



Research Paper

Leadership Style and Productivity in Nigeria Public Service: A Study of Rivers State Civil Service, 2010-2017.

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ABSTRACT

The main interest of this study is to analyze the problems of leadership and productivity improvement in Nigeria Public Service using Rivers State Civil Service as case study. Productivity and good service delivery cannot be achieved where the administrators' leadership style do not encourage staff morale and job satisfaction of workers; since it is the quality of the administrator's leadership that differentiates effective organization from ineffective organization. To achieve the aims of this study, we raised the following questions, in what ways do leadership styles influence civil servants productivity in Rivers State? In what ways does human relation influence civil servants productivity in Rivers State? In what ways do rewards influence civil servant productivity in Rivers State? In what ways do staff training and development influence civil servant productivity in Rivers State? To authenticate the hypothesis which was raised based on the above, the analysis of variance (ANOVA) was used to support the mean standard statistics that analyzed the research questions. We anchored our analysis on contingency theory and McGregor theory X and Y and relied on primary and secondary data. The study found that there can only be high productivity and good service delivery in Rivers State civil service through an effective leader who practise effective communication, motivation and Human Relation to avoid systemic collapse

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I. INTRODUCTION

1.1 BACKGROUND OF STUDY

Human resource management is an integral role of a leader in any organization of which the civil service is not an exception. Every manager in an institution is thus expected to be task-and people-oriented in order to maximize the attainment of the desired organizational goals. The process through which he strives to advance these desired organizational goals is known as leadership style (Sapru, 2013:467). The extent to which an organization is able to attain its organizational goals depends largely on the ability of the leader to moderate and build up the morale of his subordinates. A leader must adopt good motivational strategies to satisfy the basic needs of his employees in order for the workers to put in more effort that leads to increase in productivity since a dissatisfied worker cannot put in his or her best in the organization. In view of this, Okeke (2001:144) states that leadership has much to do with group performance and productivity. For Ikpe (2000 in Anyadike and Emeh- Ikechukwu (2014:64) leadership is the activity of influencing people to strive willingly for group objectives. That is, the attainment of organization goals is a function of effective leadership. This view was corroborated by Onah (2005) when noted that; the attainment of organizational goals would be extremely difficult, if not impossible; if there were no specific individuals with the authority and responsibility of plan, organize, coordinate, lead and control activities. Hence, the need for good leadership becomes imperatives.

Sapru (2013:468) asserted that organizations need strong leadership and strong management, to inspire organizational members to achieve the visions of the future.

To gain optimum performance of duties by his employees, the leader must introduce motivating strategies and energizers emanating from his adoption of suitable leadership style. When a leader adopts the best strategies of influencing people to strive willingly and enthusiastically towards the achievement of group goals, workers tend to achieve high productivity. Out, Salawu and AJadi (2010:2), states that the behaviour and performance of human resource is a function of at least four variables; ability, motivation,

role participation and situational contingencies. In the opinion of Likert (1952:52), in Ndu, Ocho and Okeke (1997:114) workers attain their desired outcomes where the following conditions exist:

- 1 A network of supportive relations
- 2 A high task involvement
- 3 A compensation programme developed through participation
- 4 A generous flow of mutual confidence and trust
- 5 A widely disbursed decision process
- 6 A wide responsibility for review and control.

Employee performance thus largely depends on the leadership style adopted by the leader. In other words, leadership behaviour and staff motivation are considered to be closely related and linked to job performance.

A cursory look at Rivers State Civil Service, 2010-2017 today reveals shortage of qualified personnel and lack of commitment and devotion to duty by civil servants (Bariere, 2017:18). The implication of the above is low productivity, employee dissatisfaction and erosion of integrity, professional value / ethics. This lack of an efficient and fulfilled civil service in Rivers State poses a serious challenge to the leaders of the Rivers State Civil Service Commission. While it is true that the success or failure of Rivers State civil service depends largely on the calibre of civil servants in the system, it is also true that the overall success in turn depends on effective leadership style of the Civil Service Commission. This view is supported by Charlton 1994:10 in Ayaniyi, Adeyemi and Awe (2013:35) who noted that the factors that determine the effectiveness of a leader, amongst other things, can be measured against the ability of the leader convert vision into a reality. This view was corroborated by Parris and Peachy (2013:377) in Adebayo and Bharat (2016:67) when they noted that; great leaders create a vision for an organization, articulate the vision to the followers, build a shared vision, craft a path to achieve the vision and guide their organization into the new direction. This implies that it is the responsibility of a leader to motivate his subordinate in order to achieve the organizational goals. For Sapru (2013:467), leadership entails strong management, inspiring organizational members to achieve visions of the future. Thus, a leader is expected to possess certain qualities that propel his subordinates to put in their best. This is line with Anyadike and Emeh-Ikechukwu (2014:64) assertion that, a leader is expected to possess qualities necessary for success, qualities as adopted from Kouzes and posner (1987) Such as honesty, forward-looking, competence, inspiring and intelligence. That is, leader's ability to exhibit these five leadership qualities is strongly correlated with people's desire to follow one's lead as exhibiting these qualities will inspire confidence one's subordinates and not exhibiting these qualities will decrease ones leadership influence with those around the leader.

Research efforts have consistently related the leadership style of the civil service to civil servants' productivity. Different administrators (Head of Civil Service) exhibit different leadership styles in civil service administration. The difference perhaps stems from their perception of what civil service administration is all about, and then individual dispositions.

A visit to Rivers State secretariat complex shows that there is hardly any devotion to duty among members of staff, hence, it becomes necessary to investigate whether leadership style influences Rivers state civil servants productivity.

1.2 STATEMENT OF THE PROBLEM

Civil servants productivity is the relationship between the total output of the civil servants and the total resources (input) utilized in the production process. It is the outcome of effort put in place to achieve the desired goals and objectives of the government.

There is problem of poor attitude to work by civil servants in Rivers state Ministries of Justice, Agriculture and Education. This was observed by the present Governor, Chief (Barr) Nyesom Ezeunwo Wike, on Monday 17th August, 2015 when he lamented the poor job attitude among the state civil servants and charged the then Head of Civil Service Commission, Chief (Barr) Oris . U . Oyiri to refocus and reorganize the civil service in the state towards human capacity building. Up till date this poor attitude to work has not changed. On the 22nd of May, 2018 the News Agency of Nigeria reported that the state government in a bid to revive its civil service has promised to pay the past three years annual increment and also pay the promotion arrears of workers owed by former administration.

The Rivers State Civil Service is saddled with several challenges among which are: poor pay for its employees, lack of personnel development, delay in salary, and incident of lateness to work. Bariere (2017) corroborated the above statement when he stated that Rivers-State civil service is counter-productive. All these may have resulted in low level of performance exhibited by workers in the civil service.

Owing to the poor performance of civil servants and high incidence of personnel turnover, there has been increased calls on the government to carry out reform in the system (Okoroma, 2010)

The problems appear to be more acute in the Ministries of Justice, Agriculture and Education as many Nigerians now prefer to study in foreign countries for better quality education (Vanguards News, 22nd October, 2015).

All these problems could be as a result of inefficient civil service leadership. This study therefore, investigates the influence of leadership on civil servants' productivity in Rivers-State.

1.3 RESEARCH QUESTIONS

The following research questions guided the study.

1. In what ways do good human relations influence staff performance in Rivers State civil service?
2. In what ways do reward influence employee performance in service delivery?
3. In what ways do staff development influence productivity in Rivers State civil service?
4. In what ways do leadership styles influence civil servants' productivity in Rivers state Civil Service?

1.3 Research Hypotheses

H01 There is no significant difference in the mean ratings of Civil Servants on the extent to which human relations influence their productivity;

Ho2 There is no significant difference in the mean ratings of Civil Servants on the extent to which good rewards influence their productivity;

Ho3 There is no significant difference in the mean ratings of Civil Servants on the extent to which staff development and training influence their productivity;

Ho4 There is no significant difference in the mean ratings of Civil Servants on the extent to which leadership styles influence their productivity.

1.5 AIMS AND OBJECTIVES OF THE STUDY

Based on the identified problems, the purpose of this study is to find out the influence of leadership style on civil servants' productivity. Specifically, the objectives of the study are:

- i. To review the leadership styles adopted by leaders in Rivers State civil service;
- ii. Find out the extent to which leadership styles influence civil servants' productivity in Rivers State Ministry of Justice, Ministry of Agriculture and Ministry of Education;
- iii. Examine whether any significant relationship exist between the leadership styles and the civil servants productivity in Rivers State Ministries of Justice, Agriculture and Education;
- iv. To identify factors militating against effective leadership styles in the three ministries in Rivers state; and
- v. To recommend leadership behaviours that will enhance the attainment of organizational goals in Rivers State civil service.

1.6 SIGNIFICANCE OF THE STUDY

The findings of the study will be significant in the following ways:

This study will help the workers in Rivers State government parastatals, agencies, ministries and policy makers in the Civil Service Commission to be more informed about the lack of commitment and devotion to duty by civil servants in the state and the measures to adopt in handling of such experiences.

Again, investigating the influence of leadership style in motivating civil servants towards higher productivity will go a long way in helping future researchers in their effort to review some the administrative challenges besieging the Rivers-State civil service; it will also serve as a useful contribution to knowledge in the subject area.

1.7 SCOPE OF STUDY

This study investigates the influence of leadership style on civil servants' productivity in Rivers State within the period 2010 – 2017. Only three Ministries in Rivers State civil service were covered, namely: Ministry of Justice, Ministry of Agriculture and Ministry of Education.

1.8 LIMITATIONS OF STUDY

The researcher in course of this study was inevitably confronted by the following challenges.

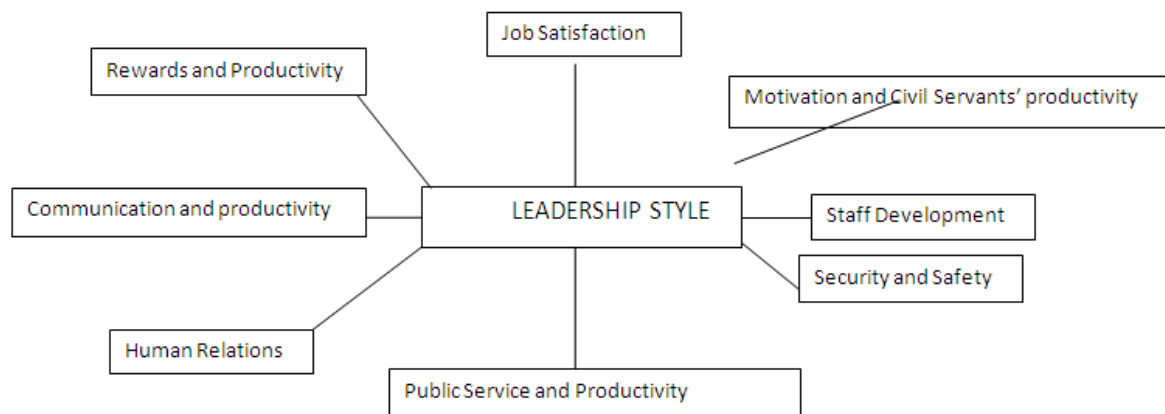
Time Constraint: The researcher was faced with other demanding academic works, hence, had limited time for the study. Considering the task involved in executing this study, (gathering and arrangement of relevant materials for the study, writing and compilation of work, proof-reading, data analysis and

drawing of conclusions) coupled with the limited time interval of meeting with the project supervisor for review and corrections, the researcher avoided wastage of time on irrelevant and unimportant activities.

Difficulties in Obtaining Data from Respondents: Some respondents found it difficult to fill the questionnaire used for this study; their initial noncompliance was based on the thinking that the study will indict them. However, the researcher was able to convince them that the exercise was purely for academic purposes and remains confidential. With this the researcher was able to elicit the relevant information that formed the fulcrum of this study.

II. REVIEW OF RELATED LITERATURE

CONCEPTUAL REVIEW



Source: Researcher's Desk 2018

2.1.1 Concept of Leadership Style

Leadership style is the way in which the functions of a leader are carried out; the way in which a manager typically behaves towards members of the group (Sharma and Sadanna and Kaur (2013:735). Ajadi, Adedeji and Kola (2009:84) stated that leadership style is the manner by which a leader presents himself/herself before the follower. According to Armstrong (2012:573), leadership style is the approach a manager uses in exercising leadership when he is relating to his team members. Leadership styles entail the kind of relationship that exists between subordinate and super-ordinate usually in the decision making process and flow of communication. The traditional manager believes that subordinates should work under strict supervision; they believe in the assumption of Theory X that employees are not very intelligent and have few skills; they also believe in the use of punishment to command obedience. However, there is a shift in this idea as subordinates are regarded as valuable resources and their needs, expectations and general welfare considered. Ayannini, Adeyemi and Awe (2013:68) observed that; the challenge for managers lies in the creation of an employee-centred culture in order to obtain the cooperation of the latter. This type of approach should involve tolerance, mutual respect and learner-centred culture. For Okeke (2001:144), leadership style implies the behaviour of leaders as they interact with their group or subordinate. Thus, leadership style deals with how subordinates perceive their leader.

Leadership style is an approach adopted by a leader to maximize the attainment of the organizational goal. An unfriendly leader gives unpleasant experiences and at the same time affects negatively the employees' output. This approach of leadership often leads to withdrawal tendency among the competent personnel. McGregor (1966) believes that a manager's style of leadership was the determinant of employee behaviour. Group effort owes much to the type and quality of leadership. In other words, performance largely depends on the relationship that exists between the super-ordinate and the subordinate.

