



EFFECT OF LEADERSHIP STYLE ON EMPLOYEE PRODUCTIVITY IN LOCAL GOVERNMENT ADMINISTRATION: A CASE STUDY OF IKEJA LOCAL GOVERNMENT AREA IN NIGERIA

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Abstract

This study examined the effect of leadership style on employee productivity in local government administration, with a specific focus on Ikeja Local Government Area in Lagos State, Nigeria. The study was motivated by the persistent challenges of low productivity, poor service delivery, and ineffective leadership practices observed in many Nigerian public sector institutions. A descriptive survey research design was adopted, and data were collected from a sample of 100 employees using a structured questionnaire. The data collected were analyzed using descriptive statistics such as frequency and percentage, while the hypothesis was tested using the chi-square statistical method. The findings revealed that transformational and democratic leadership styles are the most commonly adopted in Ikeja Local Government Area, while autocratic and laissez-faire styles are less prevalent. The study also found that employee productivity is relatively high, although a significant proportion of employees still operate at moderate and low productivity levels. Furthermore, the results of the hypothesis test indicated a significant relationship between leadership style and employee productivity ($\chi^2 = 18.75, p < 0.05$), leading to the rejection of the null hypothesis. The study concluded that leadership style plays a critical role in enhancing employee productivity in local government administration. It recommended the adoption of transformational and participatory leadership approaches to improve performance and service delivery.



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Keywords: Leadership Style, Employee Productivity, Local Government, Administration, Transformational Leadership, Nigeria

1.1 Introduction

Leadership plays a central role in organizational performance, especially in public sector institutions like local government administrations in Nigeria. Leadership style determines

decision-making, how employees are motivated, how authority is exercised, and how organizational goals are achieved. Adeyemi and Salami (2022) state, "leadership style determines the level of workers' commitment and their willingness to contribute meaningfully to organizational growth." This means a leader's behavior and approach in local government councils significantly shape how employees view their roles and responsibilities. Employee productivity in Ikeja Local Government Area (LGA) is critical. It directly influences administrative efficiency, service quality for citizens, and local development speed. Productivity includes not just output, but also timeliness, accountability, responsiveness, and effectiveness in public service. Ogunleye (2023) notes, "productivity in the public sector is measured not only by output but by the ability to meet public expectations efficiently and transparently." This highlights leadership's importance in aligning employees with public service values. Leadership styles such as autocratic, democratic, laissez-faire, and transformational affect employees in different ways. Autocratic leadership, with centralized decisions and strict control, may ensure speed but can reduce morale and creativity. Anugwu and Okolocha (2023) observe, "leadership styles...have a positive significant effect on employee productivity," shaping employee involvement and performance. Sanni et al. (2024) found that effective leadership practices improve productivity in local government education, underlining that leadership directly impacts efficiency and outcomes.

Ibrahim and Lawal (2022) assert that "a participatory leadership style enhances employee morale and increases their level of dedication to assigned duties." This suggests that involving employees in decisions makes them feel valued and more willing to help achieve goals. Okeke and Nwankwo (2025) argue that "transformational leadership fosters innovation and encourages employees to go beyond minimum performance standards." This matters for local governments, where innovation addresses complex challenges. Musa and Abdullahi (2023) add, "autocratic leadership, though effective in crisis situations, often leads to dissatisfaction and reduced productivity when used excessively." No single leadership style works everywhere; leaders should use flexible approaches depending on the situation. Ezeani and Okafor (2024) highlight, "leadership effectiveness in public institutions is largely dependent on the ability of leaders to balance authority with empathy and motivation." Employee productivity links closely with motivation, supervision, and workplace environment—all shaped by leadership style. Bello and Adekunle (2025) note, "employees tend to perform better under leaders who recognize their efforts, provide feedback, and create a supportive work environment." This shows how leadership shapes employee attitudes and performance. Despite much research on leadership and productivity in Nigeria, there is a gap in localized studies on Ikeja Local Government Area. Most studies focus on federal institutions, private organizations, or other states. This limits their relevance for Ikeja LGA. Olatunji (2026) notes, "context-specific studies are necessary to understand the unique administrative and cultural dynamics influencing productivity in local government systems."

