LEADERSHIP STYLE AND TEAMBUILDING IN THE NIGERIAN CIVIL SERVICE, AKWA IBOM STATE.

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ABSTRACT

This paper anchored on leadership Style and Team building in Civil Service in Akwa Ibom State. The study was prompted by the complaint of workers on the nature of leadership styles and ways to improve upon. The study design was descriptive survey. Three research questions were formulated based on the objectives to guide the study. The population of the study comprised 307 people representing all employees in the Nigerian Civil Service, Akwa Ibom State. Taro Yamane sample technique was applied to obtain the sample size of 174 respondents. The questionnaire was tagged: Leadership style and teambuilding (LSTBQ). The study adopted the Pearson Product Moment Correlation (PPMC) to determine the correlation relationship between the variables (transformation, democratic and autocratic leadership style). Analysis was done by using Statistical Package for Social Science (SPSS). The findings revealed that motivations of high performance staff encourages them the more and participatory leadership style leads to teambuilding, while autocratic leadership style resulted in conflict. Other finding indicated that communication between leaders and staff resulted in effective team building. It was recommended that Administrators in the Nigerian Civil Service should use their leadership positions to influence employees positively. Leadership styles should be varied depending on situations.

Key Words: Leadership Styles, Teambuilding, Correlation.

1.   INTRODUCTION

Today's organizations need effective leaders who understand the complexity of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees. Managers in organizations have the need to adopt

different leadership styles to meet the demanding need of the work force they are influencing. For example, democratic leaders take great care to involve members of the team highly motivated in decision making (Barchiesi and Agostino, 2007).

Leadership has different meanings to different people. It is the ability to influence a group toward the achievement of a vision or a set of goals. The influence may be formal based on managerial expertise in an organization (Robbins, 2009). For managers to have certain rights in an organization does not make the person a leader. Many are usually confused between manager and leadership. The roles of leaders and employees sum up to the good of the organization. The leadership style of a leader would either build the team or disintegrate them. Moreover, leadership style may come to play in bringing success. In is interesting to note that a leader cannot work without subordinates. This implies working as a team. Various organizations need strong leadership styles that stimulate the team building. In many organizations, subordinates seek leaders who could use their leadership styles to influenced and impact positively, for team building depending on the situation.

However, there are situations where leadership styles change to the detriment of the organization which negatively affects teamwork. Some abuse leadership privileges and obscured appropriates leadership style in a given situation. Others still lack the skill of changing leadership styles, once adopted. This problem may happen due to lack of strategic interventions of specific leadership styles to particular situations. This problem is capable of affecting team work to the detriment of the organization. Hence the study examines the effect of leadership styles on team work in the Nigerian civil service. Specifically, the study will assess:

   i.   Assess the relationship between transformational leadership style and teamwork of employees in the Nigerian Civil Service, Akwa Ibom State.
   ii.   Assess the relationship between democratic leadership style and teamwork of employees' in the Nigerian Civil Service, Akwa Ibom State.
   iii. Investigate the relationship between autocratic leadership style and teamwork of employees' in the Nigerian Civil Service, Akwa Ibom State.

In view of the above objectives to guide the research work, the followings are research questions:

   i.   Is there any relationship between transformational leadership style and teamwork of employees in the Nigerian Civil Service, Akwa Ibom State?

ii.   What is the relationship between democratic leadership style and teamwork of employees in the Nigerian Civil Service, Akwa Ibom State?

iii.   Is there any relationship between autocratic leadership style and teamwork of employees in the Nigerian Civil Service, Akwa Ibom State?

The study will provide understanding of the concept of leadership; and will be helpful for other researchers who may be focusing on understanding the concept of effective leadership. The findings will be useful for leaders of various organizations on how effective their leadership styles can be used for optimum performance through teamwork. Following from the introduction, section two presents the literature review. Section three present the methodology; section four analyses the data and section five concludes with recommendations.