Many researchers including Sapru (2013), Armstrong (2012), Babalola (2016), Osibiya and Ikenga (2015) agree that leadership entails the capacity of the leader to influence the activities of others to achieve the corporate goals. Trevisan (2016) in Willson (2017:119) identified leadership as a holistic approach in controlling others and achieving set goals. Okeke (2001:142) viewed leadership as the initiation, organization and direction of action of the members of a group in a specific situation towards the achievement of the objectives of the group.

Likert (1961) in emphasizing leadership style as an aspect of motivation stated that those managers who are seen by their workers as unselfish, cooperative and sympathetic are much more apt to be in charge of agencies than those seen as the opposite.

Pericles and John Stuart Mill (1873), in Okeke (2001:142) argued that state should not only be evaluated in terms of their efficiency but also in terms of the types of citizen they produce and the

opportunity they give for the individual development. Agyris (1973) in Okeke (2001:142), in the same view contended that the ideal leader was that which foster individual development in the sense of allowing the worker opportunity for self-actualization. From the foregoing, leadership entails the art of leading a group of people towards achieving a set goal. Civil servants should be provided with opportunities whereby they can exercise their discretion for self-development and self-actualization. Ajadi, Adedeji and Kola (2013:74) asserted that a leader is therefore considered as the force that initiates action among people, guides activities in a given direction, maintains such activities and unifies effort towards common goals.

Followership entails the act of being subordinated to any person and agrees to be led. In order to achieve maximum efficiency, the subordinate must be amenable to the leadership thrust upon him, then both leadership and followership will be cordial in their relationship. Therefore, leadership can be viewed as an interaction that takes place between the employer and employee.

Okeke (2013:143) asserted that leadership behaviour has been found positively related to such organizational characteristics as the morale and group performance. Thus, the employee professional orientation to their work would be associated with the executive professional leadership. Lowin and Graig (1973) in Okeke (2001:143) have produced evidence to show that leadership behaviour and subordinate performance formed an interacting system so both are cause and effect. Hence, the leadership style of a leader is the determinate factor of workers' productivity.

2.1.2 Concept of Public Service

Public Service is the agent of government that is charged with the responsibility of providing basic social services. Gboyaga (1989:14) cited in Epelle (2009:54) stated that in Nigeria the term public service covers the civil service judiciary, police, prisons, public enterprises, local government, teaching staff, and universities but excludes the armed Forces. While, Edei (2008) views public service as all organization that exist as part of government machinery for implementing policy decisions and delivering services that are of value to the citizen. Chapter VI of the Constitution of the Federal Republic of Nigeria part 1(1) and part 11 (c) provides for a Public Service at the federal and the state level of the government. Hence, the public service in Nigeria is made up of the following (1) the civil service which is referred to as the core service and is made up of line ministries and extra- ministerial agencies, (2) the Public Bureaucracy, which is made up of the enlarged public service, including the following (a) service of the State and National Assembly (b) the Judiciary (c) Armed Forces (d) the police and other security agencies (e) paramilitary services, (immigration, customs, prisons, etc.) (f) Parastatals and agencies including social service, commercially oriented agencies, regulatory agencies, educational institutions, research institutions etc. It is clear from the above expose, that the Civil Service is a miniature of the Public Service in Nigeria. This implies that, the Civil Service is composed of largely appointed permanent officials who are expected to assist the political executives in formulation and execution of government policies. Public Service is the institution that drives the activities of government; it operates with professionals and non professionals from whom she demands a special attitude, training, language, discipline and culture (The Nation Newspaper, 14/1/2018). This implies that the Civil Service in Nigeria is the machinery used by the government to implement her policies, programmes and plans. For Schacter (2002) as cited in Edei (2008) the Public Service is responsible for:

- Design of public policy (they translate vision of the elected official into policy);
- Implementation of policies and programmes of government to achieve sound social and economic developments;
- Raising revenue (also overseeing public expenditure);

Edei (2008), summaries the role of the Public Service as follows:

1. It plays pivotal roles by transmitting national vision and development agencies; through public policy formulation and implementation;
2. It is the centre of delivery of public goods for efficient bureaucracy.
3. It catalyses the private sector and non-state actors by creating the enabling environment of macroeconomic stability, just and predictable rules and delivery of vital services.

That is, the civil service acts as an indispensable body and the Locus of governmental power; art as the main instrument for implementing policies and decision of government. The Public Service can only achieve her goals if backed by a virile and visionary civil service; the efficiency, effectiveness, conduct, fairness and integrity of the public servant often determine the citizen's opinion about the government, hence, many refer to the Civil Service as the engine room of government. It is important that, the Leader (Political Head of Civil Service) provides programmes that will highly motivate the staff for efficient and effective service delivery. This implies that, the quality and quantity of the civil servants of any public service is the determinant of the effectiveness of the organization. This statement was

corroborated by Likert (1967) in Ajadi, Adedeji and Kola (2009:59) that the human resource of any organization is the most valuable resource since of all organization are initiated by the person that makes up the organization. Hence, plants, offices, computer, automated equipments and all that a modern organization uses are unproductive except for the human effort and direction. This implies that, the effectiveness of an organization is determined by the competence, motivation and the general effectiveness of staff. More so, the provision of staff development and training programmes become imperative in order to improve the subordinates' quality, hence, the quality of service delivery depends largely on the quality and quantity of employees. It is the responsibility of Leaders of Rivers State Civil Service to adopt leadership style that will encourage her staff to put in their best in order to achieve the desired goals. This statement corroborated Likert (1967) argument that leadership is a relative process in that for any leader to be successful, must recognize certain issues like expectations, values and interpersonal skills of those with whom he is interacting. This implies that the leader must exhibit good administrative behavior that will propel his followers, giving the impression that he is supportive of their effort and recognizes subordinates personal worth. The low productivity of civil servant could be traceable to poor leadership style adopted by the civil service Political administrators who pay little or no attention to civil servants social and psychological needs resulting in civil servant unresponsiveness, office trading by civil servants, high workers turnover and diminishing productivity. For Edei (2008) Civil Service effectiveness goes beyond formulating and implementing policies and the test is on:

1. The capacity of the civil service to support government to draw up a long term vision agenda and to implement that consistently over time;
2. The ability of the state to adapt such policy in the light of changing circumstances;
3. The development of the state of an environment that is conducive for non- state actors to produce efficiently; and
4. The achievement of overall human development.

It is the role of Political and Administrative leaders of Civil Service to create an efficient and effective Civil Service in the state through the adoption of leadership style that encourage the use of motivational tools that will enhance civil servants effectiveness and job satisfaction. In Nigeria, most Civil Servants work in unattractive environment. Thus, the employees work in conditions that compromise their ability to have productive live. The effectiveness of public service depends on its sound organization and the leadership has important bearing on the success and continuity of the service (Nwizu, 2008 in Olusaolufemi, 2015). The leaders of Civil Service must adopt leadership style that will increase the morale and job satisfaction of her subordinates in order to attain efficient service delivery, this could be achieved through regular promotion and annual increment to staff, introduction of performance –related pay (Akintoye,2000) and good communication skill (Ogbonnia,2007). It is a common knowledge that the Nigeria Civil Service at all level demonstrate unproductive and non-commit ant conduct that is squarely at variant with her counter-parts, the civil service is viewed generally by Nigerian as a sector for redundancy and a breeding ground for corruption. To cure the malaise in public service and reinvent public service, successive government since independent have put in place one form of reform programmes or the other to transform the civil service into a functional structure as well as goal and people-oriented but the reform programmes failed as a result of poor leadership to match rhetoric with action in actualizing policy programmes. Currently, at Federal level, the Federal Civil Service under the administration of Mrs Winifred Oyo-Ita in July 2017 has approved the inauguration and launched of the 2017 -2020 Federal Civil Service strategy plan with the intent to improve and develop capacity in the public sector to corroborate with private sector. This is the first time the public service is undergoing the implementation process of major reform programmes (<https://Leadership.ng> 2017|12|11). The reform programme is anchored on four goals fashioned to reposition the bureaucracy, develop institutionalize and efficient, productive, incorruptible and citizen centred civil service, develop and implement an enterprise content management ECM system, develop entrepreneurship culture and commercial orientation in the civil service as well as improve welfare and benefit packages for civil service. The reform aims at making the civil servant productive and highly motivated workforce that will result in more efficient public service (Leadership Newspaper, 11|12|2017). The reform programme is capable of institutionalizing an attractive civil service with highly motivated workforce and productivity.

In Rivers State, the issue of leadership has always been a problem which the Rivers State Civil Service is no exception; although it appears that Rivers State government has made several effort to improve the level of productivity of their workers (The Tide Newspaper 19/8/2015), however, the problem remains unsolved. As the present Governor of Rivers State Chief Nyeso Ezebunwo Wike promised to averse to this wasteful and unhealthy culture of high rate of absenteeism, lateness to work, constant bricking and lack of interest; but the political leader has ended up making the environment uncomfortable and boring that little or no production is going in the State Secretariat, thereby turning the

State civil service counter –productive; as most offices in the Rivers State secretariat are locked because the electrical appliance including; plants that were met for the powering of the offices electrical appliances were not adequately fueled, making the work environment not conducive for efficient service delivery. In fact, a visit to Rivers State Secretariat showed that it was only the staffs in the ground floor that were working, while the first floor to the fifth-seventh floor were not in use since the lift were not in use; reason been that the generators were not fueled. The implication of this; is low morale and low productivity among civil servants in Rivers State civil service. Hence, all the reforms programmes instituted to revive the Rivers State Civil Service eventually dies off at the implementation stage as a result of poor leadership style of the administrators

2.1.3 CIVIL SERVANTS' MORALE AND MOTIVATION

According to Sharma, Sadana and Kaur (2013:768), morale is a state of mind and emotions affecting the attitude and willingness to work, which in turn affects individual and organizational objectives. It is also a condition of a group where there are clear and fixed group goals that are felt to be important and integrated with individual goals (Out, Salawu and Ajadi, 2010:71). Jucius (1979), in Thom–Otuya (2006:141) stated that morale is a state of effective administration which is measured by the extent to which it contributes to the attainment of organizational goal maximally. The Management of Rivers State civil service can build the morale of her staff by furnishing them with efficient and sufficient tools and creating a conducive work environment, Out, Salawu and Ajadi (2010:92) asserts that to ensure that an organization functions efficiently and effectively, there is every need to motivate its work force to avoid deviation from the standard operating procedures. In organizations such as the civil service, for the leader to function effectively, physical facilities, well thought out policies, equipment, money and human input are very essential (Sharma, Sadana and Kaur, 2013:750).

The greater the motivation, the higher the productivity and job satisfaction;
the lower the motivation, the lower the productivity and morale (Sharma, Sadanna and Kaur 2013:750). Thus, the ability of an administrator to increase the morale of his or her workforce, through the adoption of some motivational tools; to a greater extent determines the level of effort exerted by the workforce at a given time. It is the essential role of every management to motivate the employee; or to create the will to work among them. Hence, higher motivational strategy adopted by a leader reduces the rate of absenteeism, truancy, irresponsible attitude to work, high turnover of labour, unrest, low production, spoilage of materials due to un-attention, rumours, quarrels and fights. Kartz and Hyman in Sharma, Sadana and Kaur (2013:769) concluded that morale and productivity have a circular causal relationship; that is, better morale leads to better productivity and vice versa.

2.1.4 HUMAN RELATIONS AND CIVIL SERVANT PRODUCTIVITY

Sharma, Sadana and Kaur (2013:256) stated that management should work through the small group, rather than operating on atomized economic automations by encouraging its members to develop favourable views of their situations and by avoiding creating a source of frustration or threat. In other words, good human relations, leads to higher performance of worker, resulting in job satisfaction, efficiency and productivity. For Sapru (2013:187), human relation doctrine points to an equilibrium, a perfect balance of the organization's goals and the workers' needs. This means that for an employer to gain maximum productivity, he must implore good human relation by being task-and people-oriented. The administrative body in civil service should ensure proper handling of persons in the organization in order to make them satisfied. According to Elton Mayo in Ajadi, Adedeji and Kola (2009:30), though wages and working conditions were although important to the worker, but not as important as what they called 'a method of living in a social relationship' Ajadi, Adedeji and Kola (2009:31), the implications of human relation approach on institutional administration are as follows:

- a. The civil service administrators were responsible for the promotion of relations between organizational members that were mutually satisfied.
- b. Administration is considered as a service, activities, a tool or agency through which goals of institutions could be fully and efficiently realized.
- c. There should be participation and cooperative process of decision.
- d. Administrator should exercise group authority within the legal framework of the institution.
- e. Administrator should advance steps towards achieving or satisfying psycho-social and economic needs of employee (Ajadi, Adedeji and kola 2009:31).

Human relations focus on individual factors known as producer and individual satisfaction among workers. Elton Mayo and his associates (Roethlisberge and Dickson) in Ajadi, Adedeji and kola

(2009:30) found out that human variation (individual feeling) was an important determinant of productivity rather than physical factors. This implies that the leader should be conversant with the following element:

- i) Human worth and dignity, this element presupposes that individual characteristics or peculiarities should be recognized and appropriately attended to.
- ii) Recognition is a very common way of reinforcing behaviour. By showing recognition and appreciation to tasks performed by subordinate member staff, school executives can do much to make them work toward achievement (Out, Salawu and Ajadi 2010:30).
- iii) Fairness and Justice: The leader is expected to practice high level of fairness and justice. The leader must be friendly and approachable.

