

## Leadership Group Preference and Its Effect on Staff Performance in Niger Delta University, Wilberforce Island, Bayelsa State

Undutimi Johnny Dudafa<sup>[a],\*</sup>

<sup>[a]</sup> Department of Sociology, Niger Delta University, Wilberforce Island, Bayelsa State, Nigeria.

\*Corresponding author.

Received 14 August 2021; accepted 6 September 2021

Published online 26 September 2021

### Abstract

This study examined leadership group preference and organizational staff performance in Niger Delta University. The study was anchored on the McGregor theory X and Y. The cross-sectional survey design was employed and questionnaire was used as the instrument to collect primary data along secondary data. Multi-stage sampling technique was adopted for the study. The data were analyzed with descriptive statistics (frequencies, percentages, mean and standard deviation) and inferential statistics such as Simple Linear Regression and Binary Logistic Regression at P-0.05 level of significance. The study established that leadership group preference exerts 70.5% influence on organizational staff performance among non-academic staffs in Niger Delta University. Socio-demographic variables except faculty influenced leadership group preference. The study also discovered that respondents were dissatisfied with their work performance. The study concluded that leadership group preference to a large extent influenced organizational staff performance. The study recommended that practical efforts must be devised by management of Niger Delta University to discourage leadership group preference, promotion in workplace should be determined by merit not be sheer preference among others.

**Key words:** Leadership, Group preference, staff, performance

Dudafa, U. J. (2021). Leadership Group Preference and Its Effect on Staff Performance in Niger Delta University, Wilberforce Island, Bayelsa State. *Higher Education of Social Science*, 21(1), 15-22. Available from: URL: <http://www.cscanada.net/index.php/hess/article/view/12275> DOI: <http://dx.doi.org/10.3968/12275>

### INTRODUCTION

University staffs are motivated when they feel that they are contributing towards the realization of organizational objectives. Therefore, it is probable to experience resistance manifested in form of behavioural change among affected employees, particularly in situations where selected staffs are sidelined from the mainstream due to skewed leadership group preference. It should be noted that in Niger Delta University, the environment must be convenient enough for both leaders and followers to make valid inputs that will serve as catalyst in enhancing productivity. McGregor (1978) the proponent of theory X and Y, averred that leadership performance is one of the major determinants of success of any enterprise, organization or nation. To Ukeje and Okorie (1990), leadership makes the difference between success and failure, between profit and loss, between development and underdevelopment of any organization, nation or enterprise. The billion-dollar questions are; why do head of organizations prefer assigning special task to selected staffs? And how do staffs at same level, who are denied such preference react to responsibility? It is regrettable to note how Deans of Faculties and Head of Departments prefer sharing information with selected few. Those staff who are not privileged to access such information keep asking; how can I find favor in the eye of my boss? Is it because we don't speak same dialect? It is against this background that the study seeks to find out if leadership group preference affects organizational staff performance in Niger Delta University.

### STATEMENT OF THE PROBLEM

Ibrahim and Daniel (2019) opined that managing people in organizations is part and parcel of management process. Therefore, managers should realize that people are the critical elements in organizations and that they should be

recognized as being synonymous with the organization. But the problem is to what extent do head of departments and dean of faculties agree that all staffs should be carried along in decision making? Leadership group preference makes subordinates feel less committed to the organization and its mission. This leads to work of lesser quality of work and things getting done more slowly. And this is quite replete in Nigerian universities. The differential treatment by Dean of Faculties and Head of Departments have been the major cause of the imminent change in organizational staff performance, something that warrants the investigation of this study.

In an earlier study, Jeremy et al. (2011) emphasized on the interaction between the leader and the led when he reported that the quality of employee's performance is determined by leadership group influence. Obiwuru et al. (2011) opined that the ability to retain the interest of employees is dependent on leadership influence. Also, Michael (2011) found a positive association between leadership style and organizational success. Therefore, it shows that leadership group preference navigates behaviour of subordinates in a university community, as it is an indispensable mechanism for the realization of stipulated goals. However, there is paucity of information relating to how staffs react to leadership group preference in Niger Delta University. Equally worrisome, most public universities do not take cognizance of the existing nature of leadership group preference among those in authority. And available study focusses majorly on the impact of leadership style on private organizations (Ojokuku, Odetayo & Sajuyigbe, 2012; Ukaidi, 2016; Knies, Tummers & Jacobsen, 2016; Ibrahim & Daniel, 2019; Uchenwamgbe, 2013). Against this backdrop, this study intends to fill imminent gaps in literature/knowledge with reference to the Niger Delta University, River state.