2. LITERATURE REVIEW

2.1 CONCEPTUAL FRAME WORK

i.   **Leadership:** The process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Leadership is a concept which has fascinated humankind for centuries. Northouse (2010) suggested that successful leadership is about the style adopted by the leader, usually described as falling within an autocratic-democratic and others. Apart from different leadership styles, the skills and knowledge can be influenced by his/her trait. This is in connection with the belief, values, ethics and character of a leader.

ii.   **Transformational Leadership Style:** Transformational leaders take a real interest in the well-being of their employees. As suggested by Jin (2010), transformational leadership integrates the elements of empathy, compassion, sensitivity, relationship building, and innovation whereby promoting teambuilding. It fosters a climate of trust, nurtures employees' confidence, and encourages their individual development. In addition, transformational leadership includes the elements of participative decision making and sharing of power, as noted by Aldoory andToth (2004).Transformational leaders are charismatic. They motivate subordinates and appeal to their ideas and moral values by creating and representing an inspiring vision of the future (Bass & Avolio, 1997).This form of leadership involves the creation of an emotional attachment between leaders and employees.

iii. **Democratic Leadership Style:** Democratic or Participatory leaders consult with subordinates on a purposed actions and decisions and encourage participation from them. This type of leadership involves

subordinates in contributing their views before final decision is taken. Weinz, (2003) the democratic or participatory leadership style allows for decision making to be shared by the leader and the group. Criticism and praises are objectively given and a feeling of responsibility is developed within the group. Akpala (1990) argued that this form of leadership is claimed to be earliest amongst all other leadership style. The managers discuss with the subordinates before he issues general or broad orders from which subordinates feel free to act on. The superior allows the subordinates opportunity to use their initiative and make contributions. The leaders also offer supports to the subordinates in accomplishing task.

iv.   **Charismatic Leadership Style:** One of the first studies was done by Robert J. House. This is the leader with self-confident, having strong convictions, articulating vision, being able to initiate change, communicating high expectations having a need to influence followers and supporting them, demonstrating enthusiasm and excitement, being in touch with reality (Koonz 2011).

v.   **Team Building**: To inspire workers into higher levels of team work, there are certain things a leader must know and do. This does not often come naturally, but are acquired through continual work and study. Team building is not a new concept. It is as old as man with ability to direct, organize and work toward achieving a common goal. In the team, the need to expect the best from the member is progressive trait. In the group it is best to expect the best from the team. According to the Haward business Professor Robert Rosenthal call this "Pygmalion effect" this mean that, when you expect someone to succeed they probability will be (the inverse is also true) this as a leader of an organization it does a leader far better to expect only the best from the team because you probably will get it.A leader who encourages success will set a bar for each individual's achievement. When employee know exactly what is expected and is encourage in one way or the other and mere saying "well-done" can boost the team cohesive.

2.2 IMPORTANCE OF TEAM BUILDING

The term "team building" has become a buzzword in recent years, and has many connotations. In terms of corporate development, team-building exercises are important not for the immediate experience of the activities performed by the team, but also for the group skills, communication and bonding that result. The activity, be it an obstacle course or the Chocolate Challenge, is merely the means to the end: a high-impact learning experience. Team-building programs provide realistic experiences that empower individuals to contribute to common goals. The success of most organizations' depend on the ability of individuals to build effective teams. Increase in group

cohesion example; Sport, it facilitates better communication. This activity enables free flow of discussion between employee and management. It leads to good working relationship among the group (workforce).

