disagreed that an effective leader should constantly punish employees to achieve discipline, 83(62.4%) disagreed, 30(22.6%) of respondents agreed, and 8(6%) agreed strongly. This indicates that workers oppose punishment as a method of achieving discipline by an effective leader. This viewpoint is consistent with Daft (2010) and Bass and Avolio (1994), who argued that people are not animals that must be punished in order to accomplish desirable organizational attitude, but may instead be changed via transformational leadership. This does not imply that workers believe that discipline is unnecessary inside a company, but rather that it can be accomplished with less focus on penalties. More significantly, penalties are always met with hostility by workers. To be a successful leader, you must use a transformational leadership style that aims to change people into what is ideal for the company.

Table 22 Leaders Should Always Put Their Objectives Above Their Worker

Responses	Frequency	Percent
Strongly Disagree	28	21.1
Disagree	54	40.6
Neutral	-	-
Agree	33	24.8
Strongly Agree	18	13.5
Total	133	100

Source: Researcher's Survey

According to Table 22, 28(21.1%) of respondents strongly disagreed that leaders should always put their goals above their workers, 54(40.6%) disagreed, 33(24.8%) agreed, and 18(13.5%) agreed strongly. The consequence of the above is that a successful leader does not always prioritize their goals over their employees. A transformational leader, as opposed to a transactional leader, sees workers as a critical instrument in accomplishing his goals. As a result, the above answer shows that executives who use a transformational leadership style do not prioritize personal goals above the needs of workers in a company.

Table 23 Effective Leaders should Regularly Communicate with the Workers

Responses	Frequency	Percent
Strongly Disagree	31	23.3
Disagree	13	9.8
Neutral	-	-
Agree	46	34.6
Strongly Agree	43	32.3
Total	133	100

Source: Researcher's Survey

According to Table 23, 31(23.3%) of respondents strongly disagreed that successful leaders should interact with their employees on a regular basis, 13(9.8%) disagreed, 46(34.6%) of respondents agreed, and 43(32.3%) strongly agreed. As a result, frequent contact with subordinates is a distinguishing characteristic of transformational leadership style. This answer implies that a successful leader should keep continuous contact with his or her employees. As a consequence of such activity, the leader will have access to important information about the workers, which will aid in his decision-making.

Table 24 I feel free to discuss my concerns with my Superior

Responses	Frequency	Percent
Strongly Disagree	23	17.3
Disagree	18	13.5
Neutral	-	-
Agree	75	56.4
Strongly Agree	17	12.8
Total	133	100

Source: Researcher's Survey

According to Table 24, 23(17.3%) of respondents strongly disagreed that they often felt free to speak to their superior about issues, 18(13.5%) disagreed, 75(56.4%) of respondents agreed, and 17(12.8%) strongly agreed. According to the answers above, a sizable percentage of workers in the company often feel comfortable to discuss their concerns with their individual leaders. According to Jones et al. (2004) and Bass & Avolio (1990), this is a necessary characteristic of a transformative leader. Such a connection, according to these researchers, is essential to work happiness. In other words, a successful leader should be able to offer a forum for workers to discuss personal issues as well as organizational obstacles that influence their attitude.

Table 25 Absences from duty will decrease if a leader maintains constant communication with his or her employees.

Responses	Frequency	Percent
Strongly Disagree	21	15.8
Disagree	20	15.0
Neutral	-	-
Agree	65	48.9
Strongly Agree	27	20.3
Total	133	100

Source: Researcher's Survey

According to Table 25, 21(15.8%) of respondents strongly disagreed that absenteeism would be reduced if a leader ensures continuous contact with employees, 20(15%) disagreed, 65(48.9%) of respondents agreed, and 27(20.3%) highly agreed. As a result of the above, a successful manager is one who maintains continuous contact with workers. As a consequence, he will be aware of these workers' physical, social, and psychological strengths and weaknesses. As a result, while allocating responsibilities and tasks, he would have sufficient information to avoid overworking these workers. As a result, the absenteeism rate would decrease.