## RESEARCH OBJECTIVES

- To determine the nature of leadership group preference in Niger Delta University;
- To find out factors responsible for leadership group preference in Niger Delta University;
- To determine staffs level of performance in Niger Delta University
- To discover factors affecting staff level of performance in Niger Delta University;

## STUDY HYPOTHESES

**Ha<sup>1</sup>** There is a significant relationship between leadership group preference and staff performance.

**Ha<sup>2</sup>** There is a significant relationship between socio demographic characteristics of staffs and leadership group preference.

## THEORETICAL FOUNDATION

### McGregor Theory X and Y

McGregor (1960) argued that there are two types of managers: Theory X and Theory Y. Also known as carrot and stick method. McGregor posits that, theory X managers assume that workers are indolent, as such will evade responsibility or task at every point in time. Hence force is necessary in controlling the actions of staffs at every point in time (Allio, 2009). On the contrary, McGregor posits that theory Y managers holds the assumptions that workers are intrinsically hardworking but need only to be motivated, supervised and cheered to perform a given task.

The study argues that, the dean of faculties and head of departments in Niger Delta University prefer sharing information with selected few because they believe that some staffs are lazy, unskilled and slow in performing responsibilities. Thus, considering the contractual relationship between both parties, brute force cannot be used in compelling lazy staffs to perform a given task. It is on this basis that organizational heads may arbitrarily prefer loyal, skilled and hardworking staffs over lazy or unskilled staffs.

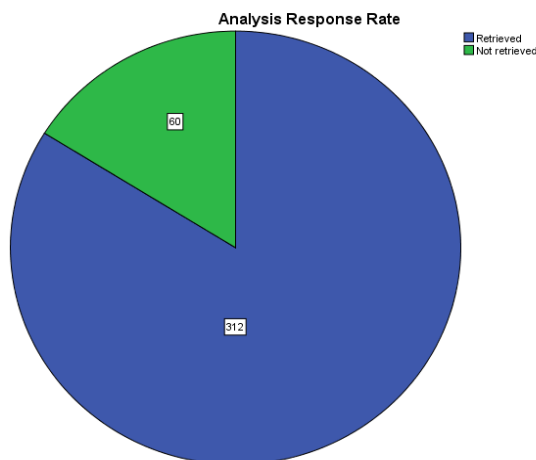
## METHODOLOGY

The study was conducted in Niger Delta University, Wilberforce Island, Bayelsa State. The cross section design was used to determine the performance of staffs at a given period. The study population comprised both academic and non-academic staffs in Niger Delta University. According to official record, the total number of staffs is put at 2890. However, with the application of Taro Yamen statistics, the sample size for the study was given as 351. Additional attrition rate of 6% (21) was added to the sample which give us 372. Both probability and non-probability sampling technique was adopted for the study. Firstly, the cluster sampling technique was used in clustering respondents into twelve (12) faculties in Niger Delta University. Secondly, the study population was stratified into (a) academic and (b) non-academic staffs. Thirdly, the purposive sampling technique was used to select staffs that has been in active service for the period of five (5) years and above. Questionnaire was the primary instrument for gathering data. Content validity type was adopted while Cronbach Alpha was used in determining the reliability of the questionnaire at the threshold of 0.7. In analyzing relevant data gathered, the study utilized quantitative method of data analysis, since questionnaire was the primary instrument for data collection. Thus, data that are nominal in nature were analyzed using descriptive statistics such as frequencies and percentages. Corroboratively, frequencies, percentages (bar charts) were used in analyzing the socio-demographic

profile of respondents. Furthermore, descriptive statistics like mean and standard deviation were used to analyze the study objectives while Simple Linear Regression and Binary Logistics Regression were used for testing study hypotheses with the aid of Statistical Package for Social Sciences (SPSS) version 23.0. The columns on the utilization level were allocated scores as; strongly agree =4, agree=3, disagree =2, strongly disagree =1. The mean was calculated from the summated ratings. Therefore, the criterion mean scores was obtained by adding all the scores assigned to the responses options and dividing the sum by the number of responses options as shown below:  $4+3+2+1/4=2.5$ . Thus, the criterion mean for the study was set at 2.5.

