
ANALYSIS OF THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND ORGANIZATIONAL GROWTH IN SELECTED FAST FOOD BUSINESSES IN BAYELSA STATE

¹Idiko Bomanaziba & ²Anele, Clement A., Ph.D. MABEN

¹Department of Office and Information Management
Niger Delta University, Wilberforce Island, Bayelsa State

²Department of Office and Information Management
Niger Delta University, Wilberforce Island,
Bayelsa State

Abstract

This study was to ascertain the relationship between leadership style and Growth of Fast Food Businesses in Yenagoa Bayelsa state; a study of Crunchies fried chicken limited, Bayelsa. Objectives of the study were to determine the leadership style most prevalent in Crunchies and how it affects the attainment of enhanced service quality. The survey research design was used with a survey technique and sample of 40 respondents. The simple percentage was employed for data analysis. Findings were that although there were more democratic leaders in Crunchies Fried Chicken Limited, they also have a handful of autocratic and laissez-faire leaders who sometimes suppress the enhancement of service quality. Recommendations were that leaders should not be totally democratic, autocratic or laissez-faire, but rather situational and contingent with regards to attainment of set goals/growth objectives.

INTRODUCTION

A major gap Nigeria's private development process in the past years has been the absence of a strong virile SME sub-sector presumably occasioned by lack of effective leadership. The little progress recorded from the courageous efforts of the first generation of indigenous industrialists was almost completely wiped out by the massive dislocations and traumatic devaluation which took place under the Structural Adjustment Programme (SAP) (Udechukwu 2003). One of the major concerns of service, marketing and sales companies is on how to improve the organization's growth. Greguras (2006) described business growth as the extent to which an organizational member contributes to the achievement of the objectives of the organization. Central to organizational growth is style of leadership. This is an essential part of management activities of people directing their efforts towards the goals and objectives of the organization.

Leadership can be viewed in terms of the role of the leaders and their ability to achieve effective performance from others. Urwick (2005) defines leadership the extent to which followers are induced to act for the achievement of certain goals that represent the values and motivations, the wants and needs, the aspirations and expectations of both leaders and followers in an organization. Leadership could also be seen as the ability to persuade others to seek defined objectives enthusiastically. Umoh (2004) in his perception considers leadership as the ability of superiors to direct, guide and motivate people towards the attainment of given set of goals in an organization. To attain these goals could, to a large extent, depend on the source of influence on the part of the leader which may be formal, such as that provided by the possession of managing rank in an organization or informally outside the organizational structure. Most organizational theorists concede that effective leadership is one of the most important contributors to overall organizational success.

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to attain the organization's goals. It is a process whereby one person exerts social influence over other members of the group, a process of influencing the activities of an individual or a group of individuals in an effort towards goal achievement in given situations. Leadership is vitally important at all levels within the company. Leadership could be said to be the moral and intellectual ability to visualize and work for what is best for the company and its employees. Good management and effective leadership help to develop team work and the integration of individual and group goals. Leaders have to sustain current performance and growing for the future with the workers in the organization. For employees to perform better there is the need for understanding the prevailing style of leadership. Five other styles of leadership have also been identified by researchers (Thrant, 2009). These include the autocratic, democratic, benevolent, participative and Laissez-faire leadership styles. The autocratic leadership style is also known as the authoritarian style of leadership, power and decision-making reside in the autocratic leader. The autocratic leader directs group members on the way things should be done. The leader does not maintain clear channel of communication between him/her and the subordinates. He or she does not delegate authority nor permit subordinates to participate in policy-making (Thrant, 2009). The democratic style of leadership emphasizes group and leader participation in the making of policies. Decisions about organizational matters are arrived at after consultation and communication with various people in the organization. The leader attempts as much as possible to make each individual feel that he is an important member of the organization. Communication is multidirectional while ideas are exchanged between employees and the leader. In this style of leadership, a high degree of staff morale is always enhanced. Laissez-faire leadership style allows complete freedom to group decision without the leader's participation. Thus, subordinates are free to do what they like. Umoh (2004) describe the laissez-faire leadership style as ineffective in promoting purposeful employee communication and said it contributes to an organization's demise.