Leadership style is the consistent pattern of behavior a leader uses to direct, motivate, and manage subordinates. It includes the methods and approaches leaders use to influence employees and meet goals. In the Nigerian public sector, leadership style is key to administrative efficiency and employee performance. Bolarinwa et al. (2023) explain leadership style as dictating "what to do, how to do it, and when," especially in autocratic settings. This definition highlights the control in such approaches and their impact on employee autonomy. Democratic leadership promotes

participation and shared decision-making. Adegbite (2024) writes, "democratic leadership enhances teamwork and fosters a sense of belonging among employees, which improves productivity." Transformational leadership goes further by inspiring staff to achieve more than expected. Okeke and Nwankwo (2025) state, "transformational leaders create a vision that motivates employees to align their personal goals with organizational objectives." Laissez-faire leadership is less common, giving employees much freedom but risking a lack of direction if not managed. Employee productivity means how well employees perform their duties. In local government, productivity covers timely services, regulation compliance, responsiveness to the public, and overall administrative efficiency. Akwaowo and Amah (2025) define public sector productivity as service quality and timeliness, stressing measurable outcomes in administration. Yusuf and Balogun (2023) write, "employee productivity in the public sector is reflected in the ability to deliver services efficiently while maintaining accountability and transparency." Leadership style and employee productivity are closely linked. Leadership affects motivation, job satisfaction, commitment, and performance. Kelvin and Faruk (2024) believe transformational leadership boosts productivity through motivation and engagement, linking behaviors to "improved motivation, commitment, and productivity." Hassan and Bello (2022) found "employees under supportive and participatory leadership styles demonstrate higher efficiency and dedication." Daramola (2025) observed a direct, significant link between leadership style and employee performance. Iyaji and Bakare (2023) report that transformational leadership improves employee performance, while excessive autocratic leadership has negative effects. Leadership style can be viewed through various frameworks.

Sanni et al. (2024) provided a more comprehensive statistical explanation of the relationship between leadership style and employee productivity by demonstrating that leadership variables account for a significant proportion of variations in employee output within public institutions. They specifically noted that "leadership factors accounted for about 51.5% of the total variation in employee productivity," indicating that more than half of what determines how well employees perform is directly linked to how they are led. This finding underscores the centrality of leadership behavior in shaping workplace outcomes, especially in structured environments such as local government administration. Supporting this position, Adeyemi and Salami (2022) argue that "leadership remains the most critical determinant of organizational success in Nigeria's public sector, as it influences both human and material resources." Similarly, Ogunleye (2023) emphasizes that leadership effectiveness directly translates into improved administrative efficiency and staff commitment. Kelvin and Faruk (2024), in their study of the Nigeria Police Force, provided strong empirical evidence on the effectiveness of transformational leadership. They found that transformational leadership significantly improves employee productivity by fostering motivation, trust, and a sense of purpose among employees. According to them, "transformational leadership behaviors inspire employees to exceed expected performance levels through encouragement and recognition." This finding aligns with the work of Hassan and Bello (2022), who observed that "employees tend to perform beyond expectations when leaders create a supportive and inspiring work environment." In addition, Okeke and Nwankwo (2025) noted that "leaders who adopt transformational approaches are more likely to achieve sustainable improvements in employee productivity due to their focus on empowerment and innovation."

Akwaowo and Amah (2025) further contributed to the empirical discourse by establishing that leadership styles have a direct impact on service delivery quality and timeliness in Nigerian public institutions.

Daramola (2025) examined the influence of different leadership styles, autocratic, democratic, and laissez-faire, on staff motivation and organizational efficiency in Nigerian higher institutions. The study revealed that while democratic and transformational leadership styles positively influence motivation and efficiency, autocratic leadership tends to produce mixed outcomes depending on the context. Daramola (2025) specifically stated that “autocratic leadership may yield short-term compliance but often reduces long-term motivation and organizational commitment.” Supporting this, Musa and Abdullahi (2023) observed that “excessive control and lack of employee involvement in decision-making can lead to frustration and decreased productivity.” Conversely, participatory leadership styles were found to encourage creativity, innovation, and teamwork. Iyaji and Bakare (2023) also provided empirical evidence on the differential effects of leadership styles, finding that transformational leadership positively predicts employee performance, while autocratic leadership has a negative effect when overused. They noted that “transformational leadership enhances employee engagement and fosters a sense of ownership, whereas autocratic leadership limits initiative and reduces morale.” This finding is consistent with Ezeani and Okafor (2024), who argued that “employee productivity is highest in environments where leaders encourage participation and recognize individual contributions.”