## RESULTS

The research questionnaire was administered to three hundred and seventy-two (372) respondents which is the sample size representing the study population, of this lot, three hundred and twelve (312) copies questionnaire representing 83.9% were returned, and sixty (60) copies of questionnaire representing 16.1% were not returned. Therefore, the analysis will be based on the 312 (83.9) returned copies questionnaire.



**Figure 1**  
**Analysis Response Rate**

Table 1 shows the socio-demographic profile of non-academic staffs in the Niger Delta University. Accordingly, the table indicates that majority, 205(65.7%) of respondents are female while 107(34.3%) of respondents are male. Excerpt from Table 1 shows that 18(5.8%) of respondents were 18 and 22 years, 12(3.8%) of respondents were 23 and 27 years, 53(17.0%) of non-academic staffs were 28 and 32 years, 119(38.1%) of respondents were 33 and 37 years while 110(35.3%) of respondents were 38 years and above. Based on this result, it is evident that majority of non - academic staffs fall

within the age limit of 33 and 37 years. On the contrary, a low score of 12(3.8) was reported for respondents that fell within the age bracket of 23 and 27 years. The next variable in Table 1 shows the faculty of respondents. Out of the twelve (12) faculties in Niger

**Table 1**  
**Socio-Demographic Characteristics of Respondents**

Variable		F=312	P=100
Sex	Male	107	34.3
	Female	205	65.7
Age	18-22	18	5.8
	23-27	12	3.8
	28-32	53	17.0
	33-37	119	38.1
	38>	110	35.3
Faculty	Agriculture	58	18.6
	Humanities	23	7.4
	Basic Medical Sciences	49	15.7
	Education	32	10.3
	Clinical Sciences	15	4.8
	Engineering	13	4.2
	Management Sciences	50	16.0
	Sciences	39	12.5
	Social Sciences	13	4.2
	Dentistry	5	1.6
	Pharmaceutical Sciences	11	3.5
	Law	4	1.3
Religion	Christianity	276	88.5
	Islam	17	5.4
	African Tradition	19	6.1
Education	WAEC	86	27.6
	OND/NCE	34	10.9
	B.Sc.	171	54.8
	M.Sc.	18	5.8
	PhD	3	1.0

Source: Field Survey

Delta University, results indicate that majority, 58(18.6%) of respondents were in Agriculture while a low score of 4(1.3%) was reported for respondents in Law. Table 1 shows the religion of respondents. Results proved that, 276(88.5%) of respondents were Christians, 17(5.4) of respondents were Muslims while 19(6.1%) of respondents practiced African Tradition. From the analysis, it is clear that non-academic staffs who are Christians represents the overwhelming majority in Niger Delta University during the period under review. Finally, on the basis of educational qualification of respondents, excerpt from Table 1 revealed that, 86(27.6%) of respondents had WAEC, 34(10.9%) of respondents had OND/NCE, 171(54.8%) of respondents had B.Sc. Also, 18(5.8%) of respondents had M.Sc. while 3(1.0%) of respondents had PhD during the period under review. From the analysis, it is agreeable that majority, 171(54.8%) of respondents had B.Sc. Meanwhile, a least

score of 3(1.0%) was reported for respondents with PhD qualification.

**Table 2**  
**Nature of Leadership Group Preference (LGP)**

S/N	Variable	F	0	
1	<b>Share task with colleagues</b>	Yes	160(51.3)	1.49(0.50)
		No	152(48.7)	
		Sum	312(100.0)	
2	<b>How often task is shared</b>	Very often	119(38.1)	3.2(0.76)
		Often	150(48.1)	
		Sometimes	33(10.6)	
		Rarely	10(3.2)	
		Sum	312(100.0)	
		Very cordial	45(14.4)	
3	<b>Relationship with superior</b>	Cordial	208(66.7)	2.48(1.12)
		Fairly cordial	42(13.5)	
		Not cordial	17(5.4)	
		Sum	312(100.0)	
		Strongly Agree	84(26.9)	
4	<b>Some tasks are best performed by selected workers</b>	Agree	56(17.9)	2.06(1.12)
		Disagree	98(31.4)	
		Strongly Disagree	74(23.7)	
		Sum	312(100.0)	
		Experience	54(17.3)	
5	<b>Factors considered when assigning task</b>	Qualification	44(14.1)	2.01(0.56)
		Trust	81(26.0)	
		Relationship	133(42.6)	
		Sum	312(100.0)	