Under this leadership style, no one takes responsibility for achieving the organization's goals and objectives. Urwick (2005) indicate laissez-faire leadership style is marked by failure in taking responsibility to lead an organization towards its goals, objectives, and vision. Lack of responsible leadership leads to employees' self-teaching, employees' freedom to act accordingly, and leaders who do not care about the organization's results (Thrant, 2009). High-quality leader-follower relationships have been found to have impact on employee performance, organizational commitment, delegation, empowerment, and job satisfaction. Shadare and Hammed (2009), observes that leadership is vitally important at all levels within the company. Leadership is the moral and intellectual ability to visualize and work for what is the moral and intellectual ability to visualize and work for what is best for the company and its employees. Good management and effective leadership help to develop team work and the integration of individual and group goals. Leaders have to sustain performance because sustaining current performance leads to the growth of the organization. While keeping eyes on performance indicators, leaders encourage creativity and innovation, risk taking and skills for future development.

Statement of the Problem

The path-goal concept of leadership where the leader designs the path to be followed in achievement of organizational growth buttresses the link between the leader and the actualization of goals. It emphasizes the leader's importance in the actualization of organizational growth. However, the importance of leaders in the actualization of goals has been debased especially in private firms like Crunchies Fried Chicken Limited, Bayelsa State. A scenario where leaders that lack will to properly formulate and implement policies are chosen on the basis of pettiness would certainly not augured for the organization, or when so called leaders in businesses show a lack of contingency style of leadership. This would make some leaders claim to be democratic, while others would want to be autocratic, but very few are situational may be known to be situational. Obviously, a poor display of leadership qualities would frustrate employees' efforts in terms of high service quality

Objective of the Study

The broad objective of the study is to explore the effectiveness of leadership as a tool for achieving organizational goals in Crunchies Fried Chicken Limited, Bayelsa State. Other specific objectives are:

1. To determine the leadership style employed by the Crunchies Fried Chicken Limited Bayelsa State.
2. To ascertain the effect of leadership style on service quality of Crunchies Fried Chicken Limited State.

Research Questions

The research deals primarily with the study of Leadership Style, with an emphasis on how affects organizational growth. The study concentrates majorly on Crunchies Fried Chicken Limited Bayelsa State

Significance of the Study

This research is quite significant given the benefit of a good leadership style. A good leadership style would help Crunchies Fried Chicken Limited Bayelsato determine how the organization would achieve its set goals optimally which would basically be one of service quality. This research work will also be of great benefit to many and will go a long way in satisfying needs of people alike. With a study on Leadership styles, the researcher would become much more knowledgeable in that field of study. This research will be as a guide to them that want to research more on topic or any topic that is related to it. It will help to reduce the problem of inadequate source of information or material.

REVIEW OF RELATED LITERATURE

This chapter examines existing literature on effective leadership as a tool for achieving organizational goals. As we know, so many scholars, business managers and other writers have written and commented on the subject matter. Therefore, the interest of the researcher here is to review those contributions already made on the topic under investigation

The Conceptual Meaning of Leadership

According to Urwick (2005), leadership is seen as the process of influencing the activities of an individual or group in efforts towards goal, achievement in a given situation. This tells us that a good leader must have influential qualities to enable him coordinate the activities of others. He further opines that leadership is the art of influencing and inspiring subordinates to perform their duties willingly, competently and enthusiastically for the achievement of group objective. A critical factor that underpins all these is that an effective leader must be in a position to influence or generate followership towards identifiable goal in a given situation. This issue of leadership has been a subject of discussion among many writers. Leaders influence is always dependent upon the situation, that is why great crises make great leaders (though not all leaders in great crises are great). Seldom, if ever the leader has power to alter the more basic attitudes, values and beliefs and of subject, these attitudes and beliefs should lead to a positive program of action. He is the broken of ideas and values, who by compromise and persuasion, secures assent to policies and proposals. Successful leadership is difficult unless the leader shares most of the values of the group, if he does not, the burden of on him will be too great. Leadership is also difficult unless the leader shares most of the values of the group, if he does not, the burden of on him will be too great. Leadership is also difficult unless the leader is highly sensitive to the attitudes of his followers-whether consciously or because he shares these attitudes (Thrانت, 2009). The

emphasis of the scholars here is that sometimes a leader sees a different situation which might be difficult than he thought before the assumption of office. Such difficult situation can make or mar a leader.

