

## **EFFECTS OF LEADERSHIP STRUCTURE ON WORK BEHAVIOURS IN SELECTED MANUFACTURING ORGANIZATIONS IN NORTH CENTRAL NIGERIA**

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**ABSTRACT:** One of the major challenges facing contemporary organisations is their sustainability and efficiency through effective leadership. To this end, this study examines the effects of leadership structure on work behaviour in selected manufacturing organisations in North Central Nigeria. The study adopted a mixed-method design to collect data from 403 respondents for questionnaires and respondents for oral interviews from the three sampled organisations. Quantitative data were analysed using descriptive statistics, while inferential analysis was performed using the chi-square test at the 0.005 level of significance and content analysis for qualitative data. The study revealed that leadership structure is one of the critical factors determining work behaviour in the selected organisations. The results show that workers who work under transformational leaders are more likely to exhibit positive work behaviour. This is because transformational leaders are mostly motivational and always adopt a bottom-up approach in terms of communication and decision-making. They always make themselves available to all workers, thereby making jobs more interesting and friendly to workers as they discuss career and personal developments with workers. It can be further deduced that lack of independence and freedom of workers may lead to negative work behaviour. That is, giving workers freedom and independence leads to job satisfaction, which is one of the measures of work behaviour. The study also revealed that the level of freedom and independence that workers enjoy determines their level of commitment as well as their work behaviour in the organisation. However, it is recommended that organisations provide enough freedom and assign employees responsibilities that could stimulate their job performance. Additionally, manufacturing organisations should adopt transformational leadership structures since they are mostly motivational and always adopt bottom-up approaches in terms of communication and decision-making.

**Keywords:** Work Behaviour, Leadership Structure, Job Performance, Manufacturing Organisations

### **Introduction**

One of the major challenges facing contemporary organisations is the ability to coordinate, manage and efficiently achieve their goals and objectives. These have become a very significant task for the leadership of modern organisations. Many of the once vibrant organisations have become, at best moribund, unable to meet unhealthy competition, while many have even run out of operation (Ajibola, Mukulu & Simiyu, 2019). However, studies have shown that organisations that survive and succeed over time do so through an efficient

leadership structure that has created and shaped the work behavior of their employees (Manzoor et al., 2019)

From the discovery of fire to the forgery of crude weapons, the ancient man toiled for his sustenance, discerning that the world is a harsh place, demanding skills and doggedness to obtain the best of resources. With the coming of industrialisation, work behaviour became more advanced in nature. Sticks and stones were replaced by the cogs and wheels of machines. With the advancement of technology and the breadth of resources that can be exploited by man-sky-rocketed factories, factories were constructed to process resources into finished products for consumption; as such, it is clear that labour is essential to human existence, and more importantly, work behaviour is also an essential component of any corporate organisation (Essien & Ekoriko, 2020)

Studies on the sociological factors affecting work behavior in an organisation have been reported in the literature (Eniola et al., 2019; Musa et al., 2018). As such, the leadership structure was critically explored. Based on the review, it is clear that leadership structure is one of the critical factors influencing the work behaviours of workers. Most studies have indicated that workers who work under transformational leaders are more likely to exhibit positive work behaviour (Abdullahi, 2018; Ajayi, 2020; Mamza et al., 2019). This is because transformational leaders are mostly motivational and always adopt a bottom-up approach in terms of communication and decision-making. They always make themselves available to all workers, thereby making jobs more interesting and friendly to workers as they discuss career and personal developments with workers.

### **Research Question**

This research question guides the study:

What is the effect of leadership structure on work behaviours in selected manufacturing organisations in North Central Nigeria?

### **Objective of the Study**

The purpose of this study lies in examining the relationship between leadership structure and work behaviour in selected manufacturing organizations in North-Central Nigeria. The objective of the research is to assess the effect of leadership structure on work behaviours in selected manufacturing organisations in North Central Nigeria.