Source: Field Survey

Table 2 shows the nature of leadership group preference (LGP). The table shows that majority, 160(51.3%) of respondents affirmed that tasks were shared among colleagues in work place. On the basis of how often tasks were shared, 119(38.1%) of respondents indicated 'very often', 150(48.1%) of respondents reported 'often', 33(10.6%) of respondents affirmed 'sometimes' while minority, 10(3.2%) of respondents indicated 'rarely'. Based on this result, it evident that, very often (150=48.1%), tasks are shared among non-academic staffs in the Niger Delta University. Furthermore, analysis revealed that, there was cordial (208=66.7%) relationship between respondents and their superiors. When respondents were asked if some tasks were best performed by some workers, analysis revealed a low mean of 2.48 with a corresponding standard deviation of 1.12. This implies that respondents disagreed to the assertion that some task were best performed by selected staffs in the Niger Delta University. The study further revealed that; key factor considered by superior(s) when assigning task to subordinates is relationship (133=42.6%). This further

indicates the prevalence of leadership group preference (LGP) among respondents during the period under review. On the contrary, results show that, qualification (44=14.1%) was to be the least factor to be considered.

**Table 3**  
**Determinants of Leadership Group Preference (LGP)**

S/N	Variable	F	0	
1	<b>Years of work experience determines task</b>	Strongly Agree	11(3.5)	1.70(0.69)
		Agree	9(2.9)	
		Disagree	170(54.5)	
		Strongly Disagree	122(39.1)	
		Sum	312(100.0)	
2	<b>Job performance determines recognition from superiors</b>	Very often	42(13.5)	2.14(0.91)
		Often	28(9.0)	
		Sometimes	174(55.8)	
		Rarely	68(21.8)	
		Sum	312(100.0)	
3	<b>Personal trust determines nature of task</b>	Strongly Agree	144(46.2)	3.38(0.67)
		Agree	150(48.1)	
		Disagree	10(3.2)	
		Strongly Disagree	8(2.6)	
		Sum	312(100.0)	
4	<b>Prefer working with some your colleagues</b>	Strongly Agree	54(17.3)	2.97(0.69)
		Agree	212(67.9)	
		Disagree	30(9.6)	
		Strongly Disagree	16(5.1)	
		Sum	312(100.0)	
5	<b>Assigning of task is based on trust not experience</b>	Strongly Agree	11(3.5)	2.01(0.56)
		Agree	249(79.8)	
		Disagree	17(5.4)	
		Strongly Disagree	35(11.2)	

Source: Field Survey

Table 3 above, shows the determinants of leadership group preference (LGP) among non-academic staffs in the Niger Delta University. According to the table, 122(39.1%) majority strongly disagreed that years of work experience determines task, followed by 170(54.5%) for respondents who disagreed. A least score of 9(2.9) was reported for respondents who agreed that years of work experience determined the responsibilities of non-academic staffs. However, majority of 174(55.8%) respondents indicated that 'sometimes' job performance determines recognition from superiors. In the same vein, analysis reported that personal trust (144=46.2%) determines the nature of task during the period under review. On the basis of relationship with colleagues, an overwhelming majority response of 212(67.9) was reported for respondents who preferred working with some of their colleagues. It was on this basis that majority of respondents agreed that assigning task was based on trust not experience.