Umoh (2004), opines that leadership involves interactions between two or more people. It takes place when one person (the leader) influences the actions of others (followers). It involves a concept of shared goals. When attempts to influence other people, he has a certain goal in mind. His leadership is judged by how well this goal has been achieved. In short, leadership is a reciprocal process between a leader and followers. In the above opinion, we understand that a leader should respect and should be well concerned of his subordinates so that he would also be respected in return. Also Urwick (2005) sees leadership as the activity of influencing people to strive willingly for group objective. Koontz and Donell (2000) states that leadership is influencing people to follow in the achievement of a common goal. According to Agha (2004), leadership is said to be a universal phenomenon. The veracity of this assertion lies in the fact that, in any situation where two or more people work closely in order to achieve common goal, there ought to be a person or persons among them who will take the position of authority and responsibility and at the same time provide the required leadership that will eventually lead to the realization of the goals of such organization.

Definitions of Leadership

There are almost as many different definitions of leadership as there are persons who have attempted to define the concept (Bass, 2011).

1. Leadership may be considered as the process (act) of influencing the activities of an organized group in its efforts toward goal setting.
2. Leadership is the behaviour of an individual when he is directing the activities of a group toward a shared goal (Hemphill and Coons, 1957) in Koontz and Donell (2000).
3. Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve particular ends (Prentice, 1961) in Koontz and Donell (2000).
4. Leadership is interpersonal influence, exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals (Tannenbaum, Weschler and Massarik, 1969) in Koontz and Donell (2000).
5. Leadership is the initiation and maintenance of structure in expectation and interaction (Stogdill, 1974) in Koontz and Donell (2000).
6. Leadership is a process of influence between a leader and those who are followers (Hollander, 1978) in Koontz and Donell (2000).
7. Leadership is the influential increment over and above mechanical compliance with the routine directives of the organization (Atz and Kahn, 1978) in Koontz and Donell (2000).

8. Leadership is an influence process that enables managers to get their people to do willingly what must be done, do well what ought to be done (Cribbin, 1981) Koontz and Donell (2000).
9. Leadership is the process of influencing the activities of an organized group toward goal achievement (Rauch and Behling, 1984) Koontz and Donell (2000).
10. Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals (Donnelly, Ivancevich and Gibson, 1985) in Koontz and Donell (2000).
11. Leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation (Mersey and Blanchard, 1988) in Koontz and Donell (2000).
12. Leaders are those who consistently make effective contributions to social order, and who are expected and perceived to do so (Hosking, 1988) in Koontz and Donell (2000).
13. Leadership is a development of a clear and complete system of expectations in order to identify evoke and use the strengths of all resources in the organization the most important of which is people (Batten. 1989) in Koontz and Donell (2000).
14. Leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of members Leadership occurs when one group member modifies the motivation or competencies of others in the group. Any member of the group can exhibit some amount of leadership (Bass, 1990) in Koontz and Donell (2000)
15. Leadership is the art of influencing others to their maximum performance to accomplish any task, objective or project (Cohen, 1990) in Koontz and Donell (2000)
16. Leadership is a process of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expended to achieve purpose. (Jacobs and Jaques, 1990) in Knoontz and Donell (2000).
17. Leader are individuals who establish direction for a working group of individuals who gain commitment from this group of members to this direction and who then motivate these members to achieve the direction's outcomes (Conger, 1992) in Koontz and Donell (2000).
18. Leadership requires using power to influence the thoughts and actions of other people (Zalenik, 1992) in Koontz and Donell (2000).
19. Leadership is that process in which one person sets the purpose or direction for one or more other persons and gets them to move along together with him or her and with each other in the direction with competence and full commitment (Jaques and Clement, 1994) in Koontz and Donell (2000).