For Ekpo (2005:20) Elton Mayo believes that work satisfaction must be based on recognition, security and being part of a team, over and above monetary rewards. The implication of human relation to organization management requires that, the human element must be integrated above every other factors of production for effective administration. Argyris (1957) in Ekpo (2005:21) argued that all forms of control are damaging to the individual, e.g “management by crisis can be wasteful and demoralizing”. This implies that, for an administrator to attain the desired organizational goals, he must create the will to work among his subordinates for a better performance which include; the practice of good human relation.

2.1.5 REWARD AND CIVIL SERVANTS PRODUCTIVITY

For Sharma, Sadana and Kaur (2013:763), rewards are referred to as desirable outcomes. Thus, rewards are the satisfaction derived by subordinates which results from the efforts exerted in a given task. Rewards are classified into tangible or intangible rewards. The intangible rewards include; appreciation, self- actualization, achievement. On the other hand, tangible rewards includes; promotion, incentives, recognitions, wages and salary etc. Every organization is expected to practice the two classes of rewards in order to satisfy both emotional and social needs of her employees.

Adam Smith (1877) in Ndu, Ocho and Okeke (1997, p.112) conceptualized the economic basis of human motivation, it was his considered opinion that people work primarily for money and are unconcerned about social feelings and are motivated to do only that which provides them with greatest reward. Individual behaviour depends largely on operant conditioning as shaped by the management. Agreeing with this assertion, Webber (1947:329) in Ndu, Ocho and Okeke (1997:112) opined that human organizations should be highly standardized and that every worker must know his or her duties. The workers formal economic rewards should be based on performance.

Sapru (2013:465) asserted that managers need to make rewards contingent upon employee performance. Key factors such as pay increase, promotion, autonomy and bonus should be linked to the attainment of employee special goal. There is a link between reward and worker’s productivity. Sharma, Sadana and Kaur (2013:764) stated that successful performance must be reasonably rewarded within a suitable time. This will keep motivation high, since employees work primarily to earn a living for themselves and their families. A leader should create an avenue for an individual employee to evaluate his effort by making him observe the end product of his effort; job enrichment would enhance more efficiency in employee’s performance. (Ajadi, Adedeji and Kola 2009:116). To increase effective performance of workers, a leader should give recognition to and reward appropriately and adequately to workers, failure to reward adequately leads to frustration and consequent negative attitude to work. This implies that a worker finds equity when an individual’s ratio of outcome to inputs equals the perceived ratio of other people’s outcomes to total input. Akintoye (2000) stated that low productivity associated with Nigeria’s public servants could be raised if they are provided with some financial incentives. For Adams Smith (1988) money remains the most significant motivational strategy. That is, money stands as a motivational tool energizes employees to put up their best.

When a worker finds equity, in a situation he feels satisfied and motivated because he understands that what he is receiving from the organization such as treatment and compensation is fair and commensurate with the effort and skill he is contributing to the organization. He will be committed to the goals of the organization (Sharma, Sadanna and Kaur, 2013). For Moorhead and Griffin (1995) in Onah (2015:272), organizations must ensure that it provides its employee with appropriate inducement; if the organization is underpaying its employees, they may perform poorly or leave for better jobs elsewhere. Thus, poor pay rate of employee results in poor performance and dissatisfactions. In Thom-Otuya (2008:61), inequality in pay can be caused by the following:

- i. Pressure of aggressive employee on supervisor
- ii. Favouritism among supervisors security
- iii. The feeling of being important

- iv. Union pressure
 - v. Faulty classification of jobs
 - vi. Absence of job evaluation
 - vii. Compensation plan not kept up to date
- Inequity in pay, real or imagined causes employee dissatisfaction resulting in low productivity. For Sharma, Sadanna and Kaur (2013:764) the following steps must be taken by managers to motivate workers:
- i. Since rewards are the motivators, the managers must determine what rewards their -subordinates seek by observing their behaviors in different situation.
 - ii. Managers should identify what performance level they want from their employees so that ----they can tell them what must be done to be rewarded.
 - iii. The performance level expected of the worker must be reasonable and attainable.
 - iv. Successful performance must be reasonably rewarded within a suitable time; that will keep the motivational level high.

The Rivers State Head of Service is expected to motivate civil servants through the use of equitable pay rate, as a motivational tool as it reduces incidence of best brain-leaving the job for better private jobs. It will also reduce issues of civil servants deviating from their job standard and civil service ethic; since motivation results to job performance, job satisfaction and loyalty by staff. Thus, good pay system has the consequence of high productivity in organization.

2.1.6. STAFF DEVELOPMENT AND CIVIL SERVANT PRODUCTIVITY

Staff development is a programme provided for low, middle and upper management staff for the advancement of performance in and outside an organization. The essence of staff development is for an organization to build or reenergize its work force. For Humble (1969:25) in Out, Salawu and Ajadi (2010:47) staff development is the reappraisal of the staff resources to achieve the desired objectives. This implies that; for an organization to achieve its aspiration, the human resource must be well equipped to meet the challenges of change. This view was corroborated by Longeneeker (1977:232) in Out, Salawu and Ajadi (2010:47) when he noted that; an organization's greatest asset is its people and so it makes sense to ensure that every employee is trained for the job he is doing and developed to take on future responsibility within his scope of competency. Out, Salawu and Ajide (2013:47) stated that staff development is a basic factor in building and maintenance of the organizational effectiveness. This implies that organizations efforts in its policy to provide the required based on training and education to its employee to enable them become competent in performing their present or future assigned task. In programmes that would increase their intellectual situation. Leaders are expected to create inspiration, empowerment, teamwork, openness, freedom and group orientation. It tends to increase efficiency in organization. This is in agreement with the view held by Roscoe and Freak (1976:267) in Out, Salawu and Ajadi (2010:47) that Organization has to give minimum training to its employee to make them at least become acquainted with the objectives, policies, rules, standards and procedures particular to the organization and the particular job at the other extreme.

Staff development can include a long programme of education and planned experience leading to key position. Some organizations have developmental programme for supervisors and executives, enabling them to handle their job better and preparing them for greater responsibilities. The competence of the staff can be developed through courses, for example, the Sandwich programme of Ignatius Ajuru University of Education, Port Harcourt., conferences, seminars, workshops and lectures. Thom-Otuya (2008:51) asserted that a well-planned personnel programme can achieve better employee relationship and result in a more efficient business operation. The adoption of staff development by a leader communicates to the employee the aims of the employer. It leads to job satisfaction and high productivity. Personnel development programme mean workers' efficiency, higher earning, steadier employment, more satisfactory adjustment to their work and higher living standard.

Tyagi's (1975) in Onah (2015:144) observed that the poor performance of public administration in third world countries is; in a great measure, a function of the neglect of training and development of personnel. In line with this view, Carmicheal (1986) in Onah (2015:144) writing on civil service training in Zambia concludes that improving the performance of civil services through training is important if the public sector is to play an effective role in achieving national development in Africa.

Hilgert and Towle (1978:81) argued that training and development are not only for reducing organizational / employee conflict but also motivating in their work place. This implies that staff development is related to staff efficiency and job satisfaction. According to Onah (2003) any organization that has no plan for the training and development of its staff is less than dynamics, for

learning is a continuous process. Lynch and Black (1995:47) states that there is growing economic evidence that investment in training and development are associated with long-run profitability and firms that recognizes work, using programme such as team and quantity circles report greater productivity if those programmes are associated with workers education.

Mikovich and Boudreau (1997:15) posited that “while the effort to spend on training is astonishing even more astonishing is how little we know about effectively managing training investment and its productivity. Cole (2002) states that staff development can be seen as any learning activity which is directed towards further needs rather than present needs and which is concerned more with career growth than immediate performance. Akpomovire (2007) argued that human resource training and development is a tool employed by organizations to equip their workforce for the accomplishment of set goals and objectives. Graham (1981) stated that staff training and development has important dual function of utilization and motivation, improving employees’ ability to perform the task required by the company training.

Griffin (1984:17) opined that the to promote efficiency and capacity building of various employees of government to be achieved, a good Human Resources Management and development must be in place.

For Dennis and Griffin (2005), productivity is an economic measure of efficiency that summarizes and reflects the value of output created by an individual, organization, industry or economic system relative to a value of the input used to create them. They were of the view that organizations around the world have come to know the importance of productivity for its ability not only to compete but also to survive, hence any organization that is serious about productivity will need to invest more on training and development to give workers the necessary skills and ability to create high quality product and services.

According Nwachukwu (2002:56) Productivity is the measure of how well resources are brought together in organization and utilized for accomplishing of set result produced in reaching the highest level of performance with the least expenditure of resources.

Akpomovire (2007) argued that the civil service is an institution made up of body of people employed and paid by the state government to execute the laws and policies of government. In order to discharge their duties efficiently, it is expected that the government employ in service training to achieve their policies, goals and objectives.

2.1.7 Safety, Security, Health Service, Participation in Decision Making and civil servant productivity.

Eden (1987) in Out, Salawu and Ajadi (2010:96) states that employee services include making employee share in the decision making process, assisting him to improve his productivity, being attentive to his material and social needs and others. In other words, this is the sum total of what an administrator must do for his worker to enhance conducive organizational climate. However, the ideal climate type is the open climate type which has been shown to be associated with high satisfaction and productivity is characterized by high spirit, high consideration and thrust and low disengagement (Ndu, Ocho and Okeke 1997:305). It is only when the factors are positive and meets the individual desire that his degree of productivity can be high. An employer should desist from unnecessary delay of payment of salaries due to minor offences or mistake, this causes insecurity. The administrator should ensure that employees are duly promoted and recommend staff who are due. He should take into account the safety needs of the staff (Out, Salawu and Ajadi, 2010:97). One major area of providing safety and security for the staff is housing, staff that have no house allocated to them cannot be sure of the safety of their families and their belongings and these will invariably affect their productivity or performance.

Communication is one of the factors that leads to efficiency and effectiveness of public administration. W. G Scot in Sharma Sadanna and Kaur (2013:723) views communication as a process which involves the transmission and accurate replication of ideas reinforced by feedback purporting to stimulate actions to attain organizational goals. The ability of a leader to communicate effectively determines the success or failure of the organization. Sapru (2013:494) states that good communication improves healthy relationship among different units and participants in the organization. It leads to adequate control, motivation, emotional expression and information that can engender greater performance of personnel in a working environment. For Sapru (2013:503) communication in an organization is an important as the nervous system is to the human body. it is a tool used by administrators and employees to keep working, to strengthen their ties at work. Mimmock (1945:149) in Ndu, Ocho and Okeke (1997:101) stated that the influence an administrator has among his colleagues is partly a matter of his position in the hierarchy, partly a question of his leadership competence and partly dependent on the existence of a competency and sensitized stem of communication. A strategic leader

must be able to act as a communication champion and ,a sense giver rather than just as an information process (National Newspaper, 14th January, 2018). The Head of Civil Service in Rivers- State who stands at the centre of communication network within the organization is in a position to facilitate communication. Effective communication enhances employee's zeal to work in any organization and contributes to leadership effectiveness. Ogbonnia (2007) states that leaders are recognized by their capacity for caring for their subordinates with clear communication and commitment to persist.

Effective communication helps employee to work intelligently and efficiently, and accept changes when it arose, if need be. Therefore, to enhance efficiency and cohesiveness of the organization the Head of Civil Service must cultivate the habit of informing subordinates of the achievement and progress of the organization. Millinger (1956) in Ndu, Ocho and Okeke (1997:104) found that "one important factor that keeps subordinates away from communicating with their supervisors was lack of trust, hostility, fear, distrust and similar attitude are also some of the factors that tend to reduce the flow and acceptance of information". This implies that the presence of effective channel of communication make employees to treat the organization goals as an important goal that requires their collective effort task which must be attained.

The theory of organizational behaviour postulated by McGregor (1960) group human behaviour into two categories: Theory x indicates the negative behaviour while, Theory y, indicates positive behaviour of man.

He viewed behaviours found in Theory x to be lazy, lacks initiatives and irresponsible , who only need lower level need to be motivated while theory y workers are responsible, have self -control and self- direction towards the achievement of organizational goals.

The implication of the communication behaviour of a leader under Theory x is that it will give rise to an atmosphere of distrust, fear and misunderstanding. This signal received by the personnel is not healthy to the life of the organization. While, the leader because of communication system is open under Theory Y, an atmosphere of trust, reciprocity, intimacy and growth covers the need for such supplements.

2.1.8 Job Satisfaction and Staff Productivity

Porter and Lawler (1968) in Ndu, Ocho and Okeke (1997:311) states that satisfaction occurs when performance and reward are linked to an individual expectation. In other words, employer exhibit high level of effort when they believe that there performance determines their reward. Sapru (2013:465) states that managers need to make rewards contingent on employee performance. Employee who observe that there outcomes are equal to the input they bring to the job, put up the best in their working place.