**Table 4**  
**Organizational Citizenship Behaviour (OCB)**

S/N	Variable	F	()
1	Very worried	95(30.4)	2.95(0.89)
	Somewhat worried	132(42.3)	
	Not too worried	61(19.6)	
	Not worried	24(7.7)	
	Sum	312(100.0)	
2	All of the time	95(30.4)	2.65(1.07)
	Most of the time	62(19.9)	
	A little of the time	107(34.3)	
	None of the time	48(15.4)	
	Sum	312(100.0)	
3	Very likely	75(24.0)	2.38(1.09)
	Likely	42(13.5)	
	Unlikely	122(39.1)	
	Very unlikely	73(23.4)	
	Sum	312(100.0)	
4	Very happy	51(16.3)	2.40(0.84)
	Happy	45(14.4)	
	Not very happy	194(62.2)	
	Not happy	22(7.1)	
	Sum	213(100.0)	
5	Very satisfied	40(12.8)	2.23(0.95)
	Satisfied	63(20.2)	
	Dissatisfied	137(43.9)	
	Very dissatisfied	72(23.1)	
	Sum	312(100.0)	

Source: Field Survey

Table 4 shows the organizational citizenship behaviour (OCB) among non- academic staffs in the Niger Delta University. Firstly, the table revealed that majority, 132(42.3%) of respondents were somewhat worried about their work, followed by 95(30.4%) for respondents who were very worried about their work. However, a least score of 24(7.7%) was reported for respondents who were not worried about their work during the period under review. Also, 107(34.3%) of respondents felt inferior ‘a little of the time, followed by 95(30.4%) that indicate ‘all of the time’. On the contrary, a minority response of 48(15.4) was reported for respondents who indicated that they never felt inferior while discharging duties. From this result, it is clear that majority of respondents expressed inferiority complex in work place. When respondents were asked if they will like to continue working in their current office, Majority of 122(39.1) of respondents indicated ‘unlikely, 75(24.0%) indicated very likely, 73(23.4%) reported very unlikely while minority of 42(13.5%) indicated ‘likely.’ This shows that majority of respondents are unlikely to continue working in their current office. In the same vein, respondents were asked to describe how happy they were with their work, results proved that majority, 194(62.2%) of respondents were not very happy with their work, 51(16.3%) of respondents were very happy with their work, 45(14.4%) of respondents were

also happy, while 22(7.1%) of respondents were not happy with their work. Based on this, it evident that majority of non- academic staffs in the Niger Delta University were not very happy with their work within the period under review. Finally, excerpt from Table 4, shows that only 63(20.2%) of respondents were satisfied with their performance while overwhelming majority of 137(43.9%) respondents were dissatisfied with their performance in Niger Delta University during the period of study.

**Table 5**  
**Factors Affecting Organizational Citizenship Behaviour (OCB)**

S/ N	Variable	F	()
1	Very important	52(16.7)	2.96(0.70)
	Important	217(69.6)	
	Low importance	23(7.4)	
	Not important	20(6.4)	
	Sum	213(100.0)	
2	Extremely important	129(41.3)	3.25(0.77)
	Very important	146(46.8)	
	Low importance	23(7.4)	
	Not important	14(4.5)	
	Sum	213(100.0)	
3	Very important	62(19.9)	2.95(0.72)
	Important	183(58.7)	
	Slightly important	56(17.9)	
	Not important	11(3.5)	
	Sum	213(100.0)	
4	Very probable	159(51.10)	3.41(0.69)
	Probable	127(40.7)	
	Improbable	21(6.7)	
	Very improbable	5(1.6)	
	Sum	213(100.0)	

Source: Field Survey

Table 5 shows the factors affecting organizational citizenship behaviour (OCB). According to the table, when respondents were asked how important is that some staffs are preferred, majority of respondents, 217(69.6%) indicated ‘important’, 52(16.7%) indicated very important, 23(7.4%) indicated low importance while 20(6.4%) reported not important. Based on this result, it is agreeable that majority of non-academic staffs in Niger Delta University, considered it important for non- practice of leadership group preference. Also, on how important non-academic staffs are allowed to take part in decision making, majority of 146(46.8%) indicated very important, 129(41.3%) of respondents indicated extremely important, 23(7.4%) of respondents indicated low importance while minority of 14(4.5%) respondents indicated not important. Furthermore, majority of 183(58.7) respondents indicated that it is important for promotion to be based on merit. On the contrary, the study revealed a least score of 11(3.5%) for respondents that indicated that it not

important for promotion to be determined by merit among non- academic staffs in Niger Delta University. Lastly, majority, 159(51.10%) of respondents indicated that it's 'very probable' that non- academic staffs will give in their best if treated fairly. Also, 127(40.7%) indicated probable, 21(6.7%) indicated improbable followed by a minority response of 5(1.6%) that indicated very improbable. This implies that, non- practice of leadership group preference

will probably lead to improved organizational citizenship behaviour among non-academic staffs in the Niger Delta University.