2.3. THEORETICAL FRAMEWORK

There are many change management theories as there are many authors on the subject. The theories adopted for the current study are force-field theory and contingency theory.

i. **Contingency Theory:** The theory was propounded by Fiedler. The theory state that, effective leadership depends not only on the style of leading but on the control over a situation. He further stated that, to be a good leader team relationship, task with clear goals and procedures, the ability for leader to administer reward and punishment (Fiedler, 1967). Contingency theory in general, state that, the effectiveness of leadership depends upon the situation and there are numerous factors such as; the nature of the task, leaders' personality and makeup of the group being led. This implies that no single leadership style can enhance organizational goals.

ii. **The Situational Leadership Theory.** This theory was developed by Paul Hersey and Ken Blanchard. The theory was first introduced as; "Life Cycle Theory of Leadership" but later renamed "Situational Leadership Model". In the late 1970s and early 1980s, the main emphasis of the theory is that there is no single "best" style of leadership. Effective leadership is task-relevant, and the most successful leaders are those who adapt their leadership style to the Performance Readiness (ability and willingness) of the individual or group they are attempting to lead or influence. Effective leadership varies, not only with the person or group that is being influenced, but it also depends on the task, job or function that needs to be accomplished.

2.4. EMPIRICAL REVIEWS

This section expressed different authors' views on the subject under investigation. These were drawn from books and articles.

According to Haakonsson (2008), in his study, leadership style in the organizational setup, affects the performance of the employees. It has been noted that whether the leader adopt such style which suits best in the organization or he should change himself according to the environment of the organization. Kurland (2010) describes the impact of a principle's leadership style in enhancing the learning environment of a school.

Harris (2001) has conducted research to provide link between top management behavior and market orientation. The management behavior is important to find out the possible hurdles for the market orientation developments including lack of inter functional integration, weak management skills and lack of executives' knowledge. Barner (2006) stated that team-building failures occur when facilitators operates from team patterns that are out of fashion According to Holtzman, (2011),it has been found that the organizational output will increase through diversity of labor, quality, efficiency and innovation as well. According to Osertig (2006), challenges of leadership include managing virtual aspects of communication and developing trust. Secondly, manage the work of employees. Viitanen and Konu (2009) concluded that the middle level managers in social and health care sectors have different leadership styles according to their particular work history, work domain, gender and number of sub-ordinates they are dealing with. Leadership styles promoted dealings   with organizations of same business domain. However, the organization should limit its activities outside its domain. According to Tabassi and Abu Bakar (2010), the leader is known by his skill of dealing with his sub-ordinates and for his ability to training employee for future leadership. A true leader is an inspiration that motivates employees' to work for collective benefits. Leaders empower others at various levels. The teams who are required to work beyond the organizational boundaries should collaborate with each other instead of competing. It is necessary that teams should have the potential to do the assigned task.

2.5. CONCEPTUAL VARIABLES MODEL

Fig. 1: Concept Model Leadership Style and Teambuilding of Employees in the Nigerian Civil Service in Akwa Ibom State.

Independent Variable   **Dependent Variable**
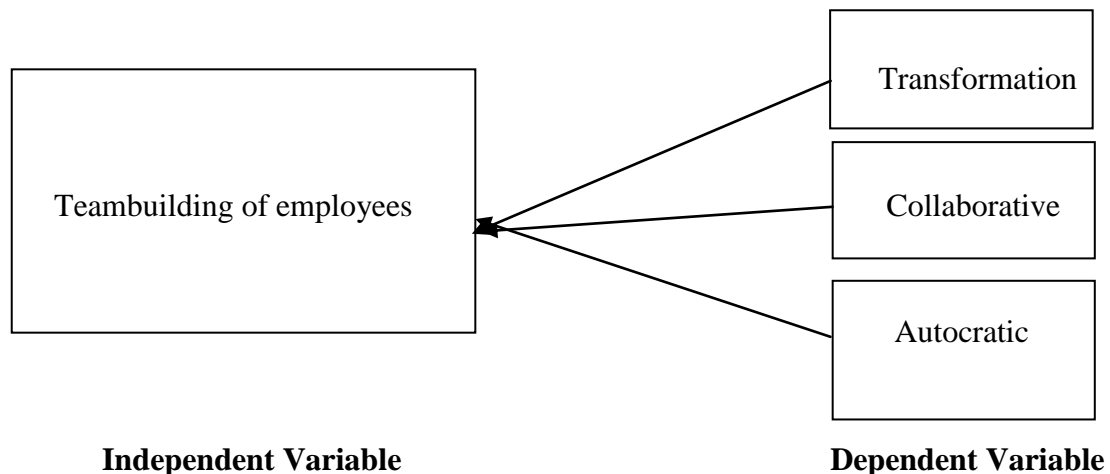
Source: Specified by the researcher