The feeling of job satisfaction by organizational man determines his behavior, towards the attainment of the desired goals. Vroom (1964) in Sapru (2013:462) states that employee will be motivated to exert a high level of effort when they believe that their effort will lead to a good performance appraisal. Therefore motivation is linked to satisfaction and productivity. When the effort put into a task by an employee does not yield the expected reward (satisfaction) it leads to dissatisfaction. Ndu, Ocho and Okeke (2001:311) states that feeling of job satisfaction after all, form the basis for people; decision about whether or not they will go to work daily, or whether they will remain or quit from any job. The more people working in organization are satisfied with the leadership style of a leader the harder they will work. Thus, the extent to which the employee needs are satisfied, the greater extent they will be more productive. When staffs are not satisfied, they do not commit themselves effectually in their places of work, the objectives of the organization at level will not be achieved.

2.1.9 Motivation and Productivity in Rivers State Civil Service

The consistent agitation for payment of the eighteen thousand minimum wage, in Rivers State Civil Service pay has become the driving force for seeking employment in industries resulting to withdrawal tendency among the competent personnel living the job in the hands of those who lack the required skill and competent in the service.

In Rivers State, records shows that little or no effort has been made to effect promotion and to compensate workers adequately (The Tide Newspaper, 2015). This has greatly reduced performance of key personnel in the various Ministries, Departments, Agencies, Government Boards, Parastatals, Corporations and Commissions under Rivers State Civil service. Indeed, due to poor compensation management in the service.

Over the years, some of those organizations slow down the pace of achieving the institution activities. Rivers-State Civil Service Commission inability to carryout reform that would lead to a greater productivity has led to poor service delivery.

It therefore becomes imperative that the chairman civil service commission as rightly stated by the present Governor of Rivers State to adopt a good motivational strategies to improve service delivery. This includes measuring job values designing and maintaining pay structures, paying for performance, competence and skill and improving employee benefits.

Instead of improving the employees pay package, the immediate past government led by Rt Honorable Rotimi Chibuike Amechi reduced the salaries and allowances of the workers from 40% to 30%, for which the Governor claimed that it was for the new pension scheme savings. This resulted in brain-drain in civil service and withdrawal of personnel in the civil service to other industries for a better pay. While, those present withdraws physically from performance or remains there to constitute serious danger to the organizational effectiveness since they could use such adjustment reaction as displacement, negativism, absenteeism, truancy or apathy in the performance of their jobs.

Agreeing with this Okoroma (2010:4) states that Rivers State Civil Service needs to be reformed and its reform programme must include the following;

- Capacity building through training and retraining or re-education;
- Poor alleviation;
- Provision of work tools; and
- Ethical re- orientation.

Although, it appears that the Rivers State government has made several efforts to improve the level of productivity of their workers, hence, the problem remains unsolved. The present Governor of Rivers State is working hard to revive the Rivers State civil service; and building the morale and motivation of civil servants in the state. On Monday 17th August, 2015, (The Tide Newspaper 2015) the present governor called on the head of Rivers State Civil Service Commission, Chief (Barr) Oris Onyiri, to refocus and re-energize the civil service in the state towards human capacity building as part of mandate. Up till date this attitude to work has not changed.

On the 22nd of May, 2018, the news agency of Nigeria reported that the State government in its bid to revive its civil service has promised to pay the past three years annual increment, and also pay the promotion arrears of workers by former administration. All these points to the fact that, the Rivers State Civil Servants are highly dissatisfied and the working environment need to be attractive to facilitate higher productivity.

Civil Servants in most public parastatals in Rivers State are currently experiencing the most difficult times in the history of their career, the numerous lack of good leadership challenges, that they are facing, this challenges includes delay of staff promotion, mass retrenchment of workers, non -payment of salaries and other benefit on time, incessant strike, low productivity, declining income amongst others. More so, the state civil service is aligned with problem of how to efficiently combine, deploy, mobilize and utilize the available personnel for optimum productivity considering that the recent restructuring and job rotation policy initiated by the management of most public parastatals in Rivers- State has become counter –productive (Barriere, 2017).

In order to revive Rivers State Civil Service management information system (Rivpumis, 2018) which works through the office of the Head of Service (OHOS) in conjunction with ICT Department, Head of all MDAs and Tertiary Institutions in the State has taken giant strides to reposition the Public Service for an improved service delivery and effectiveness. The importance of RIVPUMES is as follows;

- i. A centralized platform to view all the activities of the public service, recruitment, remuneration to retirement.
- ii. Provide a platform to monitor and manage the records of services for all public servants.
- iii. Provide a platform that will stem irregularities that exist in the current manual system.
- iv. Provide government with accurate /relative data planning and decision- making.
- v. Effective Management of Promotion and Benefits.
- vi. Reduce undue human interface in the administration of the Public Service.
- vii. Encourage E-Governance for improved productivity.
- viii. Improve the case of doing business to create a friendlier business and investment environment for the state.

The RIVPUSMIS is rated the first of its kind in the country and Rivers State Government is setting the pace.

2.2 EMPIRICAL REVIEW

The empirical analysis of this study attempts to obtain a detailed knowledge in the leadership style which has impact on civil servants productivity. There are studies on both local and international leadership styles that motivate employees to attain maximally the organizational goals. Likert (1963), states that a democratic leadership style is the most desirable and productive in leading members of an

organization. This form of leadership gives the subordinate the chances of participating actively in the decision making process which in turn results in the employees putting up their best. Also the employees at this point support and defend any policy or action when they have a voice in its formation and the work climate is warmth, friendly and cooperative. William (1980) observed that organization that decentralize their operation tend to give room for motivation and innovation. More so, mass production is possible through effort towards better performance, and quick decision - making could be made. Likert and Karlz (1948) asserts that one basic criterion of effective group functioning is performance and one measure of this performance in any industrial or social - economic organization is productivity. Ahmed, Ahmed and Shah (2010), on a study of the relationship between work job satisfaction, job performance and attitude to work found out that job satisfaction influences work attitude. Woodhall and Blaug (1968). in Ndu, Ocho and Okeke (1997) asserts that productivity is the ratio of some specified output to the input of resources required to produce it. Akangbou (1976:451) observes that productivity is usually measured as a ratio of output to input. Hence, productivity of civil servants refers to the relationship between the total output of the civil servant and the total resources utilized in the production process. Henaysha (2016) states that; an increase in employee productivity leads to better organizational performance and competitiveness of the organization. Several research studies seem to relate organizational behavior to certain variables like civil servant satisfaction, civil servants productivity, civil service turnover and management's effectiveness. Pratchard and Karasick (1973) studied the effect of organization climate adopted by a leader on managerial job performance and job satisfaction. Their study "provides strong evidence that satisfaction, and production relate positively to individual's perception of the supportiveness and friendliness of the climate. This study / findings indicate that leader who adopts a climate high in both spirit, thrust, and intimacy is positively related to productivity and job satisfaction. Kalagbor (2001) states that autocratic leadership creates tension, apathy and frustration among workers because to him the autocratic leader, take unilateral decisions without considering the opinions, suggestions and feelings of others.

Civil servants in most public parastatals in Rivers State are currently experiencing the most difficult times in the history of their career; this is as a result of poor leadership style practiced by the leaders. These challenges include delay of staff promotion, mass retrenchment of workers, nonpayment of salaries and other benefit on time, Incessant strike, low productivity, declining income amongst others. More so, the state civil service is aligned with problem of how to efficiently combine, deploy, mobilize and utilize the available personnel for optimum productivity.

Ahmad and Shah (2010) on a study of the relationship between job satisfaction, job performance and attitude to work found out that job satisfaction influences work attitude.

Egesimba (2004), states that communication has been found to be a vital means of achieving organizational goals. Okpara (1982) and Aremu (2000) agreed that there can be no improvement in efficiency and productivity if members cannot speak freely to one another.

Ezema (2004) examined the leadership style and its effect on organizational efficiency in Nigeria, A survey data was collected from 25 respondents through purposive sampling technique of National Agency for Food and Drug Administration and Control staffs; 22 were collected and represent 94% of the total questionnaire distributed and cut-off point of 50% was adopted as the rejection level. The result of the analysis showed that there is no one leadership style, rather, the major factor in leadership success is the exemplary life of the leaders. This is in agreement with the position of Vroom (1983) and Stonner (1978) that the focus of the situational theories is that the situation with which a leader find himself will dictate his actions or behavior. In other words, no theory could be said to be the best hence the situation would determine the course of action.

Fiedler (1967) effective group performance depends on the proper match between the leader's and the degree to which the situation gives control to leader.

Beach (1975), in his studies on leadership effectiveness concluded that the relationship between the group members and their leaders was the most critical aspect of leadership process. The result showed that some leadership style of the principal have great influence on the willingness of the teacher to contribute their best to the training of the students.

Chone and Cubo (1975) states that each group with which a leader, result shows that the relationship between the employer and employee has been described as the most important.

Bossert, Dwyer, Rowan and Lee (1982), utilizing the executive professional leadership (EPL) instrument to examine leadership effectiveness. They arrived at the conception of leadership which is the idea that, the effective principal continually attempts to improve the quality of his or her staff performance; this includes demonstrating high concern for supporting staff development and discussing work with teachers. Bossert, Dwyer, Rowan and Lee (1982) study though is directed to the school head, is of immense importance to this study because headmaster hold similar leadership positions as the Head of Civil

Service in charge of the Ministry of Justice, Ministry of Education and Ministry of Agriculture in Rivers state 2010 – 2017.

Enyioko (2016) the purpose of the study was to examine the factors affecting employee's performance in Rivers State.

The researcher adopted a selected sample technique of which 125 respondents were selected from staff of few Ministries in Rivers State. The administration of questionnaires was carried out on the respondent's organization and 98% represent the response rate that incentives in salary has high level of influence on productivity of organization. Percentage and descriptive statistical tools were used to analyze the finding, result shows that leaders recognition of these differences through evaluation and appraisal helps individuals to undergo corrective measures to improve performances. Also, that positive motivation is more effective and efficient in increasing worker productivity both in short and long run than the negative motivator.

Nwankwo (2012) examined motivation and productivity in Anambra State civil service. The researcher adopted stratified sampling method, questionnaire was administered to 547 respondents, a total of 520 were returned by the respondents. A simple statistical tool of percentage and mean distribution was used and this figure represent 87.75% responses rate.

The study revealed that money is the key motivator that enhances the productivity of civil servants, more so, that positive motivations on productivity were more effective and efficient than those of negative motivation. The leader must strive to ensure recognition of employee who put up their best in the achievement of the organizational goals and promote prompt payment of salaries and allowances. In order to, maintain and sustain the drive of each worker in the working environment.

Egbe, Obo & Amimi (2011) examined human resource development and productivity of civil servants in cross rivers state. The study was to determine the level of training in the development of civil service employee and how it affects their present and future productivity capacities.

A survey design was adopted in the study and the total numbers of respondents were 90, the t-test statistics and simple percentage were used to analyze hypothesis and questionnaire respectively. The study revealed that training and development provides and enhances future and continuing productivity, growth by equipping employees with skills and knowledge for future job challenges.

2.3 THEORETICAL FRAME WORK

The following are theories upon which this study is built: Fiedler's Contingency Theory and McGregor theory X and Y

2.3.1. Contingency Leadership

This study is utilized the contingency approach of leadership which has the assumption that there is no single style of leadership appropriate to all situations. The most suitable theory for this study under the contingency theories of leadership is the Fiedler's contingency model. It is also known as the favourability of leadership situation. Sapru (2013:477) states that Fiedler contingency model suggests that effective group performance depends on the proper match between the leader and the degree to which the situation gives control to the leader. In other words, the success of a particular leadership style depends, largely on the particular situation at that time. For instance, when the time is short and the outcomes of the decisions are likely to have little impact on subordinates, a more autocratic style may be more effective to get the job done quickly. While, where the subordinates are active and responsible, a more participatory style of leadership may be more effective. He attempted to categorize leaders as task-centred and relations-centred on the bases of a psychological test called the least preferred co-worker (Sharma, Sadana and Kaur 2003:744). Fiedler recommended three dimensions which determine the favourability of the situation that leads to leader effectiveness. They include the following;

1. **LEADER MEMBER RELATIONS:** this implies the level of respect subordinate have for their leader, the level of trust and confidence which leads to achievement of the organization goals.
2. **TASK STRUCTURE:** this deals with the level of clarity of task and the feasibility of achieving the desired outcome by detailed instrument.
3. **POSITION POWER:** this refers to the power the leader has as a result of position in the hierarchy and the amount of authority the leader can exercise over hiring , firing ,discipline, promotion and salaries increase; this could be rated strong or weak.

Leadership situation must be evaluated based on these three dimensions. Fiedler in his assertion mixed the three dimensions and came up with eight different situations in which a leader could find himself. The eight situations are called Octants.

The eight different situations are classified into very favourable, moderately favourable or unfavourable for the leader.

A task – oriented leader with a directive, controlling style will be more effective when the situation is moderately favourable and the variables are mixed, then the leader with an interpersonal relationship orientation and a participative approach will be more appropriate. Sharma, Sadana and Kaur (2013:744). Vroom (1983) and Stoner (1978) in Ajadi, Adedeji and Kola (2009:82), stated that the focus of situational theories states that the situation with which a leader finds himself will dictate his actions or behavior. They argued that no theory could be regarded as the best hence the situation would determine the cause of action of a leader.

The contingency theory of leadership is best suitable for this study as the situation would determine the course of action. Also, a leader is not expected to possess single leadership behaviour. Ajadi, Adedeji and Kola (2009:34) state that different leadership tracts and skills are required in different situation.

