



Perceived Influence of Employee Leadership Traits on Organizational Effectiveness of Manufacturing Companies in Rivers State, Nigeria.

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ABSTRACT

This study examined the perceived influence of employee leadership traits on organizational effectiveness of manufacturing companies in rivers state, Nigeria. Quasi-experimental research design was adopted for the study. The population size was 750; comprising of employees of manufacturing companies in Rivers state, Nigeria. A sample size of 251 was used. The study adopted a questionnaire as the instrument for data collection. The data generated with the questionnaire was analyzed using modified four point Likert type scale, standard deviation, and linear regression analysis at a significance level of 0.05%. All tests for the study were carried out using the Statistical Package for Social Sciences (SPSS). The study reveals that all the dimensions of employee leadership traits respectively had a significant and positive relationship with the measures of organizational effectiveness of manufacturing companies in Rivers State, Nigeria. It was therefore concluded that employee leadership traits greatly impacted on the organizational effectiveness of manufacturing companies in Rivers state, Nigeria. It went further to recommend amongst others that management of manufacturing companies operating in Rivers State, Nigeria, should make leadership, confidence, and integrity core values of their organizations. They should create and ensure a cordial and enabling environment for employees to express and develop their leadership qualities through effective leadership. Also, management should pay more attention on employee training to ensure effectiveness.

Key Words: Perceived, Influence, Employee, Leadership, Traits, Organizational Effectiveness, Manufacturing Companies.

INTRODUCTION

An organization is made up of people. Human beings are the building blocks of organization, giving it life and essence. Organization is a production and service rendering unit and very vital in the facilitation of goal attainment in society. Thus, organizations are purposeful. They are established to accomplish objectives. The quality of an organization's work force influences to a great extent the level of effectiveness and efficiency it attains, which in turn, determines how well it is able to accomplish its objectives. Organizations operate in dynamic and rapidly changing environment. The changes have been more rapid, complex, and unpredictable in recent times. The changes are characterized by such phenomena as globalization, changing customer and investor demands, ever-increasing product-market competition, changes in government policies etc. Thus, the survival of organizations largely depend on how well they are able to "fine tune" their business operations to respond and "co-operate" with these changes and competitive pressures on them in both local and international business environments.

The effectiveness of organizations largely depends on the people who work with them - humans. Human beings are considered the most valuable asset of an organization. Human resources (HR) can be conceived as the total knowledge, skills, traits, creative abilities, talents and aptitude of organization's work force, as well as the values, attitudes and benefits of all individuals involved. According to Megginson (2017), it is the sum of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons. Human resources cover all humans working at all levels: management and employees - white collar and blue collar etc. An organization's performance and resulting productivity are directly proportional to the quality of its human resources. Hence, the productivity, profitability and performance of companies are driven by people who work in them. Management of factors of production is made possible by human resources (HR), and thus, it is considered the most important resource. Therefore, HR matters are at the heart of organizations, and no organization succeeds that gives it a passing attention.

People are influenced by their traits. These qualities define who we are as humans (individuals and their competences); all of which are influenced by the wider societal concern, both local and national, and all these affects (in the work place) job performance and goal attainment of the organization in the final analysis. Employee traits influence the ability or place constraints on the usage of resources and the achievement of organizational objectives. Thus, management strive to understand why people in organized work groups act the way they do under stated conditions, and use this understanding in securing better collaboration throughout the organization to achieve stated objectives.

One of the major problems confronting management in many companies is how to determine the most effective way of matching people with jobs. It is to be observed that one of the functions of management is to determine its manpower needs. The process by which management attempts to provide for its human resources to accomplish its goals is called manpower planning. All enterprises must plan for man power needs formally or informally. Manpower - the labour force is not only an active, deep linking and essential factor of production, but it activates other factors of production. Therefore, management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organization and the individual receiving the maximum long-run and short-run benefits. The ability to achieve this through effective human resource management (HRM) becomes critical to the success of the organization.

Sadly, many companies' human resource management (HRM) practices leave much to be desired - they fail to employ persons with the right traits for job positions. Consequently, they are unable to "right tune" themselves to deal with the dictates of their business environment. This has negative impact on organizational effectiveness and survival of these companies. The objective of this study therefore, is to carry out a critical examination of the perceived influence of employee leadership traits on organizational effectiveness of manufacturing companies in Rivers State, Nigeria.

Employee Traits

Traits are foundational and distinguishing human characteristics, or qualities that form the foundation of all other human qualities. Trait according to the American Dictionary is a characteristic, especially of a personality; a particular characteristic that can produce a particular type of behavior. It includes amongst others: empathy, integrity, courage, self-awareness, intuitiveness, confidence, creativity, passion, good-listener, life-long learner, persuasiveness, responsible, team-spirit, kindness, leadership etc. These qualities define who we are as human beings and essential for one to succeed in work and life. Allport (2010) identifies six common traits that are used to compare one personality with another as social, political, religious, theoretical, economic and aesthetic. He went further to identify some other unique traits as personal dispositions, which can be:

- a. Cardinal (most pervasive) traits - rare and dominate, usually developing later in life. They tend to define a person to such an extent that their names become synonymous with their personality e.g. Machiavellian, Don Juan, Christ-like,
- b. Central (unique and limited in number) traits - describe the major characteristics you might use to describe another person e.g. intelligent, honest, shy, anxious etc. or
- c. Secondary (peripheral) traits - these are sometimes related to attitudes or preferences. They often appear only in certain situations or under specific circumstances e.g. public speaking anxiety or impatience while waiting in line.

Abdullah, Omar and Panatik (2016) have carried out extensive studies on personality traits - gathering many measures of traits through behavioural observation, records of people's life histories, questionnaire, and objective tests. Abdullah et al. reviewed several literatures on traits. They argued that there are two main groups of personality traits viz:

- a. Surface traits - clusters of overt behaviour e.g. honesty and self-discipline
- b. Source traits- characteristic tendencies that underlies surface traits

An employee brings these traits/characteristics or qualities to the work place (organization) and this has great effect on his attitude to work and work performance. Traits and mindset derive from one's life experiences in society and the way one responds to them, as well as what one learns from those who influence one greatly: parents, mentors, spiritual teachers etc. Reed and Stoltz (2011) observed that a person's traits are conditioned by his/her mindset, which is about what one sees, thinks and believes. It is the internal lens through which one sees and navigates life. It is one's habitual way of thinking which differentiates one from the peers. An organization that works hard at getting employees with the right traits sets its self-up for success and survival.