### **Research Hypotheses**

This study's overarching premise, as stated in the research question and objective, is to investigate how various socioeconomic factors influence the manner in which North Central Nigerians working in various organisations carry out their duties. Therefore, the following null hypotheses were formulated to be tested during the course of the investigation:

- i. There is no significant relationship between leadership structure and the level of job performance among workers;
- ii. There is no significant relationship between leadership structure and organisational citizenship behaviour among workers;

## LITERATURE REVIEW

### **Leadership Structure as the Factor Influencing the Work Behaviours of Employees**

Studies have shown that a transformational leadership structure can lead to positive work behaviour (Lai et al., 2020). Studies have revealed that both servant and transformational leadership structures positively impacts work behaviours (Olajide, 2018; Ohunakin et al., 2019). This is because they have the skills and capacities to motivate and stimulate workers to work. Manzoor et al. (2019) revealed that transformational leaders work with workers and encourage them to show right and positive attitudes and behaviours toward their jobs. They are team leaders and play as they adopt contingency approaches to bring out the best in their employees. Additionally, Alhamami et al., (2020) conducted a study on the impacts of transformational leadership structure on work performance. Their analyses revealed that transformational leadership structure has significant impacts on work performance.

Other studies have shown that if transformational leaders have the chance to work, their job satisfaction and, consequently, their job performance are likely to improve (Amah, 2018; Oruh et al., 2021). This is because transformational leaders always aim at transforming their workers positively. Studies show that transformational leaders serve both the interests of organisations and workers (Okafor & Afolabi, 2021; Olayisade & Awolusi, 2021). For instance, they empower workers to realise the fundamental objectives of organisations.

Similarly, Kim's (2020) study on the effects of leadership type on job satisfaction and commitment revealed that transformational leadership structure serves two purposes: (i) improving job satisfaction and (ii) ensuring improved job commitment. These two outcomes of transformational leadership structure, as shown in Kim's (2020) study, have positive impacts on the work behaviours of workers. When working under autocratic leaders, workers are less likely to show appreciable levels of job satisfaction and commitment. However, transformation servant leaders are more likely to achieve the best performance (Abdullahi, 2018; Ajayi, 2020). Amaz (2018) showed that the way workers behave and their manners and attitudes toward their jobs depend on the leadership structure adopted. For instance, a leadership structure that encourages the career or personal development of workers is correlated with better job performance. Workers' behaviours are likely to be negative in workplaces where leaders are selfish and have no interest from workers in their hearts. If workers perceive their leaders as too harsh, stubborn and autocratic, they are likely to be less committed to their organisations.

Additionally, studies have shown that if workers are hardly involved in decision-making, especially in key decisions that affect them, their level of commitment and satisfaction with their jobs may decrease (Essien & Ekoriko, 2020). Workers believe that their leaders should engage them in decision-making. Dialoke & Ogbu (2018) showed that engaging workers in the making of key decisions has the potential to encourage them to show right and positive attitudes and behaviours toward their jobs. Studies have revealed that good leaders positively direct the behaviours of their followers (Mamza et al., 2019; Musa et al., 2018). Leaders who give informed directions to their subordinates are more likely to nurture workers who are productive and efficient.

Based on the review, it is clear that leadership structure is one of the critical factors influencing the work behaviours of workers. Most studies have indicated that workers who

work under transformational leaders are more likely to exhibit positive work behaviour (Abdullahi, 2018; Ajayi, 2020; Essien & Ekoriko, 2020; Mamza et al., 2019). This is because transformational leaders are mostly motivational and always adopt a bottom-up approach in terms of communication and decision-making. They always make themselves available to all workers, thereby making jobs more interesting and friendly to workers as they discuss career and personal developments with workers. Therefore, this study proposes that a transformational leadership structure has positive impacts on the work behaviours of workers.

The existing literatures basically delves on the positive impact of transformational leadership on employees work behaviour considering job satisfaction and organisation commitment (Lai et al, 2020, Olajide , 2018: Amah, 2018: Oruh et al, 2021: Okafo & Afolabi 2021: Olayisade & Awolusi, 2021: Kim, 2020: Abdulahi, 2018: Ajayi, 2020). This work intends to look into how leadership Structure in organisations affects employees work behaviour considering the job performance and organisational citizenship behaviour of workers at a workplace.