However, the criticism that flooded the trait theory and behavioural approach made scholars to consider the situational theory.

Fiedler contingency leadership approach has been criticized on the following ground.

1. The questionnaire that measures whether a person is task or relationship -oriented is not well understood.
2. The contingency dimensions are complex for practitioners to access.

Implication of Fiedler's Contingency Theory to this Current Study

The implication of Fiedler's Contingency theory to this study is that; in Civil Service; it takes a dynamic leader to identify the missing link between an existing Civil Service mission, management culture and the public interest. This implies that the civil service leaders must strive to building a public service that will promote and encourage the provision of her subordinates social and psychological needs in order to attain via underlying values of the nation as enshrined in the Fundamental objectives and Directives Principles of State Policies, as prescribed in Chapter 11 of the (1999) Constitution of the Federal Republic of Nigeria.

More so, a Civil service that is under the control of a dynamic leader will promote a change agenda programmes that will institutionalize Civil service values and democratic participation principles that will enhance management capacity and organizational performance required to ignite high service delivery in the civil service. This implies that, varying the leadership behavior when necessary by civil service leader since no one best way to organize; will identify asset, empower the workforce and recalibrate the culture of Rivers State Civil Service to deliver improved outcomes. This argument was supported by Vroom (1983) in Ajadi, Adedeji and Kola (2009:34) assertion that the best approach to administration should be adequate to deal with the complexities of the underlying process. This implies that the leader must examine the prevailing situation in the organization to address any issue that requires attention.

A Civil Service propelled by a contingency leadership model, requires the training and re-training of staff in order to rise above the global challenges posed by technology and other changing policies environment, rather than adhering strictly on principles of rules interpretation and application to access. A combination of different principles or method of administration would go a long way to increase efficiency and effectiveness in Rivers State Civil Service.

2.3.3 Douglas McGregor Theory X and Y

Another theory that guided this study is McGregor Theory X and Y, that states that in every organization there are individuals that possess feature that resemble the assumptions under theory X, while, others possess features under Theory Y. McGregor, developed his idea of motivation of organizational man in the year 1906-1964 in a paper titled the Human Side of Enterprise. He proposed two sets of assumptions about the nature of man in organizations. The first set is negative and is called theory X and other set is positive and called theory Y. the theories had conflicting assumptions. Theory X has the following assumptions the average

1. Average human beings have an inherent dislike of work and will avoid it if they can.
2. Because of the human characteristics of dislike of work, most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort to toward the achievement of organizational objectives.
3. The average human being prefers to be directed, wishes to avoid responsibility, have relatively little ambition, wants and security (Ayaniyi, Adeyemi and Awe 2013:52).

Theory X, and Y is also known as Carrot and Stick theory, this implies that the leader makes use of reward and punishment in order to induce desired behaviour; hence the use of reward and punishment are still strong motivator (especially in Rivers State Civil service).

Nevertheless, administrators under Theory X have been criticized for tending to breed more, rather than solve existing, industrial conflicts.

Theory Y has the following assumptions:

1. The expenditure of physical and mental effort is work as natural as play or rest". The ordinary person does not inherently dislike work.
2. External control is not the only means for obtaining effort "man will exercise self – direction and self-control in the service of objectives to which he is committed.
3. The most significant reward that can be offered in order to obtain commitment is the satisfaction of the individual's self- actualizing needs. This can be a direct product of effort directed towards organizational objectives.
4. The average human being learns under proper conditions not only to accept but to seek responsibility.
5. Many more people are able to contribute creatively to the solution of organizational problems than are actually contributing.
6. At present the potentialities of the average person are not being fully used.

McGregor (1967) states that professional manager should not only guard himself against mutual antagonism, playing politics, secrecy, favouring seniors, etc but should work through the differences so that the interaction between members may give rise to innovation, commitment to goals , and a climate of human relationship.

The theory Y emphasizes cooperation between management and workers leader who adopts these assumptions attain maximum output with minimum degree of control.

McGregor theory Y has been criticized for lack of validity; there is no enough empirical proof that the acceptance of theory Y assumptions leads to more motivation of workers and look simple.

Implication of Theory X and Y to this Current Study

The implication of Douglas McGregor's to this study is that, for Head of Civil Service to have highly motivated and productive staff, the administrators are expected to combine the theory X and Y staff for effective and efficient performance of civil service, this entails adopting little punishment and discipline for those under theory X, where the staff are lazy and irresponsible, the leader is expected to be autocratic in order to command compliance. While, the administrator is expected to vary his leadership style, for the subordinates who fall under theory Y, that is, the leader must adopt a democratic participating style that will encourage subordinates to put up their best.

More so, leaders can motivate subordinates who fall under theory X, through developing their individual's potentialities for the benefit of the organization. While, those subordinates under theory Y, can be motivated to work harder by inclusion of the following positive factors: good working conditions, sincere concern for professional training and development staff encouragement to go beyond minimum expectation and real appreciation for good work done.

SUMMARY OF REVIEW OF LITERATURE

The variables covered in this study, include leadership styles, and other concepts which helped to throw more light on the study, importance of leadership style on the employees attaining the organizational desired outcome cannot be over-emphasized. It is the intention of the researcher to investigate more critically the possible influence of leadership style and civil servants productivity. Hence, in the subsequent chapters, using a well organized and appropriate methodology, the influence of leadership style and civil servants' productivity will be determined using statistical evidence.

III. RESEARCH SETTING AND METHODOLOGY

3.1 BACKGROUND INFORMATION ON RIVERS STATE.

The origin of the State is traceable to the agitations from people of the riverine areas of the Niger Delta who had from 15th century exhibited the inherent desire for self-determination. The creation of the State was as a result of constant agitations by the Rivers people over the domination, oppression, and suppression they were subjected to by the regional administration of the Eastern Nigeria as at the time.

Rivers State was created out of the former Eastern region on 27th May, 1967 by the then administration of Col. Yakubu Jack Gowon, who was the then Commander In- Chief and Head of State. He appointed Lt, Comdr A. P. Diete-Spiff Military Governor in May 1967 who under the directive of the Head of state, set a up nucleus of public administration in the territory at that time the state was mainly administered through seven ministries namely;

- i. Ministry of Finance,

- ii. Ministry Agriculture, Fisheries, and Natural Resources;
- iii. Ministry of justice;
- iv. Ministry of Economic Development, Trade and industry;
- v. Ministry of Health;
- vi. Ministry of Education and
- vii. Ministry of Works (including Rural Development and Transport).

The State has been stable and viable from the outset and has created many public agencies, parastatals, corporations, departments and ministries. The government incorporates religious bodies and traditional authority in the affairs of the State the same way it creates incentives to stimulate and promote the private sector.

From the time the State was created till-date, its capital and biggest city is Port-Harcourt. It is accessible by road, rail, air and sea (Naijasky.com2011).

GEOGRAPHICAL LOCATION

Rivers State is located in Niger Delta Region. It covers an area of 11,077 square kilometers. The inland part of the State consists of tropical rainforest, towards the coast features many mangroves and swamps. River State was part of the Oil Rivers Protectorate from 1885 till 1893, when it became part of the Niger Coast Protectorate. In 1900 the region was merged with the chartered territories of the Royal Niger Company to form the Colony of Southern Nigeria. Rivers State is bounded by the Atlantic ocean, to the North by the Imo, Abia and Anambra States, to the East by Akwa Ibom State and the West by the Bayelsa and Delta states (www.nigeria.gov.,south-south). The state is divided into twenty three (23) local government areas. The state accounts for more than 40% of the crude production in the country (comenigeria.com, 2011).

THE SOILS OF RIVERS STATE

The soils of Rivers State has been broadly studied and classified into Beach-ridges, saline soils, Sombreiro-Warri Deltanic plain and Ogoni sands or coastal plain sands (Alagoa and Derefaka (2005:19). The Ahoada, Ikwerre, Etche ethnic group of the state consist mainly of compact land mass suitable for agricultural activities, and the most planted crop is cassava, although small scale fishing is carried out. Whereas the Degema and other Riverine Areas including Buguma consist of land interspersed by a labyrinth of innumerable creeks and channels. The Riverine areas consist mainly of mangrove forest and swamps, which is suitable for piscating pursuits. However, the Port Harcourt Metropolitan form the capital, whose people are mainly Civil Servants, and literates, the Ikwerre speaking people engage mainly in farming, trading and fishing on a small scale (Alagoa and Derefaka 2005:20).

WEATHER / CLIMATE.

In Rivers State rainfall is seasonal and heavy, it changes every month of the year, but with different duration. The state experiences high rainfall which decreases from south to north. The difference in rainfall in Rivers State is determined by the closeness of the coast and also by the elevation of a given station in the State. Opobo experience high rainfall due to closeness to the coast, marine effect (Alagoa and Derefaka, 2005:60). The wettest area is the Southern fringe with Opobo and Onne having Mean annual rain of 3816.8mm and 2834.4mm. Degema located in the western axis of the State has at least mean annual rain of 2355.1mm while Port Harcourt, located at the Northern part of the State, has a high rainfall of 2370.5mm because of its elevation and urban (Alagoa and Derefaka, 2005:61).

Seasonal variation of rainfall in the State shows that 90% of the rain exerts during the rainy season with the southern part, especially Opobo and Onne, recording the highest amount of rain (Alagoa and Derefaka,2005:61). Port Harcourt Station has mean annual temperature of 28.2C while Bonny, on the coast records a mean annual temperature of 27C. The hottest dry months are February to March. Humidity is high in Rivers state throughout the year but decreases slightly (cometonigeria.com, 2011).

THE PEOPLE, POPULATION AND HOSPITALITY

The Rivers people are known to be accommodating, friendly and hospitable, sustaining an open door policy towards people from other ethnic group. They engage in many cultural display and amusement which is devoid of malice. They also encourage and promote singing and dancing in great merriment for most part of the year. They are not aggressive by nature and desire unity of Nigeria.

Rivers State has about 5 million people who have rich and cultural heritage, which come from various ethnic nationalities which include; Abua, Andoni, Ekpeye, Engenni, Etche, Ibani, Ikwerre, Kalabari, Ndoni, Okrika, Ogoni etc. The ethnic groups are found in of the 23 local government areas of the state, namely; Abua/ Oduval, Ahoada-East , Ahoada- West, Akuku-Toru, Andoni, Asari-Toru, Bonny,

Degema, Eleme, Etche, Emohua, Gokana, Ikwerre, Khana, Obio/AkpoOgba/Egbema/Ndoni, Ogubolo, Okrika, Omuma, Opobo/Nkoro, Oyigbo, Port Harcourt And Tai Local Government Area (logbabbly.com, 2011).

3.2 BACKGROUND INFORMATION OF RIVERS STATE CIVIL SERVICE

Section 318, sub-section 1 of the Constitution of the Federal Republic of Nigeria, (1999) defines civil service as the service of the federation in a civil capacity as the staff of the office of the president, vice president, ministry or department of the government of the federation. At the State level, civil service of the state in a civil capacity as staff of the office of the governor, deputy governor or a ministry or department of the government of the state. The Rivers State Civil Service (RSCS) is the body of professional civil servants charged with the responsibility of carrying out the policies of the state government in relation to social service delivery and infrastructural development. The Rivers State civil service has 46,000 personnel as number of civil servants in its payroll (the portcity news.com, 2018). The RSCS is charged with the following duties;

1. development of public policies;
2. Implementation of government policies;
3. stimulation of the public and private sectors of the country;
4. Inspection of policy performance in the public and private sectors;
5. to serve the various organs of the state government (wikipedia.org). Retrieved on the 3RD day of July, 2018;

Studies have shown that since 2010 – 2017, that the leadership style adopted by most Rivers State Civil Service Head is yet to be improved. Recently, the Civil Servants in the Ministry of Justice has lamented over seizure of their annual up keep allowance and tired down promotion by the past administration. While those in the Ministry of Education absent themselves from work for non-payment of salaries and no promotion for over five years. Presently, the Governor of Rivers State Chief (Barr) Nyesom Ezenwo Wike promised to pay the past three years annual increment and the promotion arrears of workers by former administration (The Tide 2015). Despite the attempt to reform and revive the state civil service by the present Governor through bio-data capturing, restructuring and job rotation policy initiated by the management of most public parastatals in Rivers State, the state civil service has remained counter-productive.

3.3 RESEARCH DESIGN

A research design is a plan or blue print indicating the way data relating to a particular problem is to be collected and analyzed (Ajoku, 2006). Idoniboye- Obu (2006) refers to research design as the blue print for executing the research project after a researchable problem has been formulated. Survey design was adopted because it has the advantage of producing good responses from large number of respondent through the use of interviews and questionnaire for collecting data.

3.4 POPULATION OF THE STUDY.

The population of the study comprises all the Public Servants in the country (that is, the civil servants in the mainstream Ministries, members of the Armed Forces and staff of the various departments and agencies of government). The Association of Senior Civil Servants puts the number of public servants in Nigeria at about 870,000 ([http:// all Africa com stories|2014056141309.htm](http://allAfrica.com/stories/2014056141309.htm))

SAMPLE SIZE AND SAMPLING TECHNIQUES.

However, for the purpose of this study, our sample is from the Rivers State Civil Service. The sampled civil servants involved in the study are those from the Rivers State Ministry of Justice, Ministry of Education and Ministry of Agriculture. There are twenty – six (26) Ministries in Rivers State Civil Service. The information was obtained from the Civil Service Commission.