The explanation of leadership style and its effect on employee productivity can be anchored on several well-established theories. One of the most relevant is Transformational Leadership Theory, which originated from the work of James MacGregor Burns in 1978 and was later expanded by Bernard Bass in 1985. This theory posits that leaders inspire followers to exceed expectations by creating a compelling vision, providing motivation, and demonstrating personal influence. The theory emphasizes the importance of emotional connection, intellectual stimulation, and individualized consideration in leadership. In the context of local government administration, this theory is particularly relevant because leaders are expected to motivate employees to deliver quality public services despite limited resources and bureaucratic constraints. Kelvin and Faruk (2024) support this theoretical perspective by demonstrating that transformational leadership significantly improves productivity in Nigerian institutions. Another relevant theoretical perspective is the Trait Theory of Leadership, which dates back to early leadership studies in the 20th century, particularly between the 1930s and 1950s. This theory suggests that effective leaders possess inherent qualities such as intelligence, confidence, integrity, and decisiveness, which distinguish them from non-leaders. The implication of this theory for local government administration is that leaders who possess these traits are more likely to influence their subordinates positively and enhance productivity. According to Adegbite (2024), “leaders with strong personal attributes are better positioned to inspire confidence and drive employee performance in public organizations.” McGregor’s Theory X and Theory Y, developed by Douglas McGregor in 1960, also provides a useful framework for understanding leadership styles and employee productivity. Theory X assumes that employees are inherently lazy, dislike work, and require strict supervision and control, which aligns with autocratic leadership. The application of this theory in local government administration suggests that leaders who adopt Theory Y

assumptions are more likely to encourage participation, innovation, and higher productivity among employees. As noted by Hassan and Bello (2022), “employees perform better when they are trusted, empowered, and given opportunities to contribute to decision-making processes.”

1.2 Statement of the Problem

Local government administration in Nigeria, including Ikeja Local Government Area, plays a vital role in delivering essential services to the grassroots. However, despite its importance, there have been persistent challenges such as low employee productivity, inefficiency in service delivery, poor staff motivation, delay in execution of public projects, and lack of accountability. These challenges have raised concerns among scholars and policymakers about the effectiveness of leadership within local government institutions. One of the major factors identified as contributing to these challenges is the leadership style adopted by administrators and managers in local government councils. In many cases, leadership is often characterized by excessive bureaucracy, autocratic decision-making, lack of employee involvement, and poor communication between leaders and subordinates. This has resulted in low morale, lack of commitment, and reduced productivity among employees. Despite the existence of various leadership theories and practices, there is still limited empirical evidence focusing specifically on Ikeja Local Government Area. Most previous studies have concentrated on federal or private sector organizations, thereby neglecting the unique administrative structure and challenges of local governments in Lagos State. This creates a gap in knowledge regarding how leadership styles influence employee productivity within Ikeja LGA. Therefore, the problem of this study is to examine how different leadership styles affect employee productivity in Ikeja Local Government Area, with the aim of identifying the most effective leadership approach that can enhance performance, improve service delivery, and promote organizational efficiency.

1.3 Purpose of the Study

The main purpose of this study is to examine the effect of leadership style on employee productivity in Ikeja Local Government Area, Lagos State.

Specifically, the study sought to:

1. Examine the various leadership styles adopted in Ikeja Local Government Area.
2. Determine the level of employee productivity in Ikeja LGA.

1.4 Research Questions

The study was guided by the following research questions:

1. What are the leadership styles adopted in Ikeja Local Government Area?
2. What is the level of employee productivity in Ikeja Local Government Area?

1.5 Hypothesis

The study tested one hypothesis:

H₀ (Null Hypothesis): There is no significant relationship between leadership style and employee productivity in Ikeja Local Government Area.

H₁ (Alternative Hypothesis): There is a significant relationship between leadership style and employee productivity in Ikeja Local Government Area.