### **Social Bond Theory**

According to Bartol and Bartol (2011), Hirschi presented a theory of social bond, which is also referred to as social control theory. Hirschi rejected the tenets of the strain and differential association theories that deviant behaviour was either triggered or learned by incidents in one's surroundings (Olajide, 2018). According to Okpu and Kpakol (2018), social control theory champions the idea that delinquency occurs when a person's bonds to mundane standards are feeble or principally non-existent. The theory states that everyone, from birth, typically has deviant tendencies that must be curtailed by laws in a bid to ensure order in society. It goes further to uphold that people with a weak bond to societal controls largely engage in deviant behaviours.

According to Hirschi, four forms of bonds exist in which people advance, defining whether deviant acts will be engaged. The bonds comprise attachment, commitment, involvement and belief. Attachment denotes the extent of mental warmth one has for certain institutions or others. Commitment cedes to the significance of the relationships that people cherish, which is not to be endangered by engaging in deviance. Involvement relates to the opportunity costs related to how individuals fill their time. It refers to the common saying that "idle hands are the devil's workshop". Belief refers to the extent to which values are in line with accepted behaviours. The belief bond emphasises that the more vital people's values are, relative to a certain deviant act, the less likely the possibility of deviance taking place.

### **Application of Social Bond Theory**

In applying the social bond theory to this study, negative work behaviours are conceived to be deviant acts. In line with this, high levels of job performance, commitment, satisfaction, low absenteeism, low employee turnover, and high productivity, among others, are the norms in every organisation. In another line of thought, workers are more likely to be attached to and show high commitment to their organisations if the leadership structure is favourable. High attachments and affection to organisations produce positive work behaviours (high performance, improved organisational citizenship behaviours, low levels of absenteeism and a decline in employees' work behaviours). A high level of affection indicates that an employee will be willing to work vigorously for the attainment of established organisational goals.

Additionally, workers who enjoy the above are likely to show a high level of involvement in their organisations. If they are involved, they are likely to demonstrate positive and favourable work attitudes and behaviours. Belief entails the values held by workers regarding the core values, objectives, and work environment of the organisation of employment. The stronger the belief is, the less likely employees are to exhibit unfavourable work behaviour, such as low performance and organisational citizenship behaviours. With the combination of attachment, commitment, involvement and belief, the work behaviour pattern of employees can be better understood

## **METHODOLOGY**

The research instruments applied in this study were both questionnaires as well as interviews. A cross-sectional descriptive survey was employed in the study since the aim was to obtain response of the employees of the three chosen manufacturing organizations in North Central, Nigeria. According to survey that the researcher conducted in 2023, combined workforce strength of the three manufacturing organisations totals 27500; Obajana Cement Company, Kogi state 24000; Kam wire, Kwara state 3000. OFL Marbles (Nasarawa State) follows with 500. Quantitative data was gathered by questionnaires while qualitative data was gathered by Key Informant Interview (KII) this was done since it was deemed necessary to know more about the implication of leadership structure in workers' behaviour at workplace.

With people working in the identified manufacturing organisations being 27, 500, the Taro Yamane method was used to give the sample of 414 size. Male respondents were 216 out of 238 while female respondents were 187 out of 176 who returned questionnaire out of 414. The Sampling procedure that has been employed for the current paper was Multi Stage Sampling. Purposive sampling technique was employed in order to decide which of the several manufacturing organisations from the North central Nigeria to have sample from, while quota sampling technique was used in order to decide how many employees to sample in each organisation. In addition, purposive sampling technique was used to decide the number of respondent to interview as regards qualitative aspect of the study.

## **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

The data for the study were analysed, and the results are presented.

### **Respondents' Responses to the leadership structure of the organisation:**

In this subsection, quantitative results on leadership structure as it affects the work behaviour of workers are presented. Overall, 17.87% (72) of the respondents strongly agreed that leadership structure in the workplace is transformational and democratic; 19.60% (79) of the respondents agreed that leadership structure in the workplace is transformational and democratic; 12.65% of the respondents were undecided; 25.06% (101) of the respondents disagreed that leadership structure in the workplace is transformational and democratic; and 24.81% (100) of the respondents strongly disagreed that leadership structure in the workplace is transformational and democratic.