20. Leadership is the art of mobilizing others to want to struggle for the shared aspirations. (Kouzes & Posner, 1995).

Types of Leadership Styles

According to Rose (2013), there exist the following Leadership Styles:

Laissez-Faire

A laissez-faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision, highly experienced and trained employees requiring little supervision fall under the laissez-faire leadership style. However, not all employees possess those characteristics. This leadership style hinders the production of employees needing supervision. The laissez-faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs.

Autocratic

The autocratic leadership style allows managers to make decisions along without the input of others. Managers possess total authority and impose their will on employees. No one challenges the decisions of autocratic leaders. Countries such as Cuba and North Korea operate under the autocratic leadership style. The leadership style benefits employees who require close supervision. Creative employees who thrive in group functions detest this leadership style.

Participative

Often called the democratic leadership style, participative leadership values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader. Participative leadership boosts employee morale because employees make contributions to the decision-making process. It causes them to feel as if their opinions matter. When a company needs to make changes within the organization, the participative leadership style helps employees accept change easily because they play a role in the process. This style meets challenges when companies need to make a decision in a short period.

Transactional

Managers using the transactional leadership style receive certain tasks to perform and provide rewards or punishments to team members based on performance results. Managers and team members set predetermined goals together, and employees agree to follow the direction and leadership of the manager to accomplish those goals. The manager possesses power to review results and train or correct employees when team members fail to meet goals. Employees receive rewards, such as bonuses, when they accomplish goals.

Transformational

The transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. This style of leadership requires the involvement of management to meet goals. Leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals.

The Concept of Organizational Growth

We live in a world of organizations such that every person is a member of one or more organizations. From the simple, e.g family to more complex ones, organizations have become common place (Okafor et, al, 2005:62). An organization is a combination of people, or individual efforts working together in pursuit of certain common purposes called organizational goals (Akpala in Okafor et. A; 2005). The meaning of organization cannot be over-emphasized. Many scholars gave different views of **organization**. Okafor et al (2005) went further to state that there are different features or characteristics that every good organization should possess. These features include;

- a) An organization must include persons or individual efforts. The number and efforts will depend on such factors as objectives to be attained, the place of its existence, legal requirements and other environmental conditions.
- b) Organizations serve as vehicles for accomplishing goals. Implicit in this is that individuals forming an organization have goals and organizations provide the framework for the actualization of these goals;
- c) For the goals of an individual's forming an organization are made possible through a network of interactions. For instance, individual members interact with one another. The organization interacts with its members as well as with other organizations;
- d) The attainment of goals of individuals forming an organization are made possible through a network of interactions. For instance, individual members interact with one another. The organization interacts with its members as well as with other organizations;
- e) The interactions must be collaborative. So that organizations become mechanisms for eliminating the forces that undermine human collaboration; and
- f) These interactions produce some kind of structure resulting in power centers that product leadership. From the above opinion, we noticed that there should be an Interrelationship among the owners of the organizational, and between the manager and the employees. Otherwise the organizational goals will not be realizable. But sometimes, the management might be trying to meet the welfare of the employees while the employees misbehave.

In the word of Alleu (2008), they opined that people would behave in organizations just as they did everywhere. But in fact, individuals placed in organizational situations stenographers, labourers, department heads-do behave differently than they would if they were outside organization or if they were in different organizational situations. The organizational system itself brings to bear upon them influences that modify and redirect their behaviour tendencies. The organization in which he finds himself is an important determinant of what the individual does and decides.