3.0. METHODOLOGY

3.1   Research Design

A descriptive survey research design was adopted. A self-developed questionnaire was administered. The study is based on literature review, conceptual framework and hypotheses were developed to examine the relationship between dependent and independent variables. The researcher measured the independence variables of leadership namely: Transformational leadership, autocratic leadership to ascertain the degree of their relationship on teambuilding of employee in the ministry.

3.2   Population and Sample Size

The population of the study comprised three hundred and seven (307) people, representing the entire staff of Civil Service, Akwa Ibom State. From the population of three hundred and seven 307 employees, sample size was determined using Taro Yamane sample method, $N/1+N (e)^2$,

Where,   n = sample size   N = population, e = standard error 0.05, and 1= constant.

$$n = \frac{307}{1+307(0.05)^2} = 174$$

The sample size of 174 respondents was drawn from Ministry of Works, Ministry of Finance and Ministry of Education. A total of 56 respondents from Ministry of works, 43 from Ministry of Finance and 74 from Ministry of Education were selected. These samples were stratified as would be seen in the distribution.

Table 1: Distribution of Respondents from various Ministries

Ministries	Management Staff	Administrative Staff	Technical staff	Computer Engineer	N
Ministry of works	13	20	6	17	174
Ministry of finance	10	15	5	13	174
Ministry of education	17	26	9	23	174
Total	40	61	20	43	174

From table 1, is the spread of responses to the questionnaire from senior staff of the ministries in their job functions.

3.3. Sampling Technique

Stratified sampling technique was used in selecting respondents. This method enabled researcher to meet respondents selected from the three ministries – Works, Finance, and Education). This constituted the sample size of one hundred and seventy four (174) respondents used in the study.

3.4. Sampling Procedure

Before issuing the questionnaires, a cover letter was shown to respondents. Questionnaires were administered to senior staff in the ministries to establish the purpose for the study; and instructions were given on how to complete the questionnaire. The questionnaires were collected after three days.

3.5. Research Instrument

The instrument used in data collection was the questionnaire entitled 'Leadership Style and Teamwork Questionnaire (LSTQ). The instruments were divided into three sections. Section A comprised 5 items on personal data of respondents; section B focused on five Likert-rating scale with 3 constructs of Leadership style variables namely transformation, participatory and autocratic leadership styles. Section C contains 1 construct of teamwork and 4 items each from Teamwork of employee which held constant the all four construct and 16 items would be used. The Likert scores rating ranges from 1 to 5 namely; strongly agree (SA) 4, Agree (A) 3, Undecided (UN) 0, Disagree (D) 2, and Strongly Disagree (SD) 1.

3.6. Method of Data Analysis

Data were analyzed using simple percentage, mean, standard deviation, and Pearson Product Moment Correlation (PPMC) was used measure the relationship between leadership styles and teambuilding of employees. In testing the hypothesis, 2 tailed test were applied. Statistical Package for Social Science (SPSS) was used to analyze the data to ascertain the dimension on Leadership style and Teamwork of the employees in the Nigerian civil service. All the null hypotheses were tested at 5% level of significance.

From the research questions the following hypotheses were formed:

$H0_1$: there is no significant relationship between transformational leadership style and teambuilding of employees in the Nigerian Civil service, Akwa Ibom State.

H0₂: there is no significant relationship between participatory leadership style and teambuilding of employees' in Nigerian Civil Service, Akwa Ibom State.