A multi stage sampling technique was used at the first stage, civil servants in the Ministry of Justice, Ministry of Agriculture and in the Ministry of Education were stratified into two Grade categories of Senior Civil Servants (Grade Level 12 -15) and middle level Civil Servants (Grade Level 7 - 11). Thereafter, 10 Departments were randomly selected using simple random techniques. In the final stage, two hundred and seventy middle level Civil Servants and thirty Senior Civil Servants were randomly selected from each of the sampled Ministries. A total of Three Hundred (300) respondents were thus selected.

3.6 SOURCES OF DATA

The researcher made use of Primary and secondary data; the primary data were the structured questionnaire, while the secondary data were the reports of previous writers on the subject, journals, newspaper articles and other publications.

3.7 METHOD OF DATA COLLECTIONS

In this research, the main instrument that was used is the questionnaire designed by the researcher. The instrument contained questions ranging from personal data to factors that influence civil servants' productivity. The structured questionnaire titled "Civil Servants Leadership Style" (CSLS) is a Twenty (20) - item structured questionnaire formed from the research questions and used as instrument for data collections. The questionnaire which was segmented into sections A, B, C, and D, contained several questions meant to elicit information from the respondents on the variables relating to the leadership styles employed by management that influences employees' productivity in various ministries.

3.8 TEST OF VALIDITY AND RELIABILITY OF THE STUDY

Validity refers to the ability of an instrument to measure what it has been designed to measure.

The validity of this study is accurate because it measured the influence of leadership style on civil servant productivity using questionnaire constructed by the researcher. The Supervisor made relevant corrections and observations which were incorporated in the draft questionnaire and reproduced before approval. This ensured face and content validity.

The reliability of this study is guaranteed because it was tested and retested on the respondents and approved by the supervisor.

3.9 METHOD OF DATA ANALYSIS

The statistical tools of mean and standard deviation were used to answer the research questions while the Analysis of Variance (ANOVA) statistics was used to test the hypotheses at 0.05 level of Significance.

IV. PRESENTATION AND ANALYSIS OF DATA

4.1 This Chapter presents and Analyze the data collected through the questionnaire method. The statistical tables were arranged based on the study research questions.

Research Question 1

In what ways do leadership styles influence civil servants productivity in Rivers State?

Table 4.1: Means and Standard Deviation Responses on the Influence of leadership style on civil servants productivity in Rivers State.

S/N ITEMS Remarks	MOJ		MOA		MOE		Mean	
	X1	SD1	X2	SD2	X3	SD3		
1. My leader is an autocratic leader Who creates apathy and frustration among the employees in the organization.	1.94	0.97	3.09	1.10	3.66	0.46	2.90	Agree
2. The relationship between the group members and their leaders is the sole determinant of the leaders' effectiveness in my organization.	3.59	0.74	3.68	0.56	3.38	0.88	3.55	Strongly Agree
3. An effective leader in my organization Continually attempts to improve the quality Of his/her employees' performance and Demonstrates high concern for staff development.	1.90	1.05	2.89	1.15	2.91	1.10	2.57	Agree
4. Effective group performance depends on The proper match between the leaders and the degree to which the situation gives to	3.02	1.59	3.08	0.95	3.01	1.11	3.04	Agree

the leader in my organization.

5. My leaders are characterized By inspiration, empowerment, teamwork, Openness, freedom and group orientation thereby having high motivated workers	2.82	1.03	2.36	1.23	1.83	0.72	2.00	Disagree
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Grand X/SD	2.45	1.08	3.02	1.00	2.96	0.85	2.81	Agree
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Source: Researcher Field Study

- Keys: X = Mean
 SD = Standard Deviation
 MOJ = Ministry of Justice
 MOA = Ministry of Agriculture
 MOE = Ministry of Education

Data presented on table 4.1 showed that civil servants in the Ministry of Justice had mean values that ranged from 1.82 to 3.59, Ministry of Agriculture had mean values of that ranged from 2.36 to 3.68, while Ministry of Education had mean values that ranged from 1.83 to 3.66. the table revealed grand mean values of 2.45, 3.02 and 2.96 respectively and a grand mean set value of 2.81 was derived which indicated that civil servants agreed that leadership styles influence their productivity.

Research Question 2

In what ways do Human Relation influence civil servants productivity in Rivers State?

Table 4.2: Mean and Standard Deviation of Responses on the Influence of Human Relations on Civil Servants' Productivity in Rivers State.

S/N ITEMS	MOJ		MOA		MOE		Mean	
Remarks	X1	SD1	X2	SD2	X3	SD3	Set	
1. In your organization, leaders encourage team work	3.01	1.11	2.12	1.04	2.04	0.84	2.39	Disagree
2. Leaders in your organization involve employees in decision making process.	2.27	0.84	1.77	0.88	1.55	0.54	1.86	Disagree
3. My leaders show regards to employees Personal needs	3.08	1.06	2.26	1.08	1.57	0.67	2.30	Disagree
4. Leaders in your organization show Respect for employees' human Dignity	3.51	0.73	2.73	1.00	1.89	0.95	2.71	Agree
5. Leaders use good human relation to Increase employees' job Performance and reduce industrial conflict.	3.76	0.49	3.33	0.84	3.48	0.79	3.52	Strongly Agree
Grand X/SD	3.13	0.85	2.44	0.96	2.11	0.76	2.56	Agree

- Keys: X = Mean
 SD = Standard Deviation
 MOJ = Ministry of Justice
 MOA = Ministry of Agriculture
 MOE = Ministry of Education

Data presented on Table 4.2 showed that civil servants in the Ministry of Justice had mean values that ranged from 2.27 to 3.76, Ministry of agriculture 1.77 to 3.33, while ministry of Education had mean values that ranged from 1.86 to 3.52. The grand mean values of 3.13, 2.44 and 2.11 respectively were

derived. Generally, the grand mean set value of 2.56 indicated that the civil servants agreed that human relation influence their productivity.

Research Question 3

In what ways do Rewards Influence Employees' job performance and service delivery?

Table 4.3: Mean and Standard Deviation Responses on the Influence of Rewards on Employees' Job Performance and Service Delivery

S/N	ITEMS	MOJ		MOA		MOE		Mean		
		X1	SD1	X2	SD2	X3	SD3		Set	
1.	In your organization, leaders use reward system to reduce the rate of employees' absenteeism and constant bickering	3.49	0.69	1.69	0.73	2.11	1.00	2.20	Disagree	
2.	My leaders use incentives and fringe Benefits to increase employees' job satisfaction and high productivity	2.86	0.88	2.15	0.77	1.63	0.57	2.21	Disagree	
3.	In your organization, management uses appreciation and recognition for an excellent performance to increase employees' morale and job satisfaction.	3.58	0.77	2.07	0.78	1.61	0.49	2.42	Disagree	
4.	My employer uses prompt payment of salary and arrears of employees' as a means of reducing threat, frustration and other employees' negative behaviour			3.18	1.13	3.09	1.00	3.05	1.15	3.11
5.	In your organization, poor welfare packages\ has resulted in brain drain and lack of qualified personnel.	2.24	0.91	2.74	1.06	3.80	0.56	2.93	Agree	
	Grand X/SD	3.07	0.88	2.35	0.87	2.44	0.75	2.57	Agree	

Source: Researcher field Study

- Keys: X = Mean
 SD = Standard Deviation
 MOJ = Ministry of Justice
 MOA = Ministry of Agriculture
 MOE = Ministry of Education

Data presented on table 4.3 showed that civil servants in the Ministry of Justice had mean values that ranged from 2.24 to 3.58, Ministry of Agriculture 1.69 to 2.74 while Ministry of Education had mean values that ranged from 1.61 to 3.80. The table revealed grand mean values of 3.07, 2.35 and 2.44 respectively, and a grand mean set value of 2.57 indicated that civil servants agreed that rewards influence job performance and service delivery.

Research Question 4

In what ways do staff development and training influence civil servants productivity in Rivers State?

Table 4.4: Mean and Standard Deviation Response on the Influence of Staff Development and Training on Civil Servants Productivity in Rivers State.

S/N	ITEMS	MOJ		MOA		MOE		Mean	
		X1	SD1	X2	SD2	X3	SD3		Set
1.	My leader adopts staff development and training to improve workers efficiency and effectiveness	2.51	1.15	1.75	0.95	1.60	0.89	1.95	Disagree
2.	In my organization stagnation of Some categories of staff is traceable to inadequate staff training	3.02	1.15	3.28	1.07	3.33	0.98	3.21	Disagree

3. My leaders use staff development and training to the rate of facility break down in the organization.	2.12	0.90	2.63	1.28	1.90	1.05	2.21	Disagree
4. My leader uses staff on-the- job Training to reduce disloyalty to management directives.	2.60	1.09	2.38	0.92	1.82	1.01	2.27	Disagree
5. My leader improves the quality Of the human capital through accelerating The rate of seminars, workshops, conferences and symposia to facilitate knowledge sharing.	2.35	1.01	2.03	1.00	2.31	1.01	2.23	Disagree
Grand X/SD	2.52	1.06	2.41	1.04	2.19		2.37	Disagree

Source: Field Study

Keys: X = Mean

SD = Standard Deviation

MOJ = Ministry of Justice

MOA = Ministry of Agriculture

MOE = Ministry of Education

Data presented on Table 4.4 showed that civil servant in the Ministry of Justice had mean values that ranged from 2.12 to 3.02, Ministry of Agriculture had been values that ranged from 1.75 to 3.28 while civil servants in the Ministry of Education had means values that ranged from 1.60 to 3.33. The table revealed grand mean values of 2.52, 2.41 and 2.19 respectively. The grand mean set value of 2.37 revealed that civil servants disagreed that staff development and training influence their productivity.

4.2 Hypothesis 1

There is no significant difference in the mean ratings of civil servants in the Ministry of Justice, Ministry of Agriculture and Ministry of Education on the influence of leadership style on productivity.

Table 4.5: Result of analysis of variance of Mean scores of (Ministry of Justice, Ministry of agriculture and Ministry of Education) civil servants on the Influence of leadership style on productivity.

Sources of Variance	Sum of Squares	df	Mean Square	f-cal	f-tabl	Level of Sig	Rmks
Between Groups	0.05	2	0.03	0.073	4.71	0.05	NS
Within Groups	118.47	292	0.41				
Total	118.52	294					

The analysis of variance (ANOVA) presented in table 4.5 showed that f-calculated value of 0.073 is less than the f-critical value of 4.71 at $P < 0.05$ level of significance.

This showed that there is no significant difference in the mean ratings of civil servants in the Ministry of Justice, Ministry of agriculture and Ministry of Education on the influence of leadership style on productivity. This implies that the null hypothesis of no significant difference is accepted.

Hypotheses 2

There is no significant difference in the mean ratings of civil servants in the Ministry of Justice, Ministry of Agriculture and Ministry of Education on the Influence of Human Relations on productivity.

Table 4.6: Result of Analysis of Variance of mean scores of (Ministry of Justice, Ministry of Agriculture and Ministry of Education) civil servants on the Influence of Human Relations on Productivity.

Sources of Variance	Sum of Squares	df	Mean Square	f-cal	f-tabl	Level of Sig	Rmks
Between Groups	0.13	2	0.07	0.21	4.71	0.05	NS
Within Groups	98.11	292	0.34				
Total	98.24	294					

The analysis of variance (ANOVA) presented in table 4.6 showed that f-calculated (f cal) value of 0.21 is less than the f-critical of 4.71 at $P < 0.05$ level of significance. This showed that there is no significant difference the mean ratings of civil servants in the Ministry of Justice, Ministry of Agriculture and

Ministry of Education on the influence of human relations on productivity. Therefore, the null hypothesis of no significant difference is accepted.

Hypothesis 3

There is no significant difference in the mean ratings of civil servants in the Ministry of Justice, Ministry of Agriculture and Ministry of Education on the Influence of rewards on productivity.

Table 4.7: Result of Analysis of Variance of Means scores of (Ministry of Justice, Ministry of Agriculture and Ministry of Education) civil servants on the Influence of Rewards on Productivity.

Sources of Variance	Sum of Squares	df	Mean Square	f-cal	f-tabl	Level of Sig	Rmks
Between Groups	0.08	2	0.04	0.11	4.71	0.05	NS
Within Groups	105.25	292	0.36				
Total	105.33	294					

The analysis of variance presented in table 4.7 showed that f-calculated (f-cal) value of 0.11 is less than the f-critical value of 4.71 at P< 0.05 level of significance. This showed that there is no significant difference in the mean ratings of civil servants in the Ministry of Justice, Ministry of Agriculture and Ministry of Education on the influence of rewards on productivity. This implies that the null hypothesis of no significant difference is accepted.

Hypothesis 4

There is no significant difference in the mean ratings of civil servants in the Ministry of Justice, Ministry of Agriculture and Ministry of Education on the influence of staff development and training on productivity.

Table 4.8: Result of analysis of variance of Mean scores of (Ministry of Justice, Ministry of agriculture and Ministry of Education) civil servants on the Influence of staff development and training on productivity.