Authority exercised over him is very closely related to the attitudes of the person who work with him. Structure of loyalties in a typical organization is highly complex, embracing loyalties to group as well as loyalties to goals since an individual is sensitive to the social group in which he finds himself, influences upon these loyalties to goals since an individual is sensitive to the social group in which he finds himself, influences upon these loyalties must be primarily influences upon the employee as a member of a face-to-face group rather than as an individual action from the foregoing, we therefore admit that there should also be a correlation among the entire employees in an organization and not just between the owners or for effective and efficient actualization of the organizational goals. According to Okpata (2004), an organization is seen as or cooperative social system involving the coordinated efforts of two or more people pursuing a shared purpose. Put differently, formal organization is consciously constituted and systematically operated group of people that bind constituted and systematically operated group of people that bind themselves together for the purpose of achieving a definite objective or purpose. In other words, agree to people consciously gather and formally agree to combine their efforts for a common purpose, an organization is the result. Still in Opkata (2004), opines that organization as an entire means a group of people bound together in a formal relationship to achieve organizational goals Okpata (2004) further said that an organization as an entity includes, government ministries, churches, schools, clubs, civil service organization. They are composed of people, with definite purpose or purposes lo achieve they all have some type of structures that delimit and define the behaviour of (people) their members.

Leadership and Growth: An Interface

Mehra, Smith, Dixon and Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership. Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. This leader-centered perceptive has provided valuable insights in the relationship between leadership and team growth (Guzzo and Dickson, 1996) in Mehra et. Al (2006). Some studies have explored the strategic role of leadership to investigate how to employ leadership paradigms and use leadership behaviour lo improve organizational growth (Judge, Bono, Hies, and Gerhardt, 2002; Judse and Piccole, 2004; Keller, 2006; McGrath and MacMillan, 2000; Mehra et. al (2006). This is because intangible assets such as leadership

styles, competence, and motivation are increasingly as key sources of strength in those firms that can combine people and processes and organizational growth.

Previous studies led the expectation that leadership paradigms will have direct effects on customer satisfaction, staff satisfaction, and financial growth. In general, however, the effects of leadership on organizational growth have not been well studied, according to House and Aditya's review (1997) in Mehra et. Al (2006), who criticized leadership studies for focusing excessively on superior-subordinate relationships to the exclusion of several other functions that leaders perform, and to the exclusion of organizational and environmental variables that are crucial to mediate the leadership-growth relationship. Another problem with existing studies on leadership is that the results depend on the level of analysis. House and Aditya (1997) in Mehra et. Al (2006), distinguished between micro-level research that focuses on the leader in relation to the subordinates and immediate superiors, and macro-level research that focuses on the total organization and its environment. Other scholars have also suggested that leaders and their leadership style influence both their subordinates and organizational outcomes (Tarabishy, Solomon, Fernald, and Sashkin, 2005) in Mehra et al (2006).

Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational growth conclude that despite a hypothesized leadership-growth relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

From this review of related literature, it is evident that although some scholars believe that leadership enhances organizational growth while others contradict this, different concepts, of leadership have been employed in different studies, making direct comparisons virtually impossible. Gaps and unanswered questions remain. Consequently, the current study is intended to re-examine the proposed leadership-growth relationship and, thus, contribute meaningfully to the body of growing literature and knowledge in this area of study.

Achievement of Growth in Organizations

As we earlier noted, every organization is established for, the purpose of achieving one aim or the other, the objective to which organizations are created varies, one different from each other and vice-versa.

All organizations and all individuals require a sense of direction. People, who do not have a good idea of where they are proceeding, will not know when they get there, and will not be able to plan effectively to get there. Plainly, good management requires clear organizational growth. In simple terms, organizational growth is desired "states of affairs which the organization attempts to realize". The organization may or may not reach desired state, but the chances of doing so are greater if the growth are framed and understood properly. Growth are the products of specific, concrete thinking. They commit persons and

organizations to verifiable accomplishments. In fact, the concept of goal has acquired a variety of meanings over the years. It is sometimes used to legitimize the role of the organization in society (the growth measure of premier automobiles is to make automobiles) or to provide a motive for organization's activity (General motor's growth objective is to make a profit). That of Crimchies Fried Chicken is to serve customers to satisfaction.