Ho₃: there is no significant relationship between autocratic leadership style and teambuilding of employees' in Nigerian Civil Service, Akwa Ibom state.

4.0. RESULTS AND DISCUSSION

This section presents the data collected and surveyed from Civil Service of Akwa Ibom state. These ministries are Ministry of work, Ministry of Finance and Ministry of Education. The data collected from the field were analyzed and discussed in line with our objectives.

The respondents were employees in the different ministries (Ministry of Health, Ministry of Finance, Ministry of Education and Ministry of Work) in Akwa Ibom State. These respondents were given well-structured questionnaires. These respondents from the Nigerian Civil Service in Akwa Ibom comprised 103 males and 71 females.

4.1. DEMOGRAPHIC DISTRIBUTION OF RESPONDENTS

Table 2: Gender

	Frequency	**Percentage**
Male	103	59.20
Female	71	40.80
Total	174	100

Source: Field survey, 2018

Table 2 indicates that more of the respondents were male who constitute majority of workforce in civil service in Akwa Ibom State. 59.20% of the respondents were males while 40.80% of the respondents were females. It is expected that the output would improve since men have stamina and more strength to work than women. Apart from gender characteristics of the respondents, the researcher ascertained the age composition of the respondents working in the three ministries.

Table 3: Age Composition

	Frequency	Percentage
20-30 years	36	20.69
31-40 years	43	27.01
41-50 years	47	27.01
51 years and above	48	27.59
Total	174	100

Sources: Field survey 2018

Table 3 shows that 20.69% of the respondents are between ages 20 to 30 years, 28.95% of the respondents are between ages 31 to 40, 21.05% of the respondents are ages 41-50 and 24.21% of respondents are 51 years and above.

Table 4: Marital Status

	Frequency	Percentage
Single	101	58.05
Married	73	41.95
Total	174	100

Source: Field survey 2018

Table 4 indicates that 58.05% of workers of the three Ministries were single. A single person is less distracted because they will contribute more to the organizational goal while 41.95% of workers in the three ministries were married. The number of married respondents enriches the research since they have good experiences and are more responsible, they will transfer their experience to the younger generation.

Table 5: Job Functions

	Frequency	Percentage
Management staff	40	22.99
administrative Staff	61	35.06
Technical staff	20	11.49
Computer operators	53	30.46
TOTAL	174	100

Source: Field survey 2018

Table 5 shows the respondents' responses from three Ministries in Akwa Ibom State were as follows: Management staff represents 22.99% of the respondents, administrative staff 35.06%, and Technical staff 11.49%, and computer operators 30.46%. The frequency response of Administrative staff was 61 people with 35.06%. This implies that administrative function in the Ministries are valuable.

Table 6: Years of Experience

	Frequency	Percentage
0-5 years	52	29.89
6-10 years	60	34.48
11-20 years	41	23.56
21 years and above	21	12.06
Total	174	100

Source: Field survey 2018

Table 6 shows respondents' years of experience, frequency and the percentage weight. 0 to 5 years has frequency response of 52 representing 29.89%, 6 to 10 years has frequency response of 60. 23.56% of the respondents have between 11 to 20 years of experience. Employees with the highest percentage of experience came from meaning the workforce need more training of these population.

4.2. THE DESCRIPTIVE STATISTICS

Table 7: Descriptive Statistics

	Teambuilding	Transformation	Collaborative	Autocratic
N Valid	174	174	174	174
Missing	0	0	0	0
Mean	4.21	4.39	4.53	4.19
Median	4.00	5.00	5.00	4.00
Std. Deviation	.811	.771	.676	.754
Skewness	-.404	-.806	-1.117	-.336
Std. Error of Skewness	.183	.183	.183	.183
Kurtosis	-1.368	-.854	-.003	-1.170
Std. Error of Kurtosis	.364	.364	.364	.364
Minimum	2	2	2	2
Maximum	5	5	5	5

Source: SPSS 23.0

A total number of 176 were valid in the 4 variables namely; Teambuilding, Transformation, Collaborative and Autocratic. The mean values for the four variables are as follows: 5.21 for Teambuilding, 4.39 for Transformation, 4.53 for Collaborative and 4.19 for Autocratic. The median of the teambuilding is 4, while the median of transformation is 5. Also, the median of collaborative is 5 while autocratic is 4.