Sources of Variance	Sum of Squares	df	Mean Square	f-cal	f-tabl	Level of Sig	Rmks
Between Groups	0.02	2	0.01	0.11			
Within Groups	84.19	292	0.29	0.034	4.71	0.05	NS
Total	84.21	294					

The analysis of variance (ANOVA) presented in table 4.8 showed that f-calculated (f-cal) value of 0.034 is less than the f-critical value of 4.71 at P< 0.05 level of significance. This showed that, there is no significant difference in the mean ratings of civil servants in the Ministry of Justice, Ministry of Agriculture and Ministry of Education on the Influence of staff development and training on productivity. This implies that the null hypothesis is accepted.

APPENDIX – COMPUTATION OF RAW DATA ON QUESTIONNAIRE

	SA	A	D	SD	X ₁	SD	SA	A	D	SD	X	SD ₂	SA	A	D	SD	X3	SD3
1	47	20	18	14	3.01	1.11	15	20	30	28	2.12	1.04	10	6	60	22	2.04	0.84
2	20	8	50	21	2.27	0.84	5	10	40	43	1.77	0.83	-	2	50	46	1.55	0.54
3	50	20	17	11	3.08	1.06	20	17	32	26	2.26	1.08	3	1	45	49	1.57	0.67
4	61	30	5	3	3.51	0.73	30	24	33	10	2.73	1.00	10	9	39	40	1.89	0.95
5	77	20	2	-	3.76	0.49	50	35	8	5	3.33	0.84	60	30	3	5	3.48	0.79
6	60	28	11	-	3.49	0.69	5	-	53	40	1.69	0.73	15	10	44	29	2.11	1.00
7	33	37	10	19	2.86	0.88	15	8	52	23	2.15	0.77	-	4	54	40	1.63	0.57
8	70	20	5	4	3.58	0.77	10	20	35	33	2.07	0.78	-	-	60	38	1.61	0.89
9	60	10	16	13	3.18	1.13	40	40	5	13	3.09	1.00	50	20	11	17	3.05	1.15
10	15	14	50	20	2.24	0.91	30	28	25	15	2.74	1.06	80	15	3	1	3.80	0.56
11	30	12	35	22	2.51	1.15	10	5	33	50	1.75	0.95	4	15	17	62	1.60	0.89
12	50	20	11	17	3.02	1.15	61	15	10	12	3.28	1.07	60	18	12	8	3.33	0.98
13	14	10	50	24	2.12	0.90	40	10	20	28	2.63	1.28	10	18	22	48	1.90	1.05
14	30	15	38	16	2.60	1.09	15	20	50	13	2.38	0.92	15	-	40	38	1.82	1.01
15	18	20	40	21	2.35	1.01	10	11	40	46	2.03	1.00	19	10	50	20	2.31	1.01
16	11	10	40	28	1.94	0.97	50	20	15	13	3.09	1.10	69	25	4	-	3.66	0.46
17	70	20	6	3	3.59	0.74	66	28	4	-	3.63	0.56	60	18	17	3	3.38	0.88
18	10	20	19	50	1.90	1.05	41	23	16	18	2.89	1.15	42	30	5	17	2.91	1.10
19	40	35	10	14	3.02	1.59	38	40	10	10	3.08	0.95	44	27	11	16	3.01	1.11
20	10	15	20	53	1.82	1.03	15	20	53	50	2.36	1.23	5	3	60	30	1.83	0.72

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Source: Researcher field study

APPENDIX ... COMPUTATION OF ANOVA DATA

Null Hypothesis 1

One-way analysis of variance of mean scores of three groups (Ministry of Justice, Ministry of Agriculture and Ministry of Education) of civil servants on influence of Leadership styles on Employees performance and service delivery.

S/NO	Ministry of Justice (Means Scores) N = 99		Ministry of Agriculture (Mean Scores) N = 98		Ministry of Education (Means Scores), N = 98	
	X ₁	X ₁ ²	X _{2j}	X ₂ ²	X ₃	X ₃ ²
1	1.94	3.76	3.09	9.55	3.66	13.40
2	3.59	12.89	3.63	13.18	3.38	11.42
3	1.90	3.61	2.89	8.35	2.91	8.47
4	3.02	9.12	3.08	9.49	3.01	9.06
5	1.82	3.31	2.36	5.57	1.83	3.35
Sum of scores (Σx)	12.27	-	15.05	-	14.79	-
Number in a group (n)	99	-	98	-	98	-
Means Scores (x)	0.12	-	0.15	-	0.15	-
Sum of squares of the scores (Σx ²)	-	32.69	-	46.14	-	45.7
Square of sum of scores (Σx) ²	150.55		226.50		218.74	

Source: Field study

(a) Grand total of sum of scores for the groups (ΣΣX)

i.e. 12.27+15.05+14.79

.. ΣΣX = 42.11

(b) The square of grand total of sum of scores,

i.e. square of the value in (a) above (ΣΣX)²,

that is (42.11)² = 1,773.25

(ΣΣX)² = 1,773.25

(c) Grand total of sum of squares of the scores

ΣΣX² i.e. 32.69+46.41+45.7 = 124.53

.. ΣΣX² = 124.53

Number of groups (k) = 3

Number of respondents (N) = 295

Number in each groups = n₁ = 99, n₂ = 98, n₃ = 98

.. Total sum of squares (SST) = ΣΣX² - (ΣΣX)² / N

$$= 124.53 - \frac{1773.25}{295} = 124.53 - 6.01$$

$$= 118.52$$

$$\text{Between group sum of squares (SSB)} = \frac{(12.27)^2}{99} + \frac{(15.05)^2}{98} + \frac{(14.79)^2}{98} - \frac{1773.25}{295}$$

$$= \frac{1.52+2.31+2.23}{6.06} - 6.01$$

$$6.06 - 6.01 = 0.05$$

Within group sum of squares (SSW) = SST - SSB

$$= 118.52 - 0.05 = 118.47$$

Summary of ANOVA Data

Source of variation	Sum of squares (SS)	Degree of Freedom (df)	Variance estimate or Mean of SS (MS)	F
Between groups	0.05	K-1=3-1 = 2	SS = 0.05 Df 2 = 0.03	MSB MSS MSW = $\frac{0.03}{0.41}$ = 0.034
Within groups	118.47	N-K = 295 - 3 = 292	SS = 118.47 Df 292 = 0.41	
Total	118.52	N-1 = 295-1 = 294		

Researcher field study

Null Hypothesis 2

One-way analysis of variance of mean scores of three groups (Ministry of Justice, Ministry of Agriculture and Ministry of Education) of civil servants on influence of human relations on Productivity.

	Ministry of Justice (Means Scores) N = 99		Ministry of Agriculture (Mean Scores) N = 98		Ministry of Education (Means Scores), N = 98	
S/NO	X ₁	X ₁ ²	X ₂	X ₂ ²	X ₃	X ₃ ²
1	3.01	9.06	2.12	4.49	2.04	4.16
2	2.27	5.15	1.77	3.13	1.55	2.40
3	3.08	9.49	2.26	5.11	1.57	2.46
4	3.51	9.92	2.73	7.45	1.89	3.57
5	3.76	14.14	3.33	11.09	3.48	12.11
Sum of scores (Σx)	15.63	-	12.21	-	10.53	-
Number in a group (n)	1.99	-	98	-	98	-
Means Scores (x)	0.16	-	0.12	-	0.11	-
Sum of squares of the scores (Σx ²)		47.26	-	31.27	-	24.7
Square of sum of scores (Σx) ²	244.30		149.08		110.88	

(a) Grand total of sum of scores for the groups (ΣΣX)

i.e. 15.63+12.21+10.53

∴ ΣΣX = 38.37

(b) The square of grand total o sum of scores,

i.e. square of the value in (a) above (ΣΣX)²,

that is (38.37)² = 1,472.26

(ΣΣX)² = 1,472.26

(c) Grand total of sum of squares of the scores

ΣΣX² i.e. 47.26+31.27+24.7 = 103.23

∴ ΣΣX² = 103.23

Number of groups (k) = 3

Number of respondents (N) = 295

Number in each groups = n₁ = 99, n₂ = 98, n₃ = 98

∴ Total sum of squares (SST) = ΣΣX² - (ΣΣX)²/
N

$$= 103.23 - \frac{1472.26}{295} = 103.23 - 4.99$$

$$= 98.24$$

Between group sum of squares (SSB) = $\frac{(\Sigma X_1)^2}{n_1} + \frac{(\Sigma X_2)^2}{n_2} + \frac{(\Sigma X_3)^2}{n_3} - \frac{(\Sigma \Sigma X)^2}{N}$

$$= \frac{(15.63)^2}{99} + \frac{(12.21)^2}{98} + \frac{(10.53)^2}{98} - \frac{1472.26}{295}$$

$$= \frac{(2.47+1.52+1.13)}{5.12} - 4.99 \text{ Source of variation}$$

$$5.12 - 4.99 = 0.13$$

Within group sum of squares (SSW) = SST - SSB

$$= 98.24 - 0.13 = 98.11$$

Summary of ANOVA Data

Source of variation	Sum of squares (SS)	Degree of Freedom (df)	Variance estimate or Mean of SS (MS)	F
Between groups	0.13	K-1=3-1 = 2		MSB MSW = 0.07 <u>0.34 = 0.21</u>
Within groups	98.11	N-K = 295 - 3 = 292		
Total	98.24	N-1 = 295-1 = 294		

Null Hypothesis 3

One-way analysis of variance of mean scores of three groups (Ministry of Justice, Ministry of Agriculture and Ministry of Education) of civil servants on influence of rewards on Employees performance and service delivery.

S/NO	Ministry of Justice (Means Scores) N = 99		Ministry of Agriculture (Mean Scores) N = 98		Ministry of Education (Means Scores), N = 98	
	X ₁	X ₁ ²	X ₂	X ₂ ²	X ₃	X ₃ ²
1	2.51	6.30	1.75	2.96	1.60	2.56
2	3.02	9.12	3.28	10.76	3.33	11.08
3	2.12	4.49	2.63	6.92	1.90	3.61
4	2.60	6.76	2.38	5.66	1.82	3.31
5	2.35	5.52	2.03	4.12	2.31	5.34
Sum of scores ($\sum x$)	12.6	-	12.7	-	10.96	-
Number in a group (n)	99	-	98	-	98	-
Means Scores (\bar{x})	0.13	-	0.12	-	0.11	-
Sum of squares of the scores ($\sum x^2$)	-	32.19	-	30.42		25.9
Square of sum of scores ($\sum x$) ²	158.76		145.68		120.121	

(a) Grand total of sum of scores for the groups ($\sum \sum X$)

i.e. 12.6+12.07+10.96

.. $\sum \sum X = 35.63$

(b) The square of grand total o sum of scores,

i.e. square of the value in (a) above ($\sum \sum X$)²,

that is (35.63)² = 1269.50

$(\sum \sum X)^2 = 1269.50$

(c) Grand total of sum of squares of the scores

$\sum \sum X^2$ i.e. 32.19+30.40+33.44 = 88.51

.. $\sum \sum X^2 = 88.51$

Number of groups (k) = 3

Number of respondents (N) = 295

Number in each groups = n₁ = 99, n₂ = 98, n₃ = 98

.. Total sum of squares (SST) = $\sum \sum X^2 - \frac{(\sum \sum X)^2}{N}$

= 88.51 - $\frac{1269.50}{295}$ = 88.51-4.30

= 84.21

Between group sum of squares (SSB) = $\frac{(15.6)^2}{99} + \frac{(12.07)^2}{98} + \frac{(10.96)^2}{98} - \frac{1269.50}{295}$

= $\frac{(1.60+1.49+1.23)}{4.32} - 4.30$

4.32 - 4.30 = 0.02

Within group sum of squares (SSW) = SST - SSB

= 84.21-0.02 = 84.19

Summary of ANOVA Data

Source of variation	Sum of squares (SS)	Degree of Freedom (df)	Variance estimate or Mean of SS (MS)	F
Between groups	0.02	K-1=3-1 = 2	SS = 0.02 Df 2 = 0.01	$\frac{MSB}{MSW} = \frac{0.01}{0.29} = 0.0345 \approx 0.03$
Within groups	84.19	N-K = 295 - 3 = 292	SS = 84.19 Df = 292 = 0.29	

Null Hypothesis 4

One-way analysis of variance of mean scores of three groups (Ministry of Justice, Ministry of Agriculture and Ministry of Education) of civil servants on influence of Staff Development and training on Productivity.