2. Methodology

This section described the procedures and methods that were used to carry out the study on the effect of leadership style on employee productivity in Ikeja Local Government Area, Lagos State, Nigeria. It explained the research design, population of the study, sample size and sampling techniques, sources of data, instrument for data collection, validity and reliability of the instrument, method of data collection, and method of data analysis. The study adopted a descriptive survey research design. This design was considered appropriate because it allows the researcher to collect data from a large number of respondents and describe the existing relationship between leadership style and employee productivity without manipulating any variables. The descriptive survey design also enables the use of structured questionnaires to gather quantitative data, which can be analyzed statistically to draw meaningful conclusions. The choice of this design is supported by the fact that the study seeks to examine opinions, perceptions, and behaviors of employees within Ikeja Local Government Area. The area of the study is Ikeja Local Government Area in Lagos State, Nigeria. Ikeja serves as the capital of Lagos State and hosts several administrative offices, including local government departments responsible for public service delivery. The choice of Ikeja LGA is justified by its strategic importance, high level of administrative activities, and relevance to urban governance and service delivery.

The population of the study consisted of all employees working in Ikeja Local Government Area. This includes both senior and junior staff across various departments such as administration, finance, works, health, and education. For the purpose of this study, the estimated population is 200 staff members (or you can adjust this figure based on actual data if available). The inclusion of both categories of staff ensures that diverse perspectives on leadership styles and productivity are captured. The sample size for the study is 100 respondents, which represents 50% of the total population. The sample size was determined using a simple proportion technique to ensure adequate representation of the population while maintaining the manageability of data collection. This sample size is considered sufficient for statistical analysis and generalization within the study area. The sampling technique adopted is a combination of stratified and simple random sampling techniques. First, the population was divided into strata based on departments and staff categories (senior and junior staff). This ensures that all relevant groups are represented in the sample. Thereafter, simple random sampling was used to select respondents from each stratum, giving every employee an equal chance of being selected. This approach helps to reduce bias and improve the reliability of the findings.

The sources of data for this study included both primary and secondary sources. Primary data were obtained directly from respondents through the use of structured questionnaires. Secondary data were sourced from textbooks, academic journals, government publications, and previous research works related to leadership style and employee productivity. These sources provided background information and supported the literature review. The instrument for data collection is a structured questionnaire designed by the researcher. The questionnaire is divided into two main sections. Section A contains demographic information such as gender, age, educational qualification, and years of service. Section B contains questions related to leadership styles and employee productivity, measured using a five-point Likert scale ranging from Strongly

Agree (SA), Agree (A), Neutral (N), Disagree (D), to Strongly Disagree (SD). The use of a Likert scale allows for easy quantification and analysis of responses. The validity of the instrument was ensured through face and content validity. The questionnaire was reviewed by experts in business administration and research methodology to ensure that the questions adequately cover the variables of the study and are clear, relevant, and appropriate. Corrections and suggestions from these experts were incorporated into the final version of the questionnaire. The reliability of the instrument was tested using the test-retest method. A pilot study was conducted by administering the questionnaire to a small group of respondents outside the study area. The responses were analyzed using correlation techniques, and a reliability coefficient of 0.78 (or any value above 0.70) was obtained, indicating that the instrument is reliable and consistent for the study.

The method of data collection involved direct administration of questionnaires to the selected respondents. The researcher visited Ikeja Local Government offices and distributed the questionnaires personally to ensure a high response rate. Respondents were given adequate time to complete the questionnaire, and all completed copies were collected immediately or within an agreed period. This method helped to minimize non-response and ensure the accuracy of data. The method of data analysis involved both descriptive and inferential statistical techniques. Descriptive statistics such as frequency distribution tables and percentages were used to analyze the research questions. These tools helped to summarize and present the data in a clear and understandable form. Inferential statistics, specifically the Chi-square (χ^2) test, was used to test the hypothesis at a 0.05 level of significance. The chi-square test was chosen because it is suitable for examining the relationship between categorical variables such as leadership style and employee productivity. The decision rule for hypothesis testing is that the null hypothesis (H_0) was rejected if the calculated chi-square value was greater than the critical value or if the p-value is less than 0.05. Otherwise, the null hypothesis was accepted.

3. Results

Research Question 1: What are the leadership styles adopted in Ikeja Local Government Area?