Human beings are the only living things among the resources available to any organization and are commonly referred to as human resources (HR). One of the most important assets of an organization is its human resources. The increasing effectiveness of an employee not only aids that individual's personal growth, but also an organization's success. An organization is an integral part of the society and is influenced by social, political, economic and technological factors prevailing in society. The attitude and ethical conduct of an organization's workforce is influenced by the moral ethics prevailing in the society as a whole. Individuals in organization have varying traits and psychological dispositions, and thus, hold different attitudes. An individual acts upon his ideas and/or mind-set; his irrational acts no less than his rational acts are guided by what he thinks, believes, and anticipates. Inyang (2018), observes that everyman through 'cognitive world' attempts to construct for himself his own meaningful world and he classifies and orders within it a multitude of objects among which the most significant are other people.

Today, companies are trying to be competitive through their employees with continuous product and service innovations. Several factors affect the ability of individuals to innovate and/or adapt. Personality traits play a major role and have important implications for individual innovation and adaptive behavior in the workplace (Echchakoui, 2013). To manage people effectively, it is necessary to understand their personality traits and the factors that affect how they behave at work. This means taking into account the fundamental characteristics of people. Traits direct an individual's behavior in consistent characteristic manners or ways. This consistency is possible because traits are enduring attributes. According to Inyang (2018), as employees perform their roles in organizations, they act individually or in groups, and organizations function in terms of their structure and processes. Hence, managers and HR specialists try to influence behavior in directions that will meet business needs. Consequently, understanding and managing individual characteristics and the resulting patterns of behavior is therefore important. The manager needs to be able to understand the patterns of behavior that are

observed to predict in what direction behavior will move, and to use this knowledge to control behavior over time. Effective managerial action requires that the manager be able to diagnose the employees and system he or she is working in.

Influence of Leadership Traits on Employee Work Behaviour

Effective employees have differentiating traits: Empathy, integrity, courage, self-awareness, intuitiveness, confidence, creativity, passion, good-listener, persuasiveness, responsible, team-spirit, kindness, leadership etc. However, for the purpose of this study, our attention is focused on leadership traits. This study will therefore critically examine the perceived influence of employee leadership traits to ascertain the relationship with organizational effectiveness of manufacturing companies in Rivers State, Nigeria.

Leadership Traits

Leadership has been subjected to a variety of definitions in behavioral sciences, organization theory in particular and management in general. Leadership is a social influencing process for the attainment of goals. According to the Oxford dictionary, it is "the action of leading a group of people or an organization." A leader is an influential person in an organization who provides direction, guides group activities and ensures that group objectives are attained. Thus, a leader is a person who knows the way, he/she goes the way, and also shows the way. To be effective, an employee needs to have strong leadership traits with high moral and ethical standard. Influential employees have a wide collection of traits, including self-confidence, reliability and honesty. It can also help to guide team mates towards developing skills of their own. This can help move the organization forward.

Leadership, according to Collins (2011) is one major reason why some companies make the leap and others do not. Employees with leadership traits may exhibit the following:

1. Strong organizational skills
2. The ability to identify a team's strengths and weaknesses
3. Confidence in ability to lead teams
4. The ability to inspire others
5. Empathy toward team members
6. Giving feedbacks in a constructive way

According to Hasan (2022), leadership is a crucial employee quality. An employee with strong leadership qualities may have the advantage of being promoted eventually in an organization. Hiring an individual who expresses leadership qualities gives others someone to look up to and increases motivation and productivity levels within an organization. An employee with leadership traits, can function as a leader whenever a situation requires that he takes the lead, set the team's direction, or make decisions. He can influence other employees and the process for the attainment of goals. Therefore, he should be capable of persuading other employees to move enthusiastically towards the achievement of group goals. Many studies have been conducted in the field of leadership and avalanche literature has successfully been built-up. However, a review of literature in the field of organizational behavior, management and organizational theory gives ample grounds for this study to safely say that employees with leadership traits:

1. Have influence
2. They provide direction
3. They are team players
4. They help in the achievement of group goals.

Considering the unstable economic environment, some scholars have argued that organizations require proactive and committed employees in achieving higher standard job performance in order to successfully survive and compete with other competitors. Employee's job performance is one of the crucial elements that provide both goals and methods to achieve organizational objectives (Collins, 2011). In this regards, effective leadership plays an important role on how employees respond in the work place environment. Leaders who have understanding on how individuals' personalities differ can use this understanding to improve their leadership effectiveness and lead to improve employees' job performance. These scholars found that leaders' personality traits are closely related with employees' job performance.

Leaders characteristically "induce or inspire" others to achieve. Leadership occurs within a specific situation. In the social setting there is a person, a position and a situation. One does not need to have any particular title to be a leader. Teammates typically share the responsibility for leading a team, and whoever has the necessary information and know-how to handle a particular situation takes the lead in handling it (Park, Miao, and Kim, 2015). Mary Parker Follett in her contingency theory in the 1920s when she recognized "the law of the situation" opined that leadership/authority should go with knowledge. She observed that there are different types of leadership, and different situations require different types of knowledge, and "the man possessing the knowledge demanded by a certain situation tends in the best managed business, and other things being equal, becomes the leader at that moment."

Thus, an employee with leadership qualities, can function as a leader whenever a situation arises that requires that he/she takes the lead, set the team's direction, or make decisions. Those who play leadership roles must always take responsibility in their area of purview.

Effective employees (with leadership traits) set forth a vision and live up to it. They communicate their vision and goals with clarity and inspire their teams to meet them. There is always alignment between what they say and what they do. The best leaders are forward-looking, competent, intelligent, broad-minded and disciplined. Effective leaders model good human qualities such as honesty, fairness, straight-forwardness, dependability, cooperativeness, determination, imagination, ambition, courage, caring, maturity, loyalty, discipline, self-control, independence etc., for the people who work with or for them (Lundberg, 2021). They care for the people who they work with, delegate responsibility to them, and support them in what they do.

Drucker (2011) asserts that "leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations. He went further to argue that effective leaders are team players. Thus, "leaders who work most effectively understand their job to be to make the team function. They accept responsibility and don't sidestep it, but 'we' gets the credit. This is what creates trust, what enables an effective employee to get the task done." "Leadership is doing the right things." Berkun (2020) argues that "Leadership comes from integrity that you do whatever you ask others to do."

Laundry (2018) has observed that good leadership qualities are essential to guide the employees towards achieving the organization's objectives. A leader should also keep team mates/members motivated and encourage them to use their skills for the overall good of the [enterprise](#). If the organization is the first to try something new in its industry, it will be difficult, and there will be a certain amount of risk involved. However, these are chances employees with leadership traits must be willing to take. When the leader functions effectively, performance improves.