**H0<sup>1</sup> There is no significant relationship between Leadership Group Preference and staff performance**

**Statistical Testing of Hypotheses**

**Table 6**  
**Summary of Regression Analysis Results**

Model	R	R square	Adjusted R square	Std. error of the estimate	Change Statistics				
					R Square Change	F change	df1	df2	Sig. F change
1	.839a	.705	.704	.27256	.705	739.243	1	310	.000

Predictor: (Constant), LGP  
OCB

Source: Field Survey

Table 6 summarizes regression result. The result indicated that there is a positive correlation between leadership group preference and staff performance. In the regression statistics,  $r=0.839$ , while  $R^2=0.705$ . It shows that the independent variable explained 70.5% variation from the expected and actual results of the dependent

variable. This indicates a good fit of the regression equation. Thus, there is an accurate reflection that organizational citizenship behaviour is influenced by staff performance. The increase of leadership group preference, will lead to more changes in staff performance in the Niger Delta University.

**Table 7**  
**Test of Significance**

Model	Unstandardized coefficients		Standardized coefficients		T	Sig.	95.0% confidence interval for B	
	B	Std. error	Beta				Lower bound	Upper bound
1	(Constant)	2.414	.037		64.530	.000	2.340	2.487
	LGP	.373	.014	.839	27.189	.000	.400	.346

a. Dependent Variable: OCB

Source: Field Survey

The test of significance results, as presented in table above, shows that  $t=27.189$ , with  $df=310$  and  $p$ -value ( $0.000 < 0.05$ ). It indicates that at 5% level of significance, there is enough evidence that the regression equation well specifies that a significant relationship between leadership group preference and staff performance exist. Based on the findings, we reject the null hypothesis and conclude that leadership group preference has a significant influence on staff performance. We are 95% confident that the

slop of the actual regression line is somewhere between 0.400 and-0.346. In other words, we are 95% sure that easing leadership group preference will influence staff performance between 0.400 and 0.346.

**H0<sup>2</sup> There is no significant relationship between Socio demographic characteristics of non- academic staffs and Leadership Group Preference in Niger Delta University.**

**Table 8**  
**Socio-Demographic and Characteristics and LGP**

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I.for EXP(B)		
							Lower	Upper	
Sex	91.408	6297.963	.000	1	.988	4.989E+39	.000	.	
Age	-26.340	1549.456	.000	1	.986	.000	.000	.	
Step 1a	Faculty	3.671	.933	15.468	1	.000	39.306	6.308	244.931
	Religion	-9.647	2238.060	.000	1	.997	.000	.000	.
	Education	6.470	1878.741	.000	1	.997	645.183	.000	.
Constant	-84.114	6949.839	.000	1	.990	.000			

a. Variable(s) entered on step 1: Sex, Age, Faculty, Religion, Education.

Source: Field Survey

In Table 8 above, the socio-demographic characteristics of non-academic staffs were analyzed using the Binary Logistics Regression to determine whether socio-demographic characteristics play a role on leadership group preference (LGP). Based on the results, sex measures 0.988, age with 0.986, faculty indicates 0.000, religion shows 0.997 while education measures 0.997. Based on these results, only faculty was statistically significant with leadership group preference (LGP). Hence the null hypothesis which states that socio-demographic characteristics of respondents do not correlate with leadership group preference (LGP) will be rejected, as faculty of respondents influenced (LGP).