The standard deviations of the variables were 0.811 for Teambuilding, 0.771 for Transformation, 0.676 for Collaborative, and 0.754 for Autocratic. The skewness of each of the variables was negative with standard errors of 0.183 for each variable. The kurtosis of each of the respective variables for the study was negative with standard errors of 0.364 each. Lastly, the minimum and maximum values for the variables are 2 and 5 respectively.

4.3. ANALYSIS OF RESEARCH QUESTIONNAIRE

Table 8: Construct 1 - Transformation leadership

Option	Code	Responses	Percentage
Strongly Agreed	4	60	34.48
Agreed	3	73	41.95
Undecided	0	2	1.15
Disagreed	2	22	12.64
Strongly Disagreed	1	17	9.77
TOTAL		**174**	**100**

From table 8, 60 respondents representing 34.48 strongly agreed, 73 respondents represent 41.95% agreed, 2 representing 1.15% undecided, 22 respondents representing 12.64% disagreed, 17 respondents representing 9.77% strongly disagreed. Those that agreed had the highest responses with 41.95% which shows that there is relationship between transformation and teambuilding.

Table 9: Construct 2 - Democratic leadership style

Option	Code	Responses	Percentage
Strongly Agreed	4	38	21.84
Agreed	3	84	48.28
Undecided	0	2	1.15
Disagreed	2	34	9.54
Strongly Disagreed	1	16	9.20
TOTAL		**174**	**100**

Table 9 indicated that 38 respondents representing 21.84% strongly agreed, 84 respondents representing 48.28% agreed, 2 respondent representing 1.15% undecided, 34respondents representing 9.54% disagreed and 16 respondent representing 9.20% strongly disagreed. Strongly agreed has the highest number indicating that there are positive influences in the Nigerian Civil Service.

Table 10: Construct 3 - Autocratic leadership style

Option	Code	Response	Percentage
Strongly Agreed	4	43	24.71
Agreed	3	84	48.28
Undecided	0	3	1.72
Disagreed	2	28	16.09
Strongly Disagreed	1	16	19.20
TOTAL		**174**	**100**

Table 10 shows that 43 respondents representing 24.71% strongly agreed, 84 respondents representing 48.28% strongly agreed, 3 respondents representing 1.72% undecided, 28 respondents representing 16.09% disagreed and 16 respondents representing 19.20% strongly agreed. This shows that the autocratic leadership style is adopted in the Nigerian Civil Service.

Table 11: Construct 4 – Teambuilding

Option	Code	Responses	Percentage
Strongly Agreed	4	67	38.51
Agreed	3	64	36.78
Undecided	0	5	2.87
Disagreed	2	17	9.77
Strongly Disagreed	1	21	12.06
TOTAL		**174**	**100**

From table 11, 67 of the respondents representing 38.51% strongly agreed, 64 respondents representing 36.78% strongly agreed, 5 respondent representing 2.87% undecided, 17 respondents representing 9.77% disagreed and 21 respondent representing 12.06% strongly agreed. This indicates that teambuilding in the Nigerian Civil Service of Akwa Ibom State is well practiced.

4.4. ANALYSIS OF RESEARCH QUESTIONS

Research Question 1: Is there any relationship between transformational leadership style and teamwork of employees in the Nigerian Civil Service, Akwa Ibom State?

Table 12: Correlation Analysis between Transformational Leadership and Teambuilding in the Nigerian Civil Service, Akwa Ibom State.