Leadership is the central organizing system that must deliver on all functions owned by the team. These functions include and require that leadership: become cohesive, define the future (vision), set direction, create and execute strategy, ensure alignment, communicate clarity, engage stakeholders, develop talent, manage performance, build accountability, ensure succession, allocate resources, craft the culture, and deliver results. Lundberg (2021), argues that leadership is the organization's DNA—its genetic code or distinctive brand. It sets the context that produces all outcomes, gives everything its meaning, and indicates what we are predisposed to doing and being. The effectiveness of the leadership system determines the performance of the business as it has major impact on employee experience. The employee experience covers every aspect of a worker's interaction with a company, from pre-hire communications to post-exit surveys. The employee experience can include corporate communication, the physical work environment, collaboration with team members, equipment, and so forth. Good employee experiences can positively affect: morale, motivation, commitment, engagement, performance etc.

Stid and Kramer (2022) argue that leadership system predisposes organization for quality, agility, speed, stakeholder engagement, profitable growth, fulfillment, competitive advantage, and strong financial performance. Organizations can improve business performance by establishing among its employees a healthy leadership culture and/or system. Highly effective organizations exhibit strengths in leadership. To achieve high performance or sustain results, leaders must define and refine key processes and execute them with daily discipline. They must translate vision and values into strategy and objectives, processes and practices, actions and accountabilities, execution and performance. Leaders address three questions:

1. Vision/Value. What unique value do we bring to our customers to gain competitive advantage? What do we do, for whom? Why?
2. Strategy/Approach. In what distinctive manner do we fulfill the unique needs of our customers and stakeholders? What strategy supports the vision for achieving competitive advantage?
3. Structure/Alignment. What is the designed alignment of structure and strategy, technology and people, practices and processes, leadership and culture, measurement and control?

Qualities of Good Leadership

Scholars in the field have identified some basic qualities of effective leaders. Hasan (2022) asserts that the following qualities are associated with effective leadership traits:

- a. **Strong Leadership Skills:** Being an effective employee takes more than a desire to succeed. Developing strong leadership skills that will lead to success is important. A good leader inspires his team mates. He sets favorable examples for other employees to follow. For example, an employee who is admonished for frequently being late by another employee who is usually tardy himself can view the colleague as hypocritical. Employees and managers are not exempted from company policies; if the employee or manager follows them, other employees will be inclined to do so. An effective leader is also trustworthy. Some information requires confidentiality and the ability to keep employees' personal information private is critical. Leadership requires that effective employee should have the qualities of a good leader.
- b. **Ability to Motivate Others:** The only effective workforce is a motivated one. A leader must understand what does and does not motivate other employees. Motivation is not about just offering incentives – it is about creating sustainable reasons to maintain a quality of work and to foster employees' belief in the organization's cause and their team. An effective employee is a team player. Working in teams should come naturally to an effective employee and that is why interpersonal skills are so crucial. They allow the employee to work well with others, share their knowledge and experience, and learn from their peers. Employee effectiveness relates to the ability to achieve set goals, which should be directly proportional

to that of an organization. An organization's goals are focused on enhanced productivity, establishing a healthy work environment and better revenue and profits.

c. **Strong Conflict Management Skills:** Conflicts within the workplace will generally do one of these two:

- a) Work themselves out, or
- b) Be blown out of proportion.

An effective employee with leadership quality will employ critical thinking skills to appropriately manage conflict in the work place among team members. He must gather all pertinent information, pinpoint the issue, devise possible solutions, and then negotiate a compromise. Although conflicts are natural, he must have the right skills and abilities to ensure that things run smoothly in his team. Effective employees address and resolve conflict maturely, rather than trying to avoid it, by maintaining respect for those involved, not placing blame, and not acquiescing just to keep the peace.

- d. **Maintain Trust of Team Members:** Employees share personal information among themselves at the work place. When an employee feels that he can trust another, he feels safe approaching him with problems that affect his work performance. Violating this trust hurts the employee emotionally, damages his relationship with colleague and can cause other employees to doubt his trustworthiness. For example, if the employee has marital problems that are affecting his job performance, he takes some personal time off to deal with his issues at home. During his absence, other employees question why he's not at work. The teammate to whom he confided in, divulging the real reason to at least one other team member who tells one of his co-workers is a betrayal of trust. The employee's reason for being absent is no longer private. When he returns from leave, he discovers that his marital issues are known throughout the company. An effective employee with leadership qualities should be able to keep a colleague's private problem confidential. Thus, maintaining the trust.
- e. **They know their Values:** They are ethical and civil-minded in their activities and relationship with other team members.
- f. **They have a Plan:** They encourage strategic thinking, innovation and action. This will enable them achieve the stated objectives.
- g. **They Understand Money:** They understand and have value for money. They avoid wasteful spending and activities.
- h. **They can create and sustain the Energy Needed to Lead:** This is very important.
- i. **Compassion:** They are aware of the pains and sufferings of their team mates. They are empathetic and show compassion. Having empathy whether for colleagues, family, or friends comes from focusing on someone else's needs, struggles, and feelings. It requires that you open your heart to them and put their needs before your own; that you be fully with them in the moment; that you look deeply into their eyes and really see them for who they are. An employee with leadership attributes need to be open to other employees from different cultures and situations. But you can't connect with people when you're feeling worried, defensive, angry, frightened, or ashamed. An employee with leadership qualities shows compassion.
- j. **Confidence in themselves and their Team:** They believe in, and lay emphasis on team work. They are team players. Working in teams should come naturally to an effective employee and that is why interpersonal skills are so crucial. They work well with others, share their knowledge and experience, and learn from their peers.
- k. **Good Communication Skills:** Developing effective communication skills help an employee's personal as well as professional growth. It should be noted that communication is not just about speaking to other team members, it is a two-way street. In order to ensure effective communication, an employee should be equally good at speaking and listening. Leaders need to have good communication and interpersonal skills.

Focusing on what people say and how they say it ensures that you accurately receive the messages people communicate to you. Listening well is the key to effective communication. Paying attention to their use of language, tone of voice, body language, gestures, and emotional effect increases the probability that you will be able to correctly interpret their meaning and understand what you hear. Listen for people's ideas, not just to their words. When you listen well, you'll experience fewer misunderstandings and make fewer mistakes (Allport, 2010). Effective listening is especially important when doing user research. Having empathy, being a good listener, and using your intuition will together make you a superior researcher. Everyone opens up when someone listens to them attentively and shows avid interest in what they're saying. When you really connect with research participants, you'll learn more from them and understand what they're saying better. Once you've listened well, following up with good questions demonstrates both that you've really heard someone and your interest in what they've said.