Theoretical Model: The Leadership/Managerial Grid

Grid is pictorially made up of 81 (eight one) cells (boxes or windows), equally divided, the two fundamental factors, that is, concern for the task and the concern for people are at the extremes of the grid. These may be called the axes of the grid showing the extreme behaviours of the leaders.

Though there are 81 possible boxes or windows in the grid, five of these are commonly discussed: the four extreme cases and the middle.

Figure 1: Blake and Mouton's Managerial Grid

Blake, R. (1991). The Leadership Dilemma. Houston: Appleton Crofts.

The extreme cases show on the grid as defined by Blake and Mouton are:

- a. 1.1 Impoverished leader: Leader or manager is lazy showing little effort or concern for staffer work targets; at times it is called dcoa.
- b. 1.9 Country Club: Leader is attentive to needs and has developed satisfying relationships. However, there is little attention paid for achieving results-high concern for people and low concern for production.
- c. 9.1 Task Leader: Almost total concentration on achieving results. People's needs are virtually ignored and conditions of work are so arranged that people cannot interfere to any significant extent. This extremity is where the grid drives its name. It shows high concern for production and little or no concern for people. .
- d. 9.9 Team leader: A perfectionist to himself and others alike

- e. 5.5 Middle of the Road Leader: Adequate performance through balancing the necessities to get out work while maintaining morale of people at a satisfactory level.

METHOD

Research Design

This study is a descriptive survey research. Through a survey carried out in a sample of respondents randomly selected from the study population, primary data were collected. Secondary data were also collected through review of relative literature, journals, textbooks etc.

In data analysis, the researcher used frequency tables in data presentation; the techniques of frequency and percentage were applied.

Area of study

The area of study of the researcher was carried out in Crunchies Fried Chicken, Limited, Bayelsa.

Sources of Data

Data was collected through primary source. These are sources that provide first hand data i.e data that had not been produced and published earlier. These include the respondents and those orally interviewed.

Population of the Study

The population of Crunchies Fired Chicken Limited, Port Harcourt which consists of Management and Staff which are altogether is 40 in number (Admin Records, 2015).

Instrument for Data Collection

The main instrument that was used in the collection of data is the questionnaires. This instrument contains both structured and unstructured questions. The structured questions provide optional answers to the questions from which an answer should be selected.

The unstructured question should be respondent to provide by themselves. An interview schedule was also used in the data collection.

Validation of the Instrument

The questionnaire draft was given to the project supervisor for scrutiny. After going through the questions it contained, the student's supervisor recommended the modification and conclusion of some questions and finally approved the instrument for administration. This therefore met the face validity test.

Reliability of Instrument

A consistence test was carried out in order to ensure reliability of the instrument. The technique involved is the test re-test exercise. This entailed administering the questionnaire to the same respondent on two occasions.

Comparison of the responses by the same respondent when the instruments were paired and scored showed a high degree of consistency at a + 0.88. This made the instrument reliable.

Method of Data Collection

The following methods were used to generate data for this research work:

- Questionnaire
- Documentation of the study organization

The statistical tables will show the responses, frequency and percentage of the responses through the total responses sought in giving questions. The frequency table or statistical table was used in order to compare the number of responses that are in agreement or against a particular question which enabled the researcher to do the analysis.

In carrying out this study therefore, the researcher will use simple percentage in analyzing the data. Formula for simple percentage is:

$$\frac{X}{N} \times 100$$

When x = response of each respondent N - Summation of all responses

FINDINGS/DISCUSSION

Question 5: Crunchies Fried Chicken Limited Bayelsa can only achieve its organizational goals by effectively making and implementing policies? Table 1:

Responses	Frequency	Percentage
Yes	27	67.5
No	13	32.5
Total	40	100

Source: Field Survey, 2019

From the table above, 67.5% of the respondents opine that making and effectively implementing policies is the best means of achieving set goals in Crunchies Fried Chicken Limited Bayelsa, while 32.5% disagreed. This shows that policy formulation and implementation is one essential means of achieving organizational goals in Crunchies Fried Chicken Limited, Bayelsaas more workers think so.