S/NO	Ministry of Justice (Means Scores) N = 99		Ministry of Agriculture (Mean Scores) N = 98		Ministry of Education (Means Scores), N = 98	
	X ₁	X ₁ ²	X ₂	X ₂ ²	X ₃	X ₃ ²
1	3.49	12.18	1.69	2.86	2.11	4.45
2	2.86	8.18	2.15	4.62	1.63	2.66
3	3.58	12.81	2.07	4.28	1.61	2.59
4	3.18	10.11	3.09	9.55	3.05	9.30
5	2.24	5.02	2.74	7.51	3.80	14.44
Sum of scores (Σx)	15.35	-	11.74	-	12.2	-
Number in a group (n)	99	-	98	-	98	-
Means Scores (x)	0.16	-	0.12	-	0.13	-
Sum of squares of the scores (Σx ²)	-	48.43	-	28.82	-	33.44
Square of sum of scores (Σx) ²	235.62	-	137.83	-	148.84	-

(a) Grand total of sum of scores for the groups (ΣΣX)

i.e. 15.35+11.74+12.2

∴ ΣΣX = 39.29

(b) The square of grand total o sum of scores,

i.e. square of the value in (a) above (ΣΣX)²,

that is (39.29)² = 1543.70

(ΣΣX)² = 1543.70

(c) Grand total of sum of squares of the scores

ΣΣX² i.e. 48.3+28.82+33.44 = 110.56

∴ ΣΣX² = 110.56

Number of groups (k) = 3

Number of respondents (N) = 295

Number in each groups = n₁ = 99, n₂ = 98, n₃ = 98

Total sum of squares (SST) = $\frac{\sum \sum X^2 \cdot (\sum \sum X)^2}{N}$

= $\frac{110.56 \cdot 1543.70}{295}$

= 5.23

Between group sum of squares (SSB) = $\frac{(15.35)^2}{99} + \frac{(11.74)^2}{98} + \frac{(12.2)^2}{98} - 5.23$

= (2.38+1.41+1.52) - 5.23

5.31 - 5.23 = 0.08

Within group sum of squares (SSW) = SST - SSB

= 5.33-0.08 = 5.25

Summary of ANOVA Data

Source of variation	Sum of squares (SS)	Degree of Freedom (df)	Variance estimate or Mean of SS (MS)	F
Between groups	0.08	$K-1=3-1 = 2$	$SS = 0.08$ $Df \quad 2 \quad = 0.04$	MSB MSS
Within groups	105.25	$N-K = 295 - 3 = 292$	$SS = 105.25$ $Df \quad 292 = 0.36$	MSW = $\frac{0.04}{0.36} = 0.11$
Total	105.33	$N-1 = 295-1 = 294$		

4.3 Discussion of Findings

In research question 1 in item 1-5, the Table 4.1 study further revealed that leadership style influence civil servants productivity in Rivers State. The table revealed grand mean values of 2.45, 3.02 and 2.96 respectively and a grand mean set value of 2.81 was derived which indicated that leadership style influences productivity.

This is in line with Ajadi, Adedeji and Kola (2009:74) that a leader is considered the force that initiates action among people, guides activities in a given direction, maintains such activities and unifies effort towards common goals.

The leader's ability to promote subordinate participation in decision that affects them most results in functional team work approach that yields high productivity. This is line with Kalagbor (2017:98). Findings that participatory or shared decision making is most effective for morale building and job satisfaction and is corroborated by Thom-otuya (2015) that participation in decision making stimulates employees interest for great production provide job satisfaction and create in him a feeling of importance. This is also in agreement with Nwizu, 2008 in Olusaolufemi (2015) assertion that the leaders of civil service are expected to adopt leadership style that will increase the morale and job satisfaction of her subordinates in order to attain efficient service delivery. The respondents maintained that effective group performance depends on the proper match between the leader's and the degree to which the situation gives control to the leader with mean value of 3.59. This is in agreement with Fielder (1967) ascertain that group performance dependence the proper match between the leader and degrees to.

The finding was further authenticated in outcome of the H01 test result of Analysis of variance (ANOVA) presented in table 4.5. Showed that f-calculated value of 0.073 is less than the f-critical value of 4.71 at $p < 0.05$ level of significance.

This showed that there is no significant difference in the mean ratings of civil servants in the Ministry of Justice, Agriculture and Ministry of Education on the influence of leadership style on productivity. This implies that the null hypothesis of no significant difference is accepted. Base on the result of the analysis there is no significant difference in the leadership style and productivity in Rivers-State Civil Service.

In the course of this study, it was found from the responses to the second research question that human relation influences to a great extent has effect on the civil servants productivity as subscribed to by majority of the respondents.

In response to research question 2, according to the findings from questionnaire items 6-10, the study revealed that human relation have a greater impact in enhancing productivity. This is in line with Sharma, Sadanna and Kaur (2013:256) assertion that good human relation relates to higher performance; resulting in job satisfaction, efficiency and productivity. The respondents maintained that their leaders adopting good human relation enhance employees' job performance at the same time, reduces industrial conflict. This assertion corroborates with Sapru (2013:187) that human relation encourages a perfect balance of the organization's goal and workers. The finding is in agreement with Elton Mayo in Ajadi, Adedeji and Kola (2009:30) finding that wages and working conditions were although important to the worker, but not as important as what they call 'a method of living in a social relationship. The finding is also in agreement with Petryni (2018) that stated that work environment relationship contributes to employees motivation which is important in maintaining high productivity and that when employees who are satisfied with their job and well-being of others tend to be responsive than those who are not. This statement is corroborated by Dan-Jambo (2017) in a study on the nexus between workplace discrimination and employee commitment Rivers state Civil Service. The finding proved that organization policy that fosters peaceful co-existence among workers, ensuring that discrimination is reduced to the barest minimum enhances job performance. The assertion based on the finding of this study; is true. Respondents maintained that they are inspired to put up their best while working in a peaceful working environment. The response that human relation increases team work and at the same reduce industrial conflict was supported by Akers (2017) who in his study maintained that good human relation in any organization enhances productive business relationship and encourages working in groups

and teams possible. This finding was supported by the outcome of test result through analysis of variance (ANOVA) presented in table 4-6,

Industrial conflict was supported by Akers (2017) who in his study maintained that good human relation in any organization enhances productive has relationship and encourage working in groups and teams possible. This findings was supported by the outcome of test result through Analysis of variance (ANOVA) presented in table 4-6, the F-calculated F (cal) value of 0-21 is less than the F-critical of 4.71 at $p < 0.05$ level of significance. Implying low significant that H_0

Thus, indicated that there is no significant difference in the mean ratings of civil servants in the Ministry of Justice, Agriculture and Ministry of Education on the influence of human relation on productivity. Therefore, Rivers State civil service, the null hypothesis of no significant difference is accepted.

Also in responses to research question 3, in item 11-15, it was found that rewards influence job performance and service delivery of Rivers State Civil Servant as the table 4.3 showed that civil servants in the Ministry of Justice had mean values that range from 2.24 to 3.58, Ministry of Agriculture, 1.69 to 2.74.

The table revealed a Grand Mean value of 3.07, 2.35 and 2.44 respectively and a grand Mean set values of 2.57 indicated that civil servants agreed that rewards influence their productivity. The finding of this study is in agreement with Onah (2015:272) view that organizations must ensure that they provide their employees with appropriate rewards, which includes better pay and incentives that improve her subordinates' productivity. This statement corroborates that of Sharma, Sadanna and Kaur (2013:764) that successful performance must be reasonable rewarded within a suitable times; this results in high morale and job satisfaction of employees.

This is also in line with Enyioko (2016) who purpose of study was to examine the factors affecting employee's performance in Rivers state. The finding indicated that positive motivation such as money is more effective and efficient in increasing workers productivity both in short and long run than the negative motivator.

The respondents maintained that poor welfare packages influence Rivers State Civil Servants negatively and has resulted in brain drain and lack of qualified personnel for a good service delivery with the Mean value of 3.18 indicating that poor welfare packages is one of the factor causing poor service delivery in Rivers State Civil Service. This is in line with Adam Smith (1817/in Ndu, Ocho and Okeke (1997:112) that people work primarily for money and are unconcerned about social feelings; are motivated to work only that which provides them with greater rewards. This implies that the lack of incentives, fringe benefits appreciation and recognition of staff of Rivers State Civil Service for excellent performance affects employees' effort to achieve good service delivery and most cases results in employees' negative behavior.

This finding was further supported by out of the study test result through Analysis of variance (ANOVA). The ANOVA result was 4.71 which was less than 0.05 level of significant.

This showed that there was no significant difference in the mean ratings of Civil Servants in the Ministry of Justice, Agriculture and Ministry of Education on the influence of rewards on their productivity. This implies that null hypothesis of no significant difference is accepted.

Finally, in the course of this study it was found from the responses to the fourth research question in table 4.4 that staff training and development influence on civil servants productivity to a great extent according to majority of the respondents. Based on the findings from items 15-20, the study proved that providing opportunities for staff training and development does not results in staff efficiency and effectiveness with the Grand Mean set value 2.31.

This is contrary to out, Salami and Ajadi (2013:47) assertion that staff development is a basic factor in building and maintenance of organizational effectiveness.

This proves that lack of opportunity for staff training and development in Rivers State Civil Service is not a major factor that inhibits the achievement of civil service goals. The finding is also contrary to Tyagi's (1975) in Onah (2015:144) conclusion that the poor performance of public administrators in third world countries is, in a great measure, a function of the neglect of training and development of personnel.

This also contradicts the statement that it is imperative in order to improve subordinates quality for efficient and effective service delivery for the Head of Rivers State Civil Service to promotion staff training and development of her staffs since the quality of service delivery is dependent on the quality and quantity of staff. However, the respondents maintained that lack of training and development resulting in stagnation of most civil servant was high agree with a total mean score of 3.02. This finding corroborates Onah (2003) finding that any organization that has no plan for training and development of

its staff is less than dynamics, for learning is a continuous process. This finding was further supported by outcome of the test result through analysis of variance (ANOVA) presented in table 4.8. The ANOVA result was 4.7, at $P < 0.05$ level of significance.

This indicates that the null hypothesis is accepted. That there is no significant difference in the mean rating of Ministry of Justice, Agriculture and Ministry of Education on the influence of staff development and training one is civil servants productivity.

V. SUMMARY, RECOMMENDATIONS, CONCLUSION AND SUGGESTIONS

This chapter focuses on summary, conclusion, recommendations and suggestion for further studies.

5.1 Summary

The main aim of this study is to examine the impact of leadership style on staff's productivity in Rivers-State Civil Service 2000-2017. The study adopted a survey design with four research questions and four null hypotheses were developed to support the study.

The summary of the findings of this study as revealed including the following:

1. There is no strong difference between the leadership style and civil-servants productivity in Rivers State Civil Service as determined by the Analysis of variance (ANOVA) at 0.073
2. There is no strong difference between human relation and the productivity of civil servants in Rivers State Civil Services with Analysis of variance 0.21.
3. There is no strong difference between rewards and productivity civil servants in Rivers-State Civil Service with analysis of variance at 0.11.
4. There is no strong difference between training and development of civil-servants and productivity in Rivers State C.S using Analysis of variance at 0.034.

5.2 Recommendations

Based on the findings

Conclusion thereof, the following recommendations were made:

1. The study strong recommends that the Head of Civil should ensure that they continuously motivate their staff to attain efficiency and effectiveness in her service delivery. Motivation of workers does not only breed social relation rather, a motivated staff achieves high output and produce good quality services.
2. To attain high service delivery and efficiency, the Head of Civil Service should encourage participation and cooperative process of decision. Since this promotes staff accepting willingly the charges made by administration.
3. Government and the Head of Civil Service should vary their behaviour leadership based on the prevailing situation. Leadership based on contingency enhances high productivity, manpower planning, capacity utilizations and performance management.
4. Government and the Head of Civil Service should advocate the culture of good human relation by showing respect to human worth and dignity. This often results in harmonious social relation.
5. Government and Head of Service should introduce performance-related pay. Pay increase, promote autonomy and bonus should be linked to the performance of employee special goal; this keeps motivation high.
7. Government and the administrators of civil service should promote staff training and development in order to improve efficiency and effectiveness of her staff. This result in staff motivation in their work place and increase in job satisfaction
8. Government and head of civil service should utilize regular promotion and annual unresponsiveness, absenteeism, lateness to work, office trading and constant bickering in order to ensure effective service delivering.
9. Government and Head of Civil Service should make provision conducive organizational climate. This results in effective organization characterized by high spirit, high consideration and thrust and low disengagement.
10. Government and heads civil service should ensure the existence of a competent and sensitized system of communication. This motivational tool impresses healthy relationship among different units and participates in the org.

5.3 Conclusions

Based on the Findings of the Study, the Following conclusions are drawn: The four null hypothesis of the study were strongly accepted and the study held that:

1. There is no significant difference between in the mean ratings of leadership style and on the productivity of civil servants. In ministry of justice agriculture, and ministry of education in Rivers State.
2. There is no significant difference between the mean ratings of human relation and on the productivity of civil servants in ministry of justice, agriculture and ministry
3. There is no significant difference between the rewards in the civil service and on the productivity of civil servants in the ministry of justice, Agriculture and ministry of education in Rivers State civil service.
4. There is no significant difference between the staff training and development and on the productivity of civil servants in the ministry of justice, agriculture and education in Rivers State civil service.

4.5 Contribution to Scholarship

Various studies and different scholars exist on the leadership style and staff productivity but they all centred on the adoption of different leadership styles that satisfies only social needs of workers Anyadike and Emeh-Ikechukwu (2014) Effective leadership for good governance in Nigeria (Adebayo and Bharat 2016). Others are Adebayo and Bharat 2016 and those recently Wilson (2017) principals' leadership style and staff job performance. None of these studies centred adequately on difference between leadership style and productivity in public service in Rivers State Civil Service.

Hence, in this research, the research made frenzied efforts to bridge the existing gap in knowledge focusing on Rivers State civil service Ministry of Justice, Agriculture and Ministry of Education and extending frontier of knowledge on leadership styles that encourages provision socio-economic variables and which include provisions of socio and psychological needs of staff and to enhance productivity of civil servants. The thrust is to recalibrate the existing low productivity and lack of commitment among civil servants. This study high prefers need for good smotivation through provision of employee's social and psychological needs, training and retraining of personnel as well as restoration of professionals within civil servants in Rivers State.

Suggestion for Further Studies

1. The researcher proposed that the same investigation should be replicated in other agencies and parastals in Rivers State
2. A further study also on leadership style and productivity in private sector.

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