Table 26 Regular Medical Check-up of Workers If Provided Will Reduce Absent Rate

Responses	Frequency	Percent
Strongly Disagree	4	3.1
Disagree	14	10.5
Neutral	-	-
Agree	78	58.6
Strongly Agree	37	27.8
Total	133	100

Source: Researcher's Survey

According to table 26, 4(3.1 percent) of respondents strongly disagreed that providing frequent medical check-ups would decrease absenteeism. Similarly, 14(10.5 percent) of those polled disagreed with the assertion. In contrast, 78(58.6 percent) of respondents believe that providing regular medical check-ups would decrease absence, while 37(27.8 percent) strongly agreed that providing medical check-ups will reduce absenteeism. The consequence of these answers is that absenteeism in the workplace would be reduced if the leader provided a decent first aid kit, safety measures, and so on. When regular checks on employees' physical and mental health are made accessible to them, situations (such as occupational accidents, discomfort, bodily soreness, and so on) that often cause people to miss work will be reduced.

3.13 HYPOTHESIS TESTING

As a result, the hypotheses established in the early stages of the research (chapter one) are tested below;

HYPOTHESIS 1:

H₀: Using a transformative leadership style has no impact on employee absenteeism.

H₁: Leadership styles that are transformative have a substantial impact on employee absence.

3.13.1 Cross Examining: I feel free to discuss my concerns with my Superior

Decision	o	e	$\frac{o - e}{e}$	$(o - e)^2$	$\frac{(o - e)^2}{e}$
Strongly Disagree	23	30.6	$-\frac{7.6}{30.6}$	57.8	1.9
Disagree	18	30.6	$-\frac{12.6}{30.6}$	158.8	5.2
Neutral	-	30.6	$-\frac{30.6}{30.6}$	936.4	30.6
Agree	75	30.6	$\frac{44.4}{30.6}$	1971.4	64.4
Strongly Agree	17	30.6	$\frac{13.6}{30.6}$	185	6.0
Total	133	153	-	3309.4	108.1

$$X^2 = \frac{\sum (o - e)^2}{E}$$

Where X^2 = Chi-square
 O = Observed frequency
 e = Expected frequency
 Σ = Summation

Rule of Decision:

If the computed chi-square X^2 is higher than the tabulated X^2 , reject H_0 . Accept H_0 if the computed Chi-square X^2 is smaller than the tabulated X^2 and vice versa.

However, the calculated chi-square value of 108.1 versus 5.99 indicates that the alternative hypothesis should be accepted at a level of significance of 0.05 (5 percent).

HYPOTHESIS 2:

H_0 : Using a transformational leadership style has no impact on employee work satisfaction.

H_1 : Leaders that embrace a transformational approach have a substantial impact on the work happiness of their people.

3.13.2 Cross Examining: To keep authority, a leader must adhere to a strict set of rules and regulations.

Decision	O	e	$O - e$	$(O - e)^2$	$(O - e)^2/e$
Strongly Disagree	22	30.6	-8.6	74	2.4
Disagree	12	30.6	18.6	346	11.3

Neutral	-	30.	-	936.4	30.
	6	30.6		6	
Agree	71	30.	40.	1632.	53.
	6	4	2	3	
Strongly Agree	28	30.	-	6.76	0.2
	6	2.6			
Total	13	15	-	2995.	98
	3	3	4		

$$X^2 = \frac{\sum (o - e)^2}{E}$$

Where X^2 = Chi-square

O = Observed frequency

e = Expected frequency

\sum = Summation

Rule of Decision:

If the computed chi-square X^2 is higher than the tabulated X^2 , reject H_0 . Accept H_0 if the computed Chi-square X^2 is smaller than the tabulated X^2 and vice versa.