Question 2: Problems on policy formulation and implementation are not the major problems of Crunchies Fried Chicken Limited Bayelsa?

Table 2:

Responses	Frequency	Percentage
Yes	21	52.5
No	19	47.5
Total	40	100

Source: Field Survey, 2019

The above table shows that 52.5% agreed that the major problem of Crunchies Fried Chicken Limited may not just be problem of policy formulation and implementation, while 47.5% think otherwise.

The data shows that the problem of formulation and implementation id a strong one, but with a 47% opposition, there could possibly lay other problems that militate against achievement of goals in Crunchies Fried Chicken Limited. Bayelsa.

Question 3: The worse known barrier to effective goal actualization in Crunchies Fried Chicken Limited Bayelsa is poor leadership?

Table 3:

Responses	Frequency	Percentage
Yes	30	75
No	10	25
Total	40	100

Source: Field Survey, 2019

From the table above, 75% of the respondents agree that poor leadership is a militating factor against actualization of goals in Crunchies Fried Chicken Limited Bayelsa. 25% do not agreed with such notion. Poor leadership is no doubt a major problem militating against goal achievement in Crunchies Fried Chicken Limited Bayelsa.

Question 4: Style of leadership is a major determinant in actualization of organization goals in Crunchies Fried Chicken Limited Bayelsa.

Table 4

Responses	Frequency	Percentage
Yes	22	55
No	18	45
Total	40	100

Source: Field Survey, 2019

The table above shows that 55% of the respondents assent to leadership style as having a direct bearing on the achievement of goals in Crunchies Fried Limited Bayelsa. 45% simply do not think so.

Question 5: Has the goal of customers' satisfaction through service quality has been properly achieved by Crunchies Fried Chicken Limited Bayelsa over the years?

Table 5:

Responses	Frequency	Percentage
Yes	24	60
No	16	40
Total	40	100

Source: Field Survey, 2019

From the table above, 60% of the respondents agree as to the fact that Crunchies Fried Limited Bayelsa has tried in achieving the set goal of information dissemination over the years. 40% were in opposition to that.

Question 6: The goal of entertainment through service quality has also been achieved by Crunchies Fried Chicken Limited Bayelsa?

Table 6:

Responses	Frequency	Percentage
Yes	33	82.5
No	7	17.5
Total	40	100

Source: Field Survey, 2019

On the achievement of the set goal of education and entertainment, the table above shows that 82.5% feels Crunchies Fried Chicken Limited has done enough while 17.5% do not think so.

Question 7: Leaders in Crunchies Fried Chicken Limited Bayelsa have a healthy rapport with their employees?

Table 7:

Responses	Frequency	Percentage
Yes	21	52.5
No	19	47.5
Total	40	100

Source: Field Survey, 2019

From the table above, 53% think that employees in Crunchies Fried Chicken Limited Bayelsa have a good relationship with their leaders while 47% of these employees do not think so.

Question 8: Ineffective leadership is the major cause of organizational inefficiency in Crunchies Fried chicken Limited Bayelsa.

Table 8:

Responses	Frequency	Percentage
Yes	8	20
No	22	80
Total	40	100

Source: Field Survey, 2019

From the table, 20% of the respondents think ineffective leadership is the major cause of inefficiency in Crunchies Fried Chicken Limited Bayelsa, while 80% do not think so.

Question 9: Policies have to be reviewed in Crunchies Fried Chicken Limited Bayelsa to achieve optimum performance?

Table 9:

Responses	Frequency	Percentage
Yes	28	70
No	12	30
Total	40	100

Source: Field Survey, 2019

The table above shows that, 70% are in support of policy review while 30% do not think that is enough to deal with perceived inefficiency in Crunchies fried Chicken Limited Abakaliki.

Question 10: The leadership style more prevalent in Crunchies Friend Chicken Limited Abakaliki is one of participatory democracy?

Table 10

The leadership style more prevalent in Crunchies Friend Chicken Limited Bayelsa is one of participatory democracy?