## FINDINGS

This study predicted that leadership group preference exerts 70.5% influence on staff performance in the Niger Delta University. In a sense, this study bore credence to the findings of Ukaidi (2016) and Obiwuru *et al.* (2011), that reported that leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. The study discovered that, sometimes respondents shared task with their colleagues. Available data also affirmed that respondents had cordial relationship with their superiors. This existed, despite the fact that respondents disagreed on the usual practice of assigning task to some preferred staffs. However, the study showed that relationship was the key determinant factor for assigning task in the study area. Thus, experience and qualification were secondary when assigning responsibilities to non-academic staffs in the Niger Delta University. This explained why majority of respondents expressed worry about their work. Furthermore, the study discovered that, due to leadership group preference respondents experienced feeling of inferiority while discharging their responsibilities in the workplace. Thus, majority of respondents affirmed that they are unlikely to continue working in their current office. Results from the study also confirmed that respondents expressed sadness in workplace, as they were not happy about their work. In the same vein, analysis also showed that majority of respondents were dissatisfied about their performance at workplace.

Excerpt(s) from the study showed that, it was very important to jettison the practice of leadership group preference (LGP) while assigning tasks. As the study discovered that, respondents were interested to participate in decision making but the usual practice of (LGP) made it impossible for such opportunity. It was also revealed that acquiring promotion through merit was of great concern to respondents. This further attest to the result that respondents were ready to give their best if all non-academic staffs were treated fairly. The study discovered that 'faculty' was the only socio-demographic

characteristics that influenced leadership group preference (LGP). This is because, there was prevalence of (LGP) across the (12) faculties in Niger Delta University under investigation.

## CONCLUSION

As earlier noted, the study investigated the nexus between leadership group preference (LGP) and staff performance with reference to the Niger Delta. From the results, the study concludes as that, there was prevalence of leadership group preference (LGP) in all the twelve (12) faculties in the Niger Delta University. Thus, faculties of respondents influenced (LGP) to a great extent. The study also concludes that leadership group preference (LGP) exert 70.5% influence on staff performance in the Niger Delta University, during the period under review. This explains why majority of respondents were dissatisfied with their work performance.

## RECOMMENDATIONS

The study recommends that, the practice of leadership group preference (LGP) should be jettisoned for all non-academic staffs to have a sense of belonging in the Niger Delta University. Promotion and rewards should be determined by hard work, work experience, academic qualification, merit and not by sheer preference for few staffs in the Niger Delta University. Equal opportunity should be created for non-academic staffs to participate in decision making in Niger Delta University.

## REFERENCES

- Allio, R. J. (2009). Leadership- The five big Ideas. *Strategy & Leadership, 37(2)*, 4-12.
- Ibrahim, A. U., & Daniel, C.O. (2019). Impact of Leadership on Organisational Performance. *International Journal of Business, Management and Social Research. Journal BiNET, 06(2)*, 367-374.
- Jeremy, M., Melinde, C. & Ciller, V. (2012). Perceived leadership style and employee participation in a manufacturing company in the democratic republic of Congo. *African Journal of Business Management, 6(15)*, 5389-5398.
- Knies, E., Jacobsen, C., & Tummers, L. G. (2016). Leadership and organizational performance: State of the art and research Agenda. In J. Storey, J. L. Denis, J. Hartley, & P. 't Hart (Eds.), *Routledge companion to leadership* (pp.404-418). London: Routledge.
- McGregor, B. J. (1978). *Leadership*. New York: Harper and Row.
- McGregor, D. (1960). *The human side of enterprise*. McGraw Hill, New York.
- McGregor, D. (1990). Leadership-an alternative to conventional wisdom. *Research in Organizational Behaviour, 12*, 259-203

- Obiwuru, T., Okwu, A., Akpa, V. & Nwankere, I. (2011). Effects of leadership style on organizational performance: A survey of selected small-scale enterprises in Ikosi – Ketu Council Development Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7).
- Ojokuku, R. M., Odetayo, T. A., & Sajuyigbe, A. S. (2012). Impact of leadership style on organizational performance: A case study of Nigerian banks. *American Journal of Business and Management*, 1(4), 202-207.
- Ojokuku, R. M., Odetayo, T. A., & Sajuyigbe, A. S. (2012). Impact of leadership style on organizational performance: A case study of Nigerian banks. *American Journal of Business and Management*, 1(4), 202-207.
- Ukaidi, C. U. A. (2016). The influence of leadership styles on organizational performance in Nigeria. *Global Journal of Human Resource Management*, 4(4), 25-34. European Centre for Research Training and Development UK ([www.eajournals.org](http://www.eajournals.org)).