However, the calculated chi-square value of 108.1 versus 5.99 indicates that the alternative hypothesis should be accepted at a level of significance of 0.05 (5 percent).

3.14 IMPLICATIONS OF THE STUDY'S HYPOTHESES/FINDINGS

In conclusion, our results corroborated the path-goal theory's two major assumptions. The first is that subordinates see leaders' attitude as a source of work satisfaction in their present position. The leader's attitude will be deemed acceptable by his subordinates only if they (workers) believe it provides immediate pleasure or has the potential to provide future job satisfaction.

The second premise of path-goal theory, which is consistent with the study's results, views leaders' attitude as a motivator for workers. As a result, if leaders' attitude is convenient, workers will be more motivated. It is possible to motivate subordinates by tying their needs fulfillment to effective performance. It may also be accomplished through enhancing the work environment of subordinates via extensive coaching, guidance, and incentives for efficient performance; this is a goal that transformational leadership in organizations can attain. As a result, this research concludes that changing leadership involves both leaders and followers increasing their own drive and feeling of purpose. This is a goal in which the leaders' and followers' goals and ambitions coalesce into one. Leaders and followers are both transformed as a result of pursuing objectives that reflect ambitions with which they may identify.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This is the last section of this research project, and it includes the study's summary and conclusion. The study's recommendations were also emphasized in this chapter.

The first chapter was primarily concerned with providing a basic overview of the topic of study. Leadership was presented, and the necessity for leaders to embrace several styles in the face of increasing complexity in companies was also identified. In the chapter, questions and goals for the study were given to assist guide the research. Other parts of the chapter also emphasize one or two important facts regarding the research's direction and emphasis.

Chapter two was primarily concerned with the study of relevant literatures that had the same goal as the research subject, and many parts were established under this chapter to provide a comprehensive assessment of key literatures as well as explanations of factors connected to the issue. Furthermore, an effort was made to develop an important and correct theoretical framework that best explains leadership style and its efficacy on workers' attitude and attitudes at Cratos Group, and as such, the theoretical premise of Path-Goal theory was utilized to drive the study.

The third chapter focused on a critical element of successful research work: the methodological approaches employed in the investigation. It also provided insight on the research settings used by the study, as well as the methods used to gather data to allow accurate prediction for the study. Additionally, this chapter included data analysis and interpretations of the collected data for the study effort, which were presented in tabular style. These tables were used to provide various distributions of respondents into the groups into which they fell, as well as to establish the connection between variables. Each table's ramifications were investigated. Hypotheses were examined and evaluated in the latter part. The chi-square (χ^2) analysis was performed to determine the degree of dependence between various variables linked to the subject under investigation.

Finally, the tested hypotheses were presented. Furthermore, the study's results were established in this chapter. According to the research, leaders that use a transformational style have a substantial impact on employee absenteeism and work satisfaction.

This study was also planned and carried out scientifically to examine leadership style and its efficacy on employee attitudes at Cratos Group, Abuja. During the course of the study, it was discovered that leaders that use a transformational style had a substantial impact on employee job satisfaction and absenteeism. As a result, the transformational leader inspires employees to engage in the change process and fosters the development of a collective identity and efficacy inside the company. Employees will ultimately experience more self-worth and self-efficacy as a result of this. Employees that are happy and secure in their jobs are more likely to offer high-quality services to their customers and, as a result, have lower absenteeism rates.

As a result, the research found that transformational leaders, or those that take a personal interest in their workers, are better suited to deal with absenteeism and other problems. These executives are renowned for being supportive of their workers and for leading by example. This approach demonstrates to workers that the leader's workplace standards are not unreasonable or out of reach. It also demonstrates that he is engaged in the organization and dedicated to finding solutions to its issues. According to the research, managers who matched this style or had a comparable approach had less absences than more punitive managers.