Often, people are so eager to speak themselves that they don't really listen to what others are saying. When people end up talking all at once, you can't hear what anyone is saying. So being a good listener sets you above your peers who don't listen well. When you're collaborating with a product team, you never know who will contribute the best ideas. So you must draw out all of your teammates and pay careful attention to what everyone says, listening with a laser-like focus to be sure that you take in everyone's inputs.

- l. **The ability to make Tough Decisions:** With maturity and a professional attitude, an employee with leadership qualities will be able to make decisions concerning his job within the ambits of organizational policy. By the use of emotional intelligence (EQ), which is about being mindful of one's own state of emotions, as well as those in the team; knowing how to manage these well is an important key to being an effective employee and making tough decisions.
- m. **The Desire to Serve a Purpose Greater than themselves:** Effective employees with leadership traits are passionate. Passion is an intense desire or enthusiasm for something. With passion, your work ceases to feel like work. Being an effective employee with leadership qualities requires great

drive, enthusiasm, and focus. To sustain the level of effort and concentration that the work demands, you must have a passion for your work. Your passion keeps you focused on your goals, enables you to get things done and take risks when necessary, and makes it possible for you to realize your vision. Effective employees always strive to do great work. They do not settle for less; they do not compromise on quality.

- n. **The Ability to Foster a Creative Environment:** Think ahead and constantly strive to develop new skills that will be instrumental to your role, while also not losing sight of your current responsibilities. This applies not just to role you have at present, but also to the next step in your career. Participate in professional development sessions and interpersonal skills seminars to become the right fit for future and present role. Employing a diverse workforce has many benefits or advantages, it comes with some challenges or disadvantages as well. A company that recruits and employs a diverse workforce must create a culture that promotes dignity and respect to avoid tension between employees. In addition, communication may be adversely affected if employees' first language is not English. Existing employees with leadership qualities may try to foster a creative environment and by so doing prevent others from leaving the organization if their personal prejudices prevent them from working with colleagues from a different background.
- o. **Leads by Example:** They have good personality and lead by showing good example.

Indicators of Leadership Traits

A review of literature in the field of organizational behavior, management and organization theory reveals four (4) major indicators of leadership traits. They are:

1. **Morale:** Employees with leadership traits have high morale. They have the capacity to believe in the organization where they work and identify with its goals and objectives. They also believe in themselves and their teams.
2. **Team work:** They have team spirit and work well in teams. Teamwork is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. This is seen within the greater framework of a team; a group of interdependent individuals who work together towards a common goal.
3. **Discipline:** This involves training of an individual to be obedient to laws, rules or a code of behavior in organization or society to avoid punishments.
4. **Proficiency:** This is a display of high degree of skill, expertise, experience, capability, and competence in the job for which one was hired to perform in the organization.

Trait Approach to Leadership

Early studies on leadership attempted to isolate the traits of successful leaders. It was assumed that if a set of traits could be identified, people could be trained to develop these traits. Some of the traits considered important include: intelligence, appearance, knowledge, judgment, initiative, honesty, truthfulness, open-mindedness, courage, perseverance, social skill, age, socio-economic background. After a review of the traits, the conclusion drawn by scholars is that there is no evidence that universal leadership traits exist.

The trait approach to leadership has been criticized by scholars that:

1. It does not assign weightings to each of the traits so that the relative importance of each trait as it contributes to leadership can be determined.
2. There is an overlap between the various traits.
3. No distinction between those traits of value in acquiring leadership position and those traits necessary to hold or maintain leadership.
4. Trait approach to leadership ignores situational factors in the environment that influence effectiveness of leadership.
5. Traits analysis made assumption that personality was a composite of discrete traits.

Admittedly, circumstances contribute in making leaders and this is influenced by cultural, social and environmental factors.

Leadership Style Based on Authority

Empirical research studies by White and Lippitt (2013) identified three major leadership styles namely: autocratic, laissez-faire, and democratic. The democratic leader gets team members involved in decision making by guiding them to determine how the group functions. The autocratic leader provides the direction and determines policy, while the laissez-faire leader allows people in the group to determine their own direction and function without involvement. In the work place, the manager/leader can be anyone that on the grounds of his/her experience and capability can rise above and lead others based on his/her strengths and not just position or title. These styles of leadership are not to be seen as styles to be selected from. They represent a range of behavior in a continuum. It is important to note that some styles may not be as efficient or effective as others, depending on the situation. While there are several variations of different leadership styles, they stem from the basic styles mentioned above. As earlier stated, each of these leadership styles may be effective depending on the situation. An effective leader will know when to use each style in order to achieve set goals (Slen, 2014).

Influence of People-Oriented on Production-Oriented Leadership Style

Nwachukwu (2018) observes that this grouping examines the leader relationship. Words like “consideration”- the extent to which job relations are characterized by mutual trust and consideration for one another’s feeling; and “initiating structure” which examines how the leader defines activities and attempts to accomplish them. The common terminologies for these concepts are “people centered” and “production centered”- concern for people or for production. It is known that in real life these terms are not mutually exclusive and the use depends on the environment/situation. Task-oriented leaders are focused on getting a job done, while people-oriented leaders place more emphasis on the development and involvement of the team. Democratic and participative decision-making processes are adopted as to allow contributions from members of the organization, and their personal development and organizational success- a major consideration of all activities. Terms like motivational, transformational and moralizing are associated with this leadership style (Wilson, 2019).

Basic Leadership Styles

Research carried out by White and Lippitt (2013), summarized the three leadership styles as follows:

Autocratic Leader and Group

- a. He is very conscious of his position.
- b. He has little trust and faith in his subordinates.
- c. He feels that pay is a just reward for work and is the only reward that will motivate the worker.
- d. He gives orders and demands that they be carried out. No questions are allowed and no explanations given.
- e. Group members assume no responsibility for performance and merely do what they are told.
- f. Production is good when the leader is present, but drops in his absence.

Laissez-Faire Leader and Group

- a. He has no confidence in his leadership ability.
- b. He does not set goals for the group
- c. Decision making is performed by whoever in the group is willing to accept it.
- d. Productivity is generally low and work is sloppy.
- e. The group has little interest in their work
- f. Morale and team-work are generally low.