		Transformation	Teambuilding
Transformation leadership	Pearson Correlation	1	.653[**]
	Sig. (1-tailed)		.000
	N	174	174
Teambuilding	Pearson Correlation	.653[**]	1
	Sig. (1-tailed)	.000	
	N	174	174
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS 23.0**. Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient of 0.653 shows that there is a strong correlation relationship between Transformation leadership and Teambuilding in the Nigerian Civil Service, AkwaIbom State. The significant figure in the 2-tailed test is 0.000. This implies that the correlation relationship between Transformation leadership and Teambuilding is significant at the 0.01 level.

Research Question 2: What is the relationship between democratic leadership and teambuilding in Civil Service Akwa Ibom State?

Table 13: Correlation Analysis between Democratic Leadership and Teambuilding in the Nigerian Civil Service, Akwa Ibom State.

		Democratic	**Teambuilding**
Democratic leadership	Pearson Correlation	1	.656[**]
	Sig. (2-tailed)		.000
	N	174	174
Teambuilding	Pearson Correlation	.656[**]	1
	Sig. (2-tailed)	.000	
	N	174	174
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS 23.0

Table 13 shows that the Pearson correlation coefficient is 0.656. This shows that there is a strong correlation relationship between democratic leadership and teambuilding of employees in the three ministries of the Nigerian civil service, Akwa Ibom State. The significant figure in the 2-tailed test is 0.000. This implies that the correlation relationship between democratic leadership style and teambuilding is significant at the 0.01 level. The correlation is within the significant range indicating a strong positive relationship.

Research Question 3: Is there any relationship between autocratic leadership and teambuilding in the Nigerian Civil Service, Akwa Ibom State?

Table 12: Correlation Analysis between Autocratic Leadership and Teambuilding in the Nigerian Civil Service, Akwa Ibom State.

		Autocratic leadership	Teambuilding
Autocratic	Pearson Correlation	1	.682[**]
	Sig. (2-tailed)		.000
	N	174	174
Team building	Pearson Correlation	.682[**]	1
	Sig. (2-tailed)	.000	
	N	174	174
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS 23.0

The Pearson correlation coefficient of 0.682 shows that there is a strong correlation relationship between autocratic leadership and teambuilding of employees in the three ministries of the Nigerian Civil Service in Akwa Ibom State. The significant figure in the 2-tailed test is 0.000. This implies that the correlation relationship between Autocratic leadership style' and teambuilding is significant at the 0.01 level.

5.0. FINDINGS:

Relationship exist between leadership styles variables (Transformational, Democratic and Autocratic leadership styles) with team building. The correlations at different direction show a significant positive relationship between teambuilding of employees in ministry of works, finance and education in the Nigerian Civil Service in Akwa Ibom State. Based on the findings the null hypotheses were rejected. We therefore restated and accept that, there is significant positive relationship between leadership style variables (Transformational, Democratic and

Autocratic leadership styles) and teambuilding in civil services with special reference to Ministry of Works, finance and Education.

6.0. CONCLUSION AND RECOMMENDATION

6.1 Conclusion

It was concluded that effective leadership styles and team building enhanced the performance of civil service employees. Transformation leadership style has a significant positive relationship on teambuilding of employees. Workers under autocratic leadership style not experience higher sense of commitment than workers under transformational style of leadership. No matter the leadership style a leader has to motivate his level of confident on employee for them to work. It was concluded that effective leadership styles and team building enhanced the performance of civil service employees.

6.2 Recommendations

   I.   It was recommended that Administrators in the civil service should use their leadership positions to influence employees positively.

  II.   Leadership styles should be varied depending on situations.

 III.   Participatory leadership style should be adopted on issues that affect subordinates directly.

 IV.   Directors in the Nigerian Civil Service in Akwa Ibom State should combine different leadership styles that best suit the organization of the Ministries.

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