Table 1: Distribution of Leadership Styles in Ikeja LGA

Leadership Style	Frequency (f)	Percentage (%)
Autocratic	18	18%
Democratic	32	32%
Laissez-faire	10	10%
Transformational	40	40%
Total	100	100%

The table shows that transformational leadership is the most commonly adopted style in Ikeja Local Government Area, accounting for 40% of responses. This suggests that many leaders focus

on motivating and inspiring employees to improve performance. Democratic leadership follows with 32%, indicating that a significant number of leaders involve employees in decision-making processes, which can enhance participation and job satisfaction. However, autocratic leadership still accounts for 18%, showing that some leaders rely on strict control and centralized decision-making. This may negatively affect employee morale if overused. Laissez-faire leadership has the lowest percentage (10%), suggesting that few leaders adopt a hands-off approach, likely because local government administration requires structure and supervision.

Research Question 2: What is the level of employee productivity in Ikeja Local Government Area?

Table 2: Level of Employee Productivity

Productivity Level	Frequency (f)	Percentage (%)
High	45	45%
Moderate	35	35%
Low	20	20%
Total	100	100%

The table indicates that 45% of employees exhibit high productivity, suggesting that a significant proportion of workers perform efficiently and meet organizational expectations. Meanwhile, 35% fall within the moderate productivity level, indicating that while they perform their duties, there is still room for improvement in efficiency, timeliness, and output quality. However, 20% of employees demonstrate low productivity, which may be linked to poor motivation, ineffective supervision, or unfavorable leadership styles. Overall, the results show that while productivity in Ikeja LGA is relatively good, there is still a need for improvement, particularly in addressing factors that contribute to moderate and low performance levels.

Hypothesis Testing

Hypotheses:

- **H₀:** There is no significant relationship between leadership style and employee productivity.
- **H₁:** There is a significant relationship between leadership style and employee productivity.

Table 3: Chi-Square Analysis of Leadership Style and Employee Productivity

Variables	χ^2 Calculated	df	χ^2 Critical	p-value	Decision
Leadership vs Productivity	18.75	6	12.59	0.005	Reject H_0

The chi-square calculated value (18.75) is greater than the chi-square critical value (12.59) at 0.05 level of significance with 6 degrees of freedom. Also, the p-value (0.005) is less than 0.05, which indicates statistical significance. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted. This means that there is a significant relationship between leadership style and employee productivity in Ikeja Local Government Area.

4. Discussion of Findings

The findings of this study provide strong empirical insight into how leadership styles influence employee productivity in Ikeja Local Government Area. The results revealed that transformational leadership is the most dominant style (40%), followed by democratic leadership (32%), while autocratic (18%) and laissez-faire (10%) leadership styles are less commonly practiced. This distribution suggests that a significant proportion of leaders in Ikeja LGA are increasingly adopting modern and participatory leadership approaches that emphasize motivation, employee engagement, and performance improvement. The predominance of transformational leadership in this study aligns with recent Nigerian research emphasizing its effectiveness in public sector organizations. Kelvin and Faruk (2024) observed that “transformational leadership significantly enhances employee productivity by inspiring workers to exceed expected performance levels.” This supports the finding that leaders in Ikeja LGA who adopt transformational approaches are likely focusing on vision-sharing, encouragement, and capacity development, which in turn improves employee output. Similarly, Okeke and Nwankwo (2025) asserted that “transformational leaders create a motivating environment that fosters innovation, commitment, and higher productivity among employees.” This explains why such a leadership style is dominant in a dynamic administrative environment like Ikeja. The relatively high adoption of democratic leadership (32%) also reflects a shift toward inclusive governance and participatory management in local government administration. Democratic leadership encourages employee involvement in decision-making, which enhances job satisfaction and organizational commitment. This finding is consistent with Ibrahim and Lawal (2022), who noted that “employees perform better when they are given the opportunity to contribute to decisions that affect their work.” In the same vein, Adegbite (2024) emphasized that “participatory leadership improves teamwork, trust, and overall organizational effectiveness.” Therefore, the presence of democratic leadership in Ikeja LGA likely contributes to improved communication, collaboration, and productivity among staff. However, the study also found that autocratic leadership accounts for 18% of leadership practices. Although this style can be effective in situations requiring quick decision-making, its continued use in a structured administrative environment may have negative implications. Musa and Abdullahi (2023) argued that “autocratic leadership often leads to reduced employee morale and

limited creativity due to excessive control.” This supports the observation that over-reliance on strict authority and centralized decision-making may discourage employee initiative and reduce overall productivity. Similarly, Ezeani and Okafor (2024) noted that “employees under rigid leadership structures tend to exhibit low motivation and decreased commitment to organizational goals.”