Democratic Leader and Group

- a. Decision making is shared by the leader and the group.
- b. Criticism and praise are objectively given.
- c. A feeling of responsibility is developed within the group
- d. Quality and productivity are generally high.
- e. New ideas and changes are welcome.
- f. When the leader is forced to make a decision, his reasoning is explained to group.
- g. The group generally feels successful under the democratic leadership.

Although the three major classifications of leadership autocratic, democratic and laissez-faire styles of leadership have gained acceptance, it has been criticized for their inability to relate the style to productivity, and that the selection of their population is not ideal. Terms such as “free rein” are used for laissez-faire, “participative” for democratic and “directive” for autocratic. Another accepted classification was advocated by Rensis Likert of the University of Michigan in 1961. He described these styles of leadership as:

1. **Exploitive Authoritative:** This is the authoritarian form of leadership that exploits subordinates

2. **Benevolent Authoritative:** This is an authoritarian form of management that is paternalistic in nature.
3. **Consultative:** This is a style that seeks and obtains inputs from subordinates but makes the final decisions.
4. **Participative:** this is the style in which the supervisor gives the direction but decision is made by consensus.

It is believed that the participative style of management is the best style of management. People react favorably to it in organizations by increased productivity, lower unit cost, good morale and improved labour management relations. The worst style is exploitive authoritative that gives rise to high labour-turnover rate and increased labour-management conflict. One of the most important assets of an organization is its human resources (HR); which must be effectively managed for the achievement of objectives/goals. The increasing effectiveness of an employee not only aids that individual employee's personal growth, but also an organization's success. Working in teams should come naturally to an effective employee and that is why interpersonal skills are so crucial. They allow the employee to work well with others, share their knowledge and experience, and learn from their peers.

It is however important to note that many studies have been conducted in the field of leadership and avalanche literature has successfully been built-up, creating more confusion. McCall (2017) observes that "the growing mountain of research data has produced an impressive mass of contradiction".

Organizational Effectiveness

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to achieve. There are different models of organizational effectiveness. These different models offer different perspectives on how to view/conceptualize and measure organizational effectiveness. These perspectives can be based on for instance: how efficiently and effectively an organization meets its stated objectives, the efficiency of business functions and processes, how well an organization meets the needs of its stakeholders; how effectively an organization can obtain and use resources. Choosing a particular model for organizational effectiveness will certainly impact how a business chooses to measure and make improvements. However, despite these differences, the same indicators of organizational effectiveness can offer insight into the efficiency and effectiveness of a business.

Factors that Affect Organizational Effectiveness

Scholars in the field of management have identified some factors that affect organizational effectiveness. Nwosu (2021) observed that the following factors affect organizational effectiveness.

1. **How well Employees Perform:** Are employees motivated and productive? Or do they just do the bare minimum? Performance may depend on the effectiveness of employees, training, the work environment, equipment/ tools, management etc.
2. **Leadership Effectiveness:** How well do leaders lead? The quality of leadership impacts employees' effectiveness, productivity, organizational climate and many other facets of business.
3. **Business Process:** The efficiency of business process also affects organizational effectiveness. Processes that are faster, leaner, and more cost effective, will all things being equal improve organizational effectiveness.
4. **Organizational Structure and Design:** The organizational structure can also impact on organizational performance. For example, is the organization a top-down authoritative hierarchy or is it democratic; composed of semi-autonomous teams and individuals?
5. **Overall Alignment:** This refers to alignment between various business areas, leadership, management, culture, and other factors contribute to how well business functions, work together. The efficiency in turn translates to better organizational results.
6. **Organizational Behavior:** Organizational behavior affects the performance of a firm. How employees behave contributes to their job performance, productivity, engagement, motivation, satisfaction etc. All of which affects how much effort is contributed to the pursuit and attainment of organizational objectives (Nwosu, 2021).

Influence of Leadership on Organizational Efficiency

Leadership plays a major role in workforce performance, which includes:

- a. Workforce engagement
- b. Teamwork
- c. Employee productivity
- d. The organizational climate

Poor or ineffective leadership is a major contributor to employee disengagement, which in turn, lowers productivity, retention, and motivation. Employee performance directly affects their contribution to the efficiency and results of a business unit. And the performance of each business unit, in turn, affects the organization's overall performance. It is safe to say that employee's leadership qualities influence how well a business performs and achieves its

objectives (Mhlanga, 2019). No organization can achieve greatness without employees with leadership traits; driven onward by their own pulsating will to succeed.

Leadership and Organizational Flexibility

Innovative leadership generate market flexibility for organizations and hence their competitiveness. Leadership is considered as firm-level resources capable of influencing flexibility of the firm in periods of market turbulence. Leadership behaviour influences firm's competitiveness. It is more viable to use this firm-level resource to create market flexibility to amplify the effect. This means, when leadership propels the flexibility drive in combination with employees' individual flexibility and their leadership/positive character traits, such as optimism, hope, resistance or self-efficacy, the firm is able to connect, coordinate and synchronize functional units to take advantage of new product and market opportunities based on the innovative behaviors in the workplace (Wilson, 2019). Additionally, market flexibility emanating from leadership wields enough power resource support to tackle the turbulent market conditions better than firms with less support.

Leadership and Customer Satisfaction

Effective leadership inspires engaged teams, and engaged teams create memorable customer experiences that drive loyalty and repeat purchase. There is no question that leadership sets the tone of everything that happens. Weak leadership has a trickle-down effect on a team and organizational culture. A high quality team leadership results in happier, more cohesive, and more productive team of employees who in turn provide better products/services to their customers. No matter what the company's product or service may be, customer satisfaction is essential to any team's success. This is viewed by some as the level of happiness connected to employee work which could lead to job satisfaction (Parks & Deitz; 2016). In addition, effective employees (leaders) provide their team members/mates with the resources to serve their customers most effectively. However, some mistakenly brush it off as a simple lower-level employee concern wholly dependent on the performance of the frontline, customer-facing employees. Customer service is about culture and starts at the top.

Research shows that one major way to increase customer satisfaction is to improve the team leadership skills and to create avenue for employees with leadership traits to express themselves. Employees who improve their team leadership skills also enjoy increased satisfaction among their customers. High quality team leadership results in happier, more cohesive, and more productive team of employees who in turn provide better service to their customers. In addition, effective team leaders provide their team members/mates with the resources to serve their customers more effectively through adaptive leadership behavior – altering of work place behavior to achieve a fit to enhance goal attainment.