RECOMMENDATIONS

The following suggestions were made based on the results and conclusion of this study:

1. When interacting with workers in a company, a successful leader must use a variety of approaches rather than a single style. Leaders should follow up on any unresolved problems, check in on workers, and evaluate the efficacy of business rules and processes to build an organization with effective leadership that has a good impact on employee job satisfaction and absenteeism. They should provide praise when things are going smoothly. When issues occur, they must recognize them as soon as possible, seek solutions, and get things back on track.

2. The research also suggests that good communication be used as a roadmap to effective leadership. This assists in keeping the team focused on the appropriate tasks with the right mindset. Leaders that communicate effectively about objectives, problems, and recommendations will find that their employees are more inclined to respond and achieve corporate goals.

3. More significantly, the research suggests that successful leaders treat others the way they would want to be treated. They must be very ethical and think that honesty, hard work, and dependability are the foundations of success. They should demonstrate these principles so clearly that no employee has any concerns about their honesty. Essentially, they should freely exchange knowledge while avoiding spin control.

Finally, the research suggests using caution when generalizing the findings of this study to other larger populations and thus strongly recommends the replication of this baseline descriptive study because, according to authorities such as Babbie (2001), a small sample size is insufficient for societal generalization. As a result, the researcher advises that care should be used when extrapolating the results of this study to a broader population.

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QUESTIONNIARE

SECTION A: (DEMOGRAPHIC DATA)

Please check the box that corresponds to your response option.

1. Age of Respondent:

18-24years() 25-34 years () 35-44 years() 45-above ()

2. Religion:

(a) Christianity () Islam () Traditional() Others ()

3. Level of Education of the Respondent:

Elementary School () WASCE/O'LEVEL () B.S.C/HND() MSC ()

4. Ethnic Group of Respondent:

Hausas() Igbos () Yoruba's () Other Ethnicity ()

SECTION B

Kindly indicate your position on the following.

S/N	STATEMENTS	Strongly Disagree	Disagree	Agree	Strongly Agree
A	SEVERAL STYLES OF LEADERSHIP IN DIFFERENT ORGANIZATIONS.				
1.	A Successful Leader Delegates Authority and Responsibility to Subordinates.				
2.	A Successful Leader Must accept Full Responsibility for Everything.				

3	Giving Guidance Without Applying Pressure is Critical to Being a Successful Leader.				
4	A moral leader should be instructive but shouldn't communicate with employees directly.				
5.	Leaders should empower workers to engage in the organization's decision-making process.				
6.	To keep authority, a leader must adhere to a strict set of rules and regulations.				
7	My relationship with my leader is good				
8	Employees must be tightly monitored before they can execute their duties properly.				
B	IN RELATION TO THE LEADERSHIP STYLE, DYNAMICS, CAUSES OF ABSENCE, AND JOB SATISFACTION				
9	Effective leaders should always discipline employees who are absent from work.				
10	Employees frequently miss work due to exhaustion.				

11	Frequently, management policies encourage employees to be absent from duty.				
12	Employees Should be Permitted to be Absent from Duty When Sick.				
13	Employees should always Receive Approval from the Leader Before they Absent from Duty				
14	An Effective Leader's Responsibility is to assist employees in discovering their Passion				
C	THE ESSENTIAL QUALIFICATIONS OF AN EFFECTIVE LEADER				
15	An effective leader should be honest and accountable always.				
16	Effective leaders must constantly be rigorous and adhere to the regulations.				
17	An efficient leader would always sanction employees in order to maintain discipline.				
18	Effective leader should always put their objectives above workers.				

19	Effective leader should regularly communicate with the workers.				
20	I feel free to discuss my concerns with my Superior.				
D	TO MINIMIZE ABSENTEEISM, A NEW LEADERSHIP STYLE MUST BE DEVELOPED.				
21	Absences from duty will decrease if a leader maintains constant communication with his or her employees.				
22	Regular Medical Check-up of Workers If Provided Will Reduce Absent Rate.				