Responses	Frequency	Percentage
Yes	30	75
No	10	25
Total	40	100

Source: Field Survey, 2019

From the above shown table, 30 respondents (75%) of the entire respondents admit that participatory democracy is more expressed in Crunchies Friend Chicken Limited Bayelsa while 10 (25%) think that other hand of leadership style do exist in the organization.

Question 11: Leaders that are not democratic in Crunchies Fried Chicken Limited Bayelsa tend to be more?

Table 11:

Responses	Frequency	Percentage
Autocratic	8	20
Laissez-faire	32	80
Total	40	100

Source: Field Survey, 2019

The table above shows that 8(20%) of the respondents are usually autocratic, while 32 (40%) are so much more laissez faire in their approach to leadership in Crunchies Friend Chicken Limited, Port Harcourt.

Question 12:

Which of these leaders in Crunchies Friend Chicken Limited Bayelsa gets to achieve more of the set organizational goals?

Table 12

Responses	Frequency	Percentage
Democratic	24	60
Autocratic	14	35
Laissez-faire	2	5
Total	40	100

Source: Field Survey, 2019

The table above is quite rivaling, it shows that 24 (60%) of democratic leaders achieve more of their goals, 14 (35%) think autocratic leaders achieve more of their goals, while of their goals. This shows that although laissez-faire leaders are more in Crunchies Friend Chicken Limited Port Harcourt, autocratic leaders achieve more of their goals.

Question 13

On the overall, Crunchies Fried Chicken Limited Bayelsa has gone far in the achievement of its goals?

Table 13:

Responses	Frequency	Percentage
Yes	16	40
No	24	60
Total	40	100

Source: Field Survey, 2019

From the above stated table, 40% of the respondents think Crunchies Fried Chicken Limited Bayelsa has tried in their bid to actualize the set goals therein, but 60% do not agree

Discussion on Objective One

On the most prevalent kind of leadership style operational in Crunchies Fried Chicken, the result show that democratic and laissez-faire leaders are more than autocratic leaders which is in congruence with Rose (2013), that most organizations that aim high and would want to achieve more with little or no politicization would usually have participatory leaders who would be at the fore front of enhancing employees morale through permitting their contributions to the entire decision making process. As these employees partake in decision making which essentially rubs off on the kind of service they end up delivering to their customers.

Discussion on Objective Two

On the effect of leadership style on the level of service quality in Crunchies Fried Chicken, Bayelsa the results show that the formulation and implementation of policies which have a direct bearing on how employees deliver quality services to customers have been enhanced by democratic leaders more than autocratic and laissez-faire, but they is an undeniable negative presence of autocratic and laissez-faire leaders therein. The situation is no doubt in tandem with the above stated problem shown by laissez-faire leaders. A laissez-faire leader as put by Rose (2013) is one that lacus direct supervision of employees and fails to provide regular feedback to those under their supervision-implementation crises would be resultant. Rose (2013) as will puts that "laissez-faire style produces no leadership or supervision effects from managers, which can lead to poor production, lack of control and increasing costs with this in mind.

Crunchies Fried Chicken Limited Bayelsa should do as required in table 12, rid of weakling in the organization.

CONCLUSION

Based on the responses from the respondents and for the purpose of this research, it is reasonable to conclude we can admit that Crunchies Fried Chicken Limited has proved that effective leadership is actually a strong tool for the achievement of organizational goals. And that the role Crunchies Fried Chickens Limited play in the development of the business industry cannot be neglected in very part of the country.

On the ground, the researcher will therefore make recommendations in order to make improvement on the work of Crunchies Fried Chicken Limited for organizational growth.

Recommendations

The researcher recommends that the presently pursued democratic style in Crunchies Fried Chicken Limited Bayelsashould continue as it proves to aid the faster achievement of improved service quality in the organization. Also, this participatory style should be contingent or situational leadership style when necessary because human beings

could at times be very stubborn and would need a hardened leader (at times). Some employees may require an autocratic stance from the leader before they work, while some may not need to be pushed or coerced. The researcher also state that the laissez-faire leadership style should completely be abandoned as that gets no growth objective achieved.

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