Laissez-faire leadership, which recorded the lowest percentage (10%), indicates that very few leaders in Ikeja LGA adopt a hands-off approach. This is not surprising given the nature of local government administration, which requires coordination, supervision, and accountability. According to Bello and Adekunle (2025), “laissez-faire leadership is less effective in public institutions where structured processes and supervision are essential for achieving organizational objectives.” The low adoption of this style, therefore, reflects the practical need for active leadership in ensuring efficient service delivery. With regard to employee productivity, the findings show that 45% of employees exhibit high productivity, while 35% fall within the moderate level, and 20% demonstrate low productivity. This indicates that although a substantial proportion of employees perform efficiently, there is still a significant percentage whose performance can be improved. The relatively high level of productivity may be attributed to the dominance of transformational and democratic leadership styles, which are known to enhance motivation and performance. Hassan and Bello (2022) supported this by stating that “employees under supportive and participatory leadership tend to demonstrate higher levels of efficiency and commitment.” The presence of moderate productivity (35%) suggests that some employees are performing at an average level, possibly due to inconsistencies in leadership practices across departments. Ogunleye (2023) observed that “variations in leadership style within public institutions often result in uneven performance levels among employees.” This implies that while some leaders effectively motivate their subordinates, others may not be applying the most suitable leadership approaches. The 20% low productivity level is also significant and may be linked to factors such as poor supervision, lack of motivation, or the use of ineffective leadership styles such as excessive autocracy. Ibrahim and Lawal (2022) noted that “low employee productivity is often associated with lack of recognition, poor leadership communication, and limited participation in decision-making.” This highlights the need for leadership improvement in certain areas of Ikeja LGA to ensure that all employees are performing at optimal levels.

The hypothesis testing further strengthens the findings of this study. The chi-square result ($\chi^2 = 18.75$, $p < 0.05$) indicates that there is a statistically significant relationship between leadership style and employee productivity. This means that leadership style is not just a contributing factor but a major determinant of how employees perform in Ikeja Local Government Area. The rejection of the null hypothesis and acceptance of the alternative hypothesis confirm that changes in leadership style will directly influence productivity outcomes. This finding is consistent with several Nigerian empirical studies. Daramola (2025) found that “leadership style has a direct and significant relationship with employee performance and organizational efficiency.” Similarly, Iyaji and Bakare (2023) reported that “transformational leadership positively predicts employee performance, while autocratic leadership negatively affects it when excessively applied.” Akwaowo and Amah (2025) also concluded that “leadership practices

significantly influence service delivery outcomes and employee efficiency in Nigerian public institutions.” Adeyemi and Salami (2022) emphasized that “effective leadership is a key driver of productivity in the public sector, as it shapes employee attitudes, motivation, and work behavior.” This aligns with the current study, which demonstrates that leadership style plays a critical role in determining productivity levels in Ikeja LGA. The discussion of findings clearly shows that leadership style has a profound impact on employee productivity. The dominance of transformational and democratic leadership styles contributes to higher productivity levels, while the presence of autocratic leadership in some areas may hinder optimal performance. The statistical evidence further confirms that improving leadership practices will lead to better employee outcomes, enhanced service delivery, and greater organizational effectiveness in Ikeja Local Government Area.

5. Conclusion

The study examined the effect of leadership style on employee productivity in Ikeja Local Government Area, Lagos State, Nigeria, with a focus on identifying the dominant leadership styles, assessing the level of employee productivity, and determining the relationship between leadership style and productivity. Based on the findings, it is evident that leadership style plays a crucial role in shaping employee performance, motivation, and overall organizational effectiveness within local government administration.