**Table 1: Frequency Distribution of the Respondents on whether the Leadership Structure is Transformational**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Highly transformational	72	17.87
Transformational	79	19.60
Undecided	51	12.65
Not transformational	101	25.06
Highly not transformational	100	24.81
<b>Total</b>	<b>403</b>	<b>100</b>

Source: Researcher's Field Survey, 2023

Thus, as depicted in the Table 1, about half of the respondents declined the statement that the leadership structure is transformational, with only 12% agreeing that it is strongly true. 65% undecided. This means that organisational change dynamics specify that transformational leadership structure can foster positive work behaviour. When leadership changes, people will bring out the best in them in their work plus they will be motivated to work hard; this explains positive work behaviour. In this regard, arguments exist that claim that transformational leaders are motivational because they create enthusiasm in the workers to accomplish their tasks with enjoyment (Lai, Tang, Lu, Lee & Lin, 2020; Manzoor, Wei, Nurunnabi, Subhan, Shah & Fallatah, 2019). Alhamami, Wan Ismail, Kamarudin & Abdullah (2020) discovered that work performance is significantly related to the transformational leadership structure.

Displaying positive attitudes and behaviours towards jobs and organizations, is an indication that the specific workers are more likely to work with most transformational leaders. Also, Kim (2020) compared the leadership type on job satisfaction and commitment of employees. The findings in the study suggested that there is a good relationship between the implementation of the transformational leadership model and the level of job contentment and organizational loyalty. The author went further to recommend that job satisfaction and job commitment is higher among the workers under transformational leaders as compared to the workers under autocratic leaders.

Likewise, from the super-ordinate categories identified from the qualitative analysis, the corresponding figures above are as follows. The research reveals that the majority of the participants interviewed had their reasoning towards the fact that the leadership structure greatly influences the behaviour of the workers in their respective work venues. If the leadership structure provides for the career or personal growth of the workers, then it will be facilitated to have positive work behaviour and performance. For instance, a participant expressed the following: For instance, a participant expressed the following: Looking at the organization, one cannot even begin to talk of a transformational leadership structure. We have never once had one here. They are not our leaders who want the best for this society and for its people. Clearly, they are egocentric, a word that refers to those individuals who do not care about others except for what they will gain out of it. None at this place, literally no leader to speak of. We are leading ourselves. It will simply be ordering at us and yelling at us as if we are not able to think on our own. We current leaders i do not like them. Others are just using us for them to be in the good book of the management. They are striving to tell the others that Our manager is too hot-tempered. He conveyed to us as if you were not one of the human beings. We do not even matter to them that we are human beings

and we are capable of having emotion. One of the days, the manager approached me and began to speak rather sharply and obscenely. I felt so emasculated that I nearly tossed in the towel at the place that was causing me so much emotional discomfort. This is just like he directly went for my ego. But I cannot quit the job because, as it has been earlier mentioned, I have no other options.

From the above quantitative and qualitative analysis, it is evident that leadership structure is one of the critical factors determining work behaviour in the selected organisations. The results revealed that workers who work under transformational leaders are more likely to exhibit positive work behaviour. This is because transformational leaders are mostly motivational and always adopt a bottom-up approach in terms of communication and decision-making. They always make themselves available to all workers, thereby making jobs more interesting and friendly to workers as they discuss career and personal developments with workers.

### **Responses on the level of job performance**

The quantitative results about the degree of work performance are given in this paragraph. According to the results, 10.92 percent (44) of the respondents said that they performed their jobs very well; 5.46 percent (22) said that they performed their jobs well; 16.62 percent (80) said that they were unsure; 24.57 percent (99) said that they performed their jobs poorly; and 39.21 percent (158) said that they performed their jobs very poorly.

**Table 2: Frequency Distribution of the Respondents on the Level of Job Performance**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Very high	44	10.92
High	22	5.46
Undecided	80	16.62
Low	99	24.57
Very low	158	39.21
<b>Total</b>	<b>403</b>	<b>100</b>

Source: Field Survey Conducted by the Researcher, Data Gathered in 2023  
As it can be understood in Table 2, close to two-third of the respondents posited that in case the organisation does not do the needful their job performance may be low or very low. This means that the probability of negative correlation between working conditions and the levels of employee productivity is high when the conditions are poor and unfavourable. Thus, 'low' and 'very low' indicate negative work/ job behaviour.