Statement of the Problem

The increasing operational ineffectiveness experienced by many manufacturing companies in Rivers State, Nigeria, is an indication that the quality of their workforce and operations leave much to be desired. In the face of alarming pace of change in the business environment, it is regrettable to note that many manufacturing companies pay more attention to output, use-of and application of modern technology (Information Communication Technology – ICT), with little or no attention to matters concerning the workforce. Often, job designs, work processes employed by these companies are mechanistic and pay little or no attention to the employee, but more often focused on the customer. Employees are to a large extent alienated. This hampers healthy labour-management relationship, productivity, performance and by extension, their responsiveness to changes in the environment. This poses a major problem to manufacturing companies in Rivers State, Nigeria. The sheer rapidity of competitive change in today's business environment calls for greater organizational flexibility. To ensure effectiveness and survival, management must strive to have the right kinds of people and the right number at the right places, at the right time.

Sadly, many of these organizations fail to employ (in many cases) the right persons with the right traits for job positions. This hinders their ability to “right tune” themselves to deal with the dictates of their business environment. Very often, they try to make up for their deficiencies by adopting such familiar strategies as process rationalization and automation. Unfortunately, these have in many cases not yielded the result these companies need. In particular, heavy investments in information communication technology (ICT) have delivered disappointing results; largely because the companies tend to use technology to mechanize their ways of doing things without addressing fundamental HRM issues. Also, the few qualified employees are given little or no opportunity to express themselves in their jobs. They leave the existing HR misplacements and use computers to simply speed up work processes. This has given rise to statements such as “our operations are now computerized”. Speeding up these processes cannot address their fundamental deficiencies because they are ignoring the human factor.

This problem stems largely from the fact that most business managers (and leaders) in manufacturing firms in Rivers State, Nigeria, are more interested in the profitability of their companies, hence, neglecting employees and their traits. No organization can continue to survive and grow in our dynamic and globalized environment that fails to recognize, utilize, motivate, train and develop its employees. Therefore, effective human resource management (HRM) becomes imperative and cannot be over emphasized. Effective human resource management is a source of motivation which reflects positively on the employees' productivity, organizational competitiveness and comparative advantage.

Given this, it becomes pertinent to carry out a critical examination of the perceived influence of employee leadership traits on organizational effectiveness of manufacturing companies in Rivers State, Nigeria. The need for this study was spurred by the increasing number of business failures caused by the increasing inability of many manufacturing firms to recruit, acquire, place, train, and maintain employees with needful leadership traits to enable them

“right tune” and adapt themselves to the competitive, ever-changing and chaotic business environment in Rivers State, Nigeria, as currently experienced in this period of economic recession. The consequence is a decline in critical contemporary measures of performance, or even outright “death” of such companies in many cases.

Aim and Objectives of the Study

This study was aimed at examining the relationship between employee leadership traits and organizational effectiveness of manufacturing firms in Rivers State, Nigeria. For this reason, the study was designed to achieve the following objectives. To:

1. Examine the extent to which leadership affect organizational efficiency of manufacturing firms in Rivers State, Nigeria.
2. Examine the extent to which leadership affect organizational flexibility of manufacturing firms in Rivers State, Nigeria.
3. Examine the extent to which leadership affect customer satisfaction of manufacturing firms in Rivers State, Nigeria.

Research Questions

It is hoped that the findings of this research have provided answers to the following questions:

1. What is the relationship between leadership and organizational efficiency of manufacturing firms in Rivers State, Nigeria?
2. What is the relationship between leadership and organizational flexibility of manufacturing firms in Rivers State, Nigeria?
3. What is the relationship between leadership and customer satisfaction of manufacturing firms in Rivers State, Nigeria?

Hypotheses

To meet the need for statistical test on the data collected based on the questions above, the following hypotheses were formulated:

Ho₁. There is no significant relationship between leadership and organizational efficiency of manufacturing firms in Rivers State, Nigeria.

Ho₂. There is no significant relationship between leadership and organizational flexibility of manufacturing firms in Rivers State, Nigeria.

Ho₃. There is no significant relationship between leadership and customer satisfaction of manufacturing firms in Rivers State, Nigeria.

METHODOLOGY

The research design adopted for this study is the descriptive research design. The population consists of employees of registered manufacturing firms operating in Rivers State, Nigeria. Data from the Manufacturers Association of Nigeria (MAN), Rivers State branch 2021, reveals that forty-five (45) manufacturing firms are registered with the association, and do business in Rivers State, Nigeria. Thus, from the employees of the respective firms, samples were taken for this study. Samples were drawn from the respective firms in a manner that ensured representativeness of the population. Efforts were made to ensure its representativeness. In determining the sample size, the researcher employs the Krejcie and Morgan (1970) sample size determination table, which is based on a reasonably good decision model, and is currently widely accepted by researchers in the Social and Management Sciences. Given a study population of seven hundred and fifty (750), $N=750$ and sample size of two hundred and fifty-four, i.e $n=254$. Using Bowley’s proportional sampling technique, the sample size for each organization was determined. The researcher’s instrument for data collection is the questionnaire. In this study, data obtained from the respondents were analyzed using the Statistical Package for the Social Sciences (SPSS) version 25.0.

Results

Table 1: Summary of Descriptive Statistics on the Employee Trait Purveyed by Leadership in Manufacturing Firms in Rivers State, Nigeria.

SN	Leadership	N=251		
		Mean	SD	Remark
1	I believe in my organization and its objectives.	3.65	0.53	*
2	I believe in my team.	3.31	1.01	*
3	I work well with my team	3.33	0.94	*
4	My team mates depend on me, and I depend on them for accomplishment of work.	3.46	0.63	*
5	I obey the rules and regulations of my organization.	3.31	0.88	*
18	I perform my job skillfully as required of me.	3.45	0.63	*
Grand mean		3.42	0.54	*

Source: SPSS output -Researcher's desk 2023

The result from Table 1 shows the summary of descriptive statistics on the employee trait purveyed by leadership in manufacturing firms in Rivers State, Nigeria. It shows that the grand mean rating of the respondents over employee trait purveyed by leadership in manufacturing firms in Rivers State, Nigeria

was 3.42, SD=0.54. The result shows that the respondents strongly indicated that they believe in their organization and its objectives (M=3.65, SD=0.53), their team mates depend on them, and they depend on them for accomplishment of work (M=3.46, SD=0.63), they perform their job skillfully as required of them (M=3.45, SD=0.63), they work well with their team (M=3.33, SD=0.94), they obey the rules and regulations of their organization (M=3.31, SD=0.88) and they believe in their team (M=3.31, SD=1.01) among others.