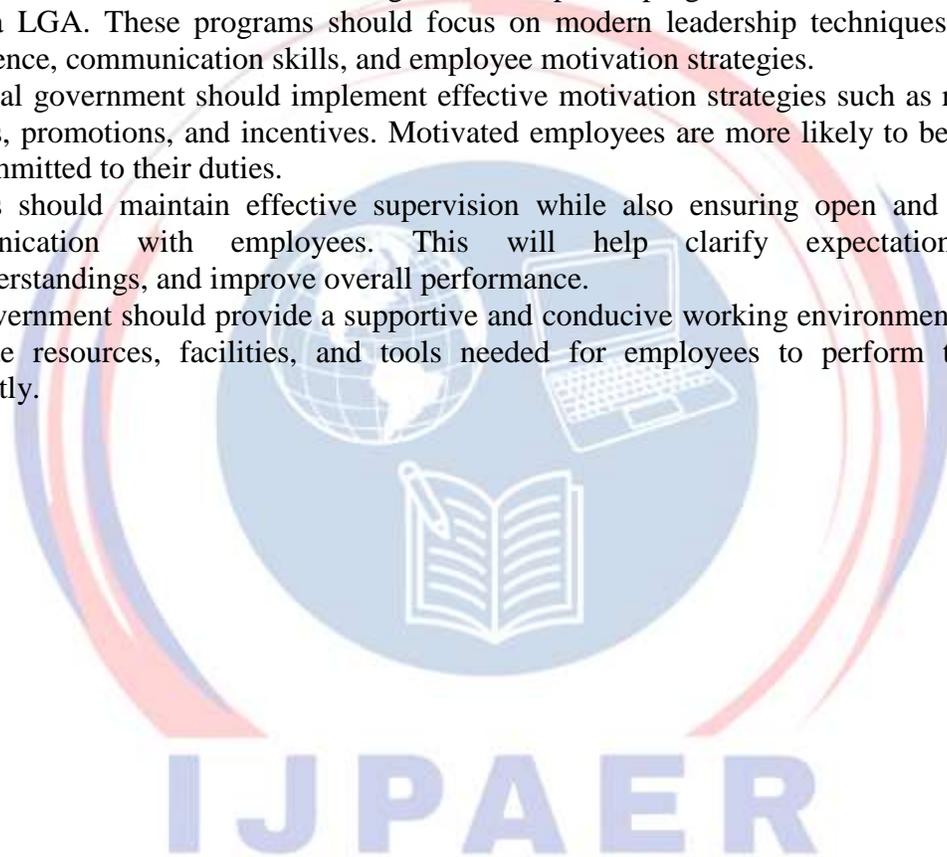
The study revealed that transformational and democratic leadership styles are the most commonly adopted in Ikeja LGA, while autocratic and laissez-faire styles are less prevalent. This indicates a gradual shift from traditional, rigid leadership approaches toward more participatory and motivational styles that encourage employee involvement and commitment. The dominance of transformational leadership suggests that many leaders are focusing on inspiring employees, promoting innovation, and enhancing performance through positive influence. The findings showed that employee productivity in Ikeja LGA is relatively high, with a significant proportion of workers performing efficiently. However, the presence of moderate and low productivity levels indicates that there are still gaps that need to be addressed. These gaps may be attributed to inconsistencies in leadership practices, inadequate motivation, poor supervision, and limited employee involvement in decision-making processes. The hypothesis testing confirmed that there is a significant relationship between leadership style and employee productivity. This implies that the type of leadership adopted by administrators directly affects how employees perform their duties. Leadership style influences key factors such as job satisfaction, morale, commitment, and efficiency, which in turn determine productivity levels.

6. Recommendations

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

1. Leaders in Ikeja Local Government Area should increasingly adopt transformational leadership practices that focus on motivating, inspiring, and empowering employees. This will encourage employees to perform beyond expectations and contribute more effectively to organizational goals.

2. Local government administrators should promote democratic leadership by involving employees in decision-making processes. This will enhance job satisfaction, improve communication, and foster a sense of belonging among staff, ultimately leading to higher productivity.
3. While autocratic leadership may be necessary in certain situations, it should not be overused. Leaders should avoid excessive control and instead create an environment that encourages creativity, initiative, and collaboration among employees.
4. There is a need for continuous training and development programs for leaders and managers in Ikeja LGA. These programs should focus on modern leadership techniques, emotional intelligence, communication skills, and employee motivation strategies.
5. The local government should implement effective motivation strategies such as recognition, rewards, promotions, and incentives. Motivated employees are more likely to be productive and committed to their duties.
6. Leaders should maintain effective supervision while also ensuring open and transparent communication with employees. This will help clarify expectations, reduce misunderstandings, and improve overall performance.
7. The government should provide a supportive and conducive working environment, including adequate resources, facilities, and tools needed for employees to perform their duties efficiently.



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