Workers who work in enabling and favourable conditions are therefore likely to increase the quality and quantity of job output, the degree of precision and speed, and the general efficiency in doing the job. In most organizations, productivity in one's job defines one's prospects concerning promotion, rewards, responsibilities, freedom, and independence. Previous research has shown that the ability to perform the tasks assigned deteriorates when the conditions of work are unpleasant (Haryono et al., 2018; Muwadi et al., 2020). It was also seen that favourable work conditions are antecedents to job performance according to one study that was conducted (Baldacci et al., 2021). It only implies that in order for the workers to produce better on the job, their satisfaction should first be met. Still, another study also

pointed toward personality of an individual having a strong correlation with job performance (Somu et al., 2020). From the research, the authors concluded that the position and personality of workers determine job performance, thus playing down sociological and organisational factors in terms of relevance to job performance. Other similar related analyses indicate that sociological, psychological and organizational factors define work behaviours (Kutu & Olajide, 2020; Aqqad et al. , 2019).

The qualitative part of the study provided similar findings. For instance, a participant stressed that: For instance, a participant stressed that:

While the level of performance is strongly influenced by working conditions and other factors, I am truly trying to work hard since the practicing organization is private. Either way you're fired, if you don't perform, if you're perceived as not being productive enough. I have no choice than to produce my best irrespective of the work situation or any other thing. I have to apply a lot of effort to my job even if I do not like it. I have to work and one of the procedures that guarantee continuing working is continuing to strive. If there are alternatives, I would have left this job

Another participant expressed,

My job performance is, therefore, dependent on the kind of machinery that is procured by the organisation. Having good machinery and enabling working conditions is, therefore, expected to have the positive effect on job performance standards. But I have to be honest; we have enough of machinery, but the working environment that was described is PATHETIC. No, we are not happy here in any respect. - This section was done by comparing the current treatment given by the organisation to the expectations of the employees; They are not treating us well. That is just it. We are just here doing the job because we don't have any means. If I get a better job today, I will leave. First of all, most of them are performing this job to make a living and to support the family and daily needs.

Thus, from the quantitative and qualitative evaluation of the findings, it justified that the job performance of the workers changed a little or even remained precariously although the working conditions are not encouraging or favourable. As for them, they have no other choice but to work, and that is why they work, at least so they say. If they fail to deliver services to the expectations of the clients, they stand to be fired mainly because the organizations are private ones. They barely can fight for changes to their working conditions. To sum it up, the possibility to reduce the level of job performance of workers is high if their working conditions are not good.

### **Responses on the display of organisational citizenship behaviour:**

Here, the quantitative measurement of the results of the organisational citizenship behaviour is also described in this subsection. That is, about 19. A total of 85 percent of the total respondents admitted that their OCB was very low according to the ten choices avails, while



16 percent had rated their options intermediate. Some extent low = 13% to some extent low, 24%. A total of 81 % moderately low (average) and 20% low self- directed learning skills among the student entrants. 10% regarded it as high while 19%. Some of them, as few as 11% even felt that their OCB was very high.

**Table 3: Frequency Distribution of the Respondents on Organisational Citizenship Behaviour**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Very low	80	19.85
Low	65	16.13
Average	100	24.81
High	81	20.10
Very high	77	19.11
<b>Total</b>	<b>403</b>	<b>100</b>

Source: Researcher's Field Survey, 2023

From Table 3, approximately 40 percent of the respondents argued that their organisational citizenship behaviour is high and very high. Most of the employees argued that rendering helps their coworkers in a way that benefits the organisation. Studies have indicated that the most important factor that can be used to explain citizenship behaviours is organisational justice and interpersonal relationships (Anwar, et al 2020; Mousa, et al. 2020). Workers are more likely to show citizenship behaviours if they have a good relationship with managers, if managers always support them and if managers always treat them fairly and equitably (Benuyenah, 2021).