Table2: Summary of Descriptive Statistics on the Organizational Effectiveness Purveyed by Efficiency in Manufacturing Firms in Rivers State, Nigeria.

SN	Efficiency	N=251		Remark
		Mean	SD	
6	In my organization waste of resources is minimized as jobs are completed within time limits.	3.34	0.57	*
7	In my organization output is maximized.	3.41	0.55	*
8	My organization makes profit	3.37	0.57	*
9	My organization's profit is more than its cost	3.18	0.66	*
10	My organization is able to achieve its business objectives.	3.47	0.59	*
11	My organization is doing well in its industry.	3.27	0.91	*
	Grand mean	3.34	0.37	*

Source: SPSS output -Researcher's desk 2023

The result from Table 2 shows the summary of descriptive statistics on the organizational effectiveness purveyed by efficiency in manufacturing firms in Rivers State, Nigeria. It shows that the grand mean rating of the respondents over organizational effectiveness purveyed by efficiency in manufacturing firms in Rivers State, Nigeria was 3.34, SD=0.37. The result shows that the respondents strongly indicated that their organization was able to achieve its business objectives (M=3.47, SD=0.59), this was followed by the fact that in their organization output is maximized (M=3.41, SD=0.55), their organization makes profit (M=3.37, SD=0.57), In their organization waste of resources is minimized as jobs are completed within time limits (M=3.34, SD=0.57), their organization is doing well in its industry (M=3.27, SD=0.91) and their organization's profit is more than its cost (M=3.18, SD=0.66).

Table 3: Summary of Descriptive Statistics on the Organizational Effectiveness Purveyed By Flexibility in Manufacturing Firms In Rivers State, Nigeria.

SN	Flexibility	N=251		Remark
		Mean	SD	
12	My organization plans its operations and needs.	3.72	2.69	*
13	My organization's operations are planned to ensure smooth running of its affairs in the present and future.	3.62	0.51	*
14	My organization employs people from diverse cultures and races.	3.49	0.61	*
15	My organization responds quickly to demands on it from the environment.	3.39	0.92	*
16	My organization's products meet the demands of customers in the market.	3.37	0.82	*
17	My organization makes timely changes to ensure that future demands on it by customers are met.	3.41	0.91	*
	Grand mean	3.50	0.63	*

Source: SPSS output -Researcher's desk 2023

The result from Table 3 shows the summary of descriptive statistics on the organizational effectiveness purveyed by flexibility in manufacturing firms in Rivers State, Nigeria. It shows that the grand mean rating of the respondents over organizational effectiveness purveyed by flexibility in manufacturing firms in Rivers State, Nigeria was 3.50, SD=0.63. The result shows that the respondents strongly indicated that their organization plans its operations and needs (M=3.72, SD=2.69), this was followed by the fact that their organization's operations are planned to ensure smooth running of its affairs in the present and future (M=3.62, SD=0.51), their organization employs people from diverse cultures and races (M=3.49, 0.61), their organization makes timely changes to ensure that future demands on it by customers are met (M=3.41, SD=0.91), their organization responds quickly to demands on it from the environment (M=3.39, SD=0.92) and their organization's products meet the demands of customers in the market (M=3.37, SD=0.82).

Table 4: Summary of Descriptive Statistics on the Organizational Effectiveness Purveyed By Customer Satisfaction in Manufacturing Firms in Rivers State, Nigeria.

SN	Customer Satisfaction	N=251		Remark
		Mean	SD	
18	My organization's products meet the customers' expectations.	3.33	0.97	*
19	Customers purchase more of our products	3.35	0.95	*
20	My organization's customer service personnel are well trained.	3.49	0.63	*
21	My organization enjoys repeat business.	3.05	1.02	*
22	In my organization referrals are a major source of sales.	3.00	0.91	*
23	My organization's sales figures are increasing over time.	3.16	0.82	*
Grand mean		3.23	0.71	*

Source: SPSS output -Researcher's desk 2023

The result from Table 4 shows the summary of descriptive statistics on the organizational effectiveness purveyed by customer satisfaction in manufacturing firms in Rivers State, Nigeria. It shows that the grand mean rating of the respondents over organizational effectiveness purveyed by customer satisfaction in manufacturing firms in Rivers State, Nigeria was 3.23, SD=0.71. The result shows that the respondents strongly indicated that their organization's customer service personnel are well trained (M=3.49, SD=0.63), customers purchase more of our products (M=3.35, SD=0.95), their organization's sales figures are increasing over time (M=3.16, SD=0.82), their organization's products meet the customers' expectations (M=3.33, SD=0.97) and their organization enjoys repeat business (M=3.05, SD=1.02).

Bivariate Analysis

H₀₁. There is no significant relationship between leadership and organizational efficiency of manufacturing firms in Rivers State, Nigeria.

Table 5: Summary of Linear Regression Analysis on the Relationship between Leadership and Organizational Efficiency of Manufacturing Firms in Rivers State, Nigeria.

r= .444, r ² =.197 F=61.274, p=.000		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.308	.134		17.270	.000
	Leadership	.302	.039	.444	7.828	.000

a. Dependent Variable: Efficiency, $y=2.308+.302x$

Source: SPSS output -Researcher's desk 2023

The result from Table 5 shows the summary of linear regression analysis on the relationship between leadership and organizational efficiency of manufacturing firms in Rivers State, Nigeria. It shows that the relationship between leadership and organizational efficiency of manufacturing firms in Rivers State, Nigeria was positive and strong (Beta=.444). The regression equation also shows that any increase in the value of employee leadership traits may lead a concomitant increase in the value of organizational efficiency of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee leadership and organizational efficiency of manufacturing firms in Rivers State, Nigeria (F=61.274, p=.000). The null hypothesis seven was rejected at .05% level of significance.

H₀₂. There is no significant relationship between leadership and organizational flexibility of manufacturing firms in Rivers State, Nigeria.

Table 6: Summary of Linear Regression Analysis on the Relationship between Leadership and Organizational Flexibility of Manufacturing Firms in Rivers State, Nigeria.

r= .586, r ² =.344 F=130.339, p=.000		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.174	.206		5.697	.000
	Leadership	.680	.060	.586	11.417	.000

a. Dependent Variable: Flexibility, $y=1.174+.680x$

Source: SPSS output -Researcher's desk 2023

The result from Table 6 shows the summary of linear regression analysis on the relationship between employee leadership and organizational flexibility of manufacturing firms in Rivers State, Nigeria. It shows that the relationship between employee leadership traits and organizational flexibility of manufacturing firms in Rivers State, Nigeria, was positive and strong (Beta=.586). The regression equation also shows that any increase in the value of employee leadership traits may lead a concomitant increase in the value of organizational flexibility of manufacturing firms in Rivers State, Nigeria and

vice-versa. The result further indicated that there is significant relationship between leadership and organizational flexibility of manufacturing firms in Rivers State, Nigeria ($F=130.339$, $p=.000$). The null hypothesis eight was rejected at .05% level of significance.