The literature has also revealed that workers are more likely to exhibit citizenship behaviour if they feel attached to their peers and when they trust the people around them (Budur & Poturak, 2021; Ahmad et al., 2020). However, some studies have noted that personality is one of the factors moderating and determining OCB (O'Grady, 2018; Nazarian et al., 2020). These studies revealed that workers who are conscientious, agreeable, and low in neuroticism are more likely to exhibit and perform citizenship behaviours. Studies also show that older people are more likely to exhibit organisational citizenship behaviour (Mousa et al., 2020; Anwar et al., 2020).

Qualitative analysis revealed similar results. For instance, one participant expressed,

I have been helping people in this organisation. I have been working here for like 20 years now. I have put many new workers through. I helped them to understand the policies and how things work in this organisation. I have volunteered to organise the company picnic several times. Additionally, I always offer advice to the management on how we can improve even though the management did not yield to most of my advice. I have been helping my colleagues for many years because I value interpersonal relationships. I like putting people through.

Another participant explained:

I just like helping people. I help my colleagues accomplish their tasks/jobs. I am doing the best I can for my colleagues although I am not happy here. We are making ourselves happy by helping us with one another. I am still managing to do what I can although I don't have good relationships with our manager. He is not supportive at all. He is not fair at all. I don't trust our manager; I only trust a few of my colleagues. However, I support and help any worker who needs my help regardless of whether they are trustworthy or nice or not. I think doing our job only is not enough; we need to include helping coworkers in a way that would help the organisation realise its goals.

According to the results, the selected workers still exhibit and perform organisational citizenship behaviours although management (managers) appears to be non-supportive. They feel that it is their social responsibility to help others, especially their coworkers. The performance of organisational citizenship behaviours helps the organisation achieve its goals. It can also be argued that organisational citizenship behaviours could be determined by personality type. Some workers are friendly, while others are hostile. Those who are friendly are more likely to display and perform organisational citizenship behaviours than those who are hostile.

### **Test of Hypothesis**

The hypothesis tested in this study concerns the relationship between leadership structure and work behaviour among workers in the selected organisations. Both null and alternative hypotheses are thus stated:

Ho: There is no significant relationship between leadership structure and work behaviour among workers of the selected organisations.

H<sub>1</sub>: There is a significant relationship between leadership structure and work behaviour among workers of the selected organisations.

The sociological factor used to cross-tabulate work behaviour is leadership structure, while specific work behaviours are the level of job performance and organisational citizenship behaviour. Here, the quantitative measurement of the results of the organisational citizenship behaviour is also described in this subsection. That is, about 19. A total of 85 percent of the total respondents admitted that their OCB was very low according to the ten choices avails, while 16 percent had rated their options intermediate. Some extent low = 13% to some extent low, 24%. A total of 81 % moderately low (average) and 20% low self- directed learning skills among the student entrants. 10% regarded it as high while 19%. Some of them, as few as 11% even felt that their OCB was very high.

### **Test of Relationship between Leadership Structure and the Level of Job Performance among Workers**

In order to establish the association between leadership structure and job performance, the two mentioned variables get cross tabulated. The distributions of the scores of the variables are illustrated in the tables 1 and 2. Based on these tables some descriptive and statistical inferences are made. These findings further indicate that leadership structure has a correlation

with job performance later on Chi-square test indicating that it was significant at 0.05 level as it scored 71.43 at  $df = 16$ . This expounds that the hypothetical chi-square (71.43) is superior to the actual or the tabulated chi-square (26.296) at 0.05 degree of significance and 16 degrees of freedom as depicted in table 4.

**Table 4: Relationship between Leadership Structure and Level of Performance**

Leadership Structure	Level of Performance					
	Very high	High	Undecided	Low	Very low	Total
Highly transformational	13	3	15	14	27	<b>72</b>
Transformational	9	3	17	17	33	<b>79</b>
Undecided	8	4	8	12	19	<b>51</b>
Not transformational	8	4	21	26	42	<b>101</b>
Highly not transformational	6	8	19	30	37	<b>100</b>
<b>Total</b>	<b>44</b>	<b>22</b>	<b>80</b>	<b>99</b>	<b>158</b>	<b>403</b>

$X^2$  (calculated value) = 71.43;  $df = 16$ ;  $X^2$  (critical value) = 26.296; Significance = 0.02; Pearson's R = 0.77

The extended Wynne's ratio Pearson's product moment correlation coefficient was used to measure the degree of link and revealed a positive relationship between leadership structure and reported level of performance among the sampled employees. This correlation was 0.77. This would imply that performance is likely to rise where there is democratic and/or transformative leadership. On its part, Transformational leadership is related with increased productivity in the workplace. One can suppose that workers want to be inspired by leaders who will enable them to reach their further potential.