H₀₃. There is no significant relationship between leadership and customer satisfaction of manufacturing firms in Rivers State, Nigeria.

Table 7: Summary of Linear Regression Analysis on the Relationship Between Leadership and Customer Satisfaction of Manufacturing Firms in Rivers State, Nigeria.

		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients Beta		
r= .806, r²=.650						
F=462.932, p=.000						
1	(Constant)	-.407	.171		-2.379	.018
	Leadership	1.064	.049	.806	21.516	.000

a. Dependent Variable: Customer Satisfaction, $y=1.064x-.407$

Source: SPSS output -Researcher's desk 2023

The result from Table 7 shows the summary of linear regression analysis on the relationship between leadership and customer satisfaction of manufacturing firms in Rivers State, Nigeria. It shows that the relationship between employee leadership traits and customer satisfaction of manufacturing firms in Rivers State, Nigeria, was positive and strong ($Beta=.806$). The regression equation also shows that any increase in the value of employee leadership traits may lead a concomitant increase in the value of customer satisfaction of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between leadership and customer satisfaction of manufacturing firms in Rivers State, Nigeria ($F=462.932$, $p=.000$). The null hypothesis nine was rejected at .05% level of significance.

Discussion of Findings

Leadership and organizational efficiency of manufacturing firms

The result from Table 1 showed that the relationship between leadership and organizational efficiency of manufacturing firms in Rivers State, Nigeria was positive and strong ($Beta=.444$). The regression equation also shows that any increase in the value of employee leadership may lead a concomitant increase in the value of organizational efficiency of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee leadership traits and organizational efficiency of manufacturing firms in Rivers State, Nigeria ($F=61.274$, $p=.000$). The null hypothesis seven was rejected at .05% level of significance. This finding is in agreement with an earlier finding of Mhlanga (2019) which established that employees' leadership qualities influence how well a business performs and achieves its objectives. No organization can achieve greatness without employees with leadership traits that are driven onward by their own pulsating will to succeed. Employees of manufacturing firms in Rivers State, Nigeria, have leadership qualities which propel them to be efficient.

Leadership and organizational flexibility of manufacturing firms

The result from Table 1 showed that the relationship between leadership and organizational flexibility of manufacturing firms in Rivers State, Nigeria was positive and strong ($Beta=.586$). The regression equation also shows that any increase in the value of employee leadership may lead a concomitant increase in the value of organizational flexibility of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between employee leadership and organizational flexibility of manufacturing firms in Rivers State, Nigeria ($F=130.339$, $p=.000$). The null hypothesis eight was rejected at .05% level of significance. This finding is in agreement with earlier findings of Iyang (2018), which established that employees develop competences and adaptive behaviour because today's organizations are facing dynamic and changing environments that emphasize the importance of enhanced organizational flexibility and adaptation. Increased competition, changing markets, innovation, and advances in technology are some of the forces that require organizations to continuously change and develop. In turn, this fast pace of environmental and organizational change implies heightened pressure on employee to be increasingly adaptable, versatile, and tolerant of uncertainty in order to perform effectively in the new or changing work environment. The competency to successfully adjust to a changing work context is a key quality of effective employees with leadership traits in today's organizations. Organizational flexibility of manufacturing firms in Rivers State, Nigeria, is propelled by employees' leadership traits.

Leadership and customer satisfaction of manufacturing firms

The result from Table 2 showed that the relationship between leadership and customer satisfaction of manufacturing firms in Rivers State, Nigeria was positive and strong ($Beta=.806$). The regression equation also shows that any increase in the value of employee leadership may lead a concomitant increase in the value of customer satisfaction of manufacturing firms in Rivers State, Nigeria and vice-versa. The result further indicated that there is significant relationship between leadership and customer satisfaction of manufacturing firms in Rivers State, Nigeria ($F=462.932$, $p=.000$). The null hypothesis nine was rejected at .05% level of significance. This finding is in agreement with an earlier finding of Park and Deitz (2016) which established that to be effective employees' leadership behaviour must be adaptive to the environment to ensure customer satisfaction. Employees of the surveyed manufacturing firms operating in Rivers State, Nigeria possess leadership traits which enhance their effectiveness to ensure customer satisfaction.

Conclusion

The study reveals that all the dimensions of employee leadership traits respectively had a significant and positive relationship with the measures of organizational effectiveness of manufacturing firms in Rivers State, Nigeria. The findings further reveal that organizational policy bears an inverse and insignificant effect on the relationship between employee traits and organizational effectiveness of manufacturing firms in Rivers State, Nigeria. Based on the specific objectives of this study and research findings, the study therefore concludes that employee leadership traits greatly impact on the organizational effectiveness in manufacturing firms in Rivers state, Nigeria.

Recommendations

Based on the findings, and conclusions of the study, the following recommendations are made.

1. Manufacturing firms should make leadership a core-value of their firms to enhance their effectiveness. This will make it a hallmark of their HRM strategy and staffing process. Managers must address issues concerning employee traits to ensure the achievement of organizational objectives. HR managers need to increase their capability to recruit and acquire persons with needful traits for the right positions. HR needs to lay emphasis on attracting persons with the right traits and skills; emphasis must be laid on recruiting qualified persons who possess valuable traits, skills and knowledge. Advertisement, professional bodies, consulting firms etc. are some of the ways/sources for the recruitment of qualified persons.
2. Effective HRM policies must be put in place to guide the usage of human resources in organization. Manufacturing firms in Rivers State, Nigeria, should adopt organizational policies that foster effective human resource management (HRM) practices.
3. Managers in manufacturing firms in Rivers State, Nigeria, should create and ensure a friendly and cordial environment to enable employees express and develop their leadership qualities. This can be achieved through effective leadership. Work place grievances must be duly addressed to ensure a peaceful workplace environment.
4. Manufacturing firms in Rivers State should conduct routine training and development programmes to eliminate/reduce knowledge gaps and modify attitudes. Training is organizational effort aimed at helping an employee to acquire basic traits, skills (soft and hard skills) and qualities required for the efficient execution of the functions for which he was hired.

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