#### **Test of the Relationship between Leadership Structure and the display of Organisational Citizenship Behaviours among Workers**

To determine the relationship between leadership structure and the display of OCB among workers, the two variables are cross-tabulated. The results show a significant relationship between leadership structure and OCB ( $X^2 = 92.41$ ,  $df = 16$ , at 0.05). This shows that the calculated chi-square ( $X^2 = 92.41$ ) is greater than the tabulated (critical value) ( $X^2 = 26.296$ ) at the 0.05 level of significance and 16 degrees of freedom (see Table 5).

**Table 5: Relationship between leadership structure and organisational citizenship behaviour**

Leadership Structure	Organisational Citizenship Behaviours					
	Very high	High	Undecided	Low	Very low	Total
Highly transformational	12	10	14	21	15	<b>72</b>
Transformational	15	8	17	22	17	<b>79</b>
Undecided	8	6	10	14	13	<b>51</b>
Not transformational	23	23	33	14	8	<b>101</b>
Highly not transformational	22	18	26	10	24	<b>100</b>
<b>Total</b>	<b>80</b>	<b>65</b>	<b>100</b>	<b>81</b>	<b>77</b>	<b>403</b>

The computed value of  $X^2$  is 92.41, the critical value is 26.296, the significance is 0.05, and Pearson's R is 0.69. The df is 16. A significant correlation ( $r=0.69$ ) was found between the two variables in the study of the association between leadership style and specific workers' workplace citizenship activities using Pearson's product moment correlation coefficient analysis. This implies that democratic and transformational leadership has a higher chance of improving the display of organizational citizenship behaviour. This result validated the representative results displayed in Table 4. When an organization is guided by a transformational paradigm, its corporate citizenship practices often blossom. Employee satisfaction is higher under transformational leadership than under authoritarian leadership.

### **Summary of Findings**

The following is a summary of the key findings:

- i. The analysis revealed that leadership structure is one of the critical factors determining work behaviour in the selected organisations. Workers who work under transformational leaders are more likely to exhibit positive work behaviour. This is because transformational leaders are mostly motivational and always adopt a bottom-up approach in terms of communication and decision-making. They always make themselves available to all workers, thereby making jobs more interesting and friendly to workers as they discuss career and personal developments with workers.
- ii. Additionally, workers who are given enough responsibilities are more likely to exhibit positive work behaviour. That is, giving them enough responsibilities imply that they are recognised by management and convinced about their skills and potential, and consequently, they are ready to give their best.

### **Conclusion**

Based on the analysis, it can be concluded that the job performance of workers remains intact although the working conditions are not encouraging or favourable. According to the workers, they just work because they do not have any alternative. If they do not perform their jobs well, they are likely to lose their jobs since the organisations are private. They have limited voice to demand improvements in their working conditions. The likelihood of a decline in the job performance of workers is high if their working conditions are not favourable. According to the results, the selected workers still exhibit and perform organisational citizenship behaviours although management (managers) appears to be non-supportive. They feel that it is their social responsibility to help others, especially their co-workers. Their exhibition of organisational citizenship behaviours helps the organisation achieve its goals. It can also be argued that organisational citizenship behaviours could be determined by personality type. Some workers are friendly, while others are hostile. Those who are friendly are more likely to display and exhibit organisational citizenship behaviours than those who are hostile.

### **Recommendations**

Based on the results, the following recommendations are suggested:

- i. Organisations should adopt a transformational leadership structure. The results showed that workers who work under transformational leaders are more likely to

exhibit positive work behaviour. This is because transformational leaders are mostly motivational and always adopt a bottom-up approach in terms of communication and decision-making. They always make themselves available to all workers, thereby making jobs more interesting and friendly to workers as they discuss career and personal developments with workers.

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