

## THE EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL GOAL ATTAINMENT IN BORNO EXPRESS CORPORATION, MAIDUGURI, BORNO STATE, NIGERIA

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### ABSTRACT

*The study was conducted on the Borno Express Corporation with a desire to examine and evaluate the leadership style(s) used by the Manager of the corporation to ascertain the performance of the corporation. Transportation is a field that needs special attention at all times for all form of development in the society. It is in the light of this that the study evaluated the leadership styles utilized by the management of the Borno Express Corporation and its performance. The main objective is to assess the effect of Leadership styles on organizational goal attainment in Borno Express Corporation. Both primary and secondary data were utilized in the study through the use of questionnaires, interviews and observation of events. The population of the study was all (282) staff of the Corporation. A total number of 60 questionnaires were distributed to the respondents, but only 52 were successfully retrieved and analyzed. It was discovered through the literature that leadership styles give clues to know organizational behavior and control. It serves as guidance for organizational goal attainment. The findings reveal that that the manager of the Borno Express Corporation is a democratic leader which enabled him to maintain good inter-personal relationship with the staff and also among the employees of the Corporation, which has, to a greater extent, enhanced the performance of the Corporation. He persuades workers of the Corporation to move enthusiastically toward the achievement of the Corporation's goals, which is adequate, efficient and effective service to the general public at a cheaper and affordable rate.*

### INIRODUDUCTION

#### Background of the Study

To properly manage people in an organization, the leader must choose a certain type of behavior in relation to human resources in the process of achieving the goal, in other words, he must choose the leadership style for the organization. Each leader in the process of management performs its duties in its own style. The style of leadership is expressed in what techniques the leader encourages the team to take on initiatives and creative approaches to the performance of their duties and how he controls the results. The significance of Transportation in our everyday lives cannot be overemphasized. Transportation involves the physical movement of goods as well as people from one destination to another. People of all races depend on one or more modes of transportation to carry their goods and services from one place to another in order to meet their social and economic purposes. Transportation modes differ due to situation, for example human portage, pack animals, motor bike or more, vehicle, railways, Air, water etc. Also the flow of transportation can be multi directional like road transportation or one directional such as fuel transportation through pipes. People embark on journeys to achieve economic, social, recreational, educational, cultural, political and other purposes. Most Nigerians especially the masses know very little about different transportation system in Nigeria and making right decisions.

#### Statement of problem

The importance of Mass Transit in our social and economic activities cannot be overemphasized. This is because regardless of the school of thought one belongs to, the role of Transportation cannot be neglected in every developmental process. Therefore, there is the need for this study. Most Nigerians, especially the masses know very little about transportation system in Nigeria and how decisions are made in relation to leadership styles. This research, therefore would attempt to show the importance of transportation especially the Borno Express Transport Corporation and the

Leadership Styles of the General Manager in relation to its performance. It will also examine the correlation between the activities of Borno Express transport Corporation and the society at large.

### **Objectives**

The main objective of this work is to assess the effect of Leadership styles on organizational goal attainment in Borno Express Corporation, Maiduguri and the primary objectives are: -

- i to assess the leadership styles of the management with a view to identifying the ones in use by the manager
- ii to identify the level of growth and development of Borno Express Corporation, Maiduguri
- iii to ascertain the level of satisfaction of tourists and travelers by the corporation in Maiduguri metropolis and its surroundings
- iv to identifying problems associated with the implementation of Mass Transit Programme with particular reference to Borno Express Transport;

### **Research Questions**

- i What are the leadership styles of the management and which are the one(s) in use by the manager?
- ii What is the level of growth and development of Borno Express Corporation, Maiduguri?
- iii What is the level of satisfaction of tourists and travelers by the corporation in Maiduguri metropolis and its surroundings?
- iv What are the problems associated with the implementation of Mass Transit Programme with particular reference to Borno Express Transport?

### **Significance of the study:**

The need for an organized Mass Transit in this country and in Borno State in particular stems from the fact that a greater proportion of Borno State indigenes who own cars is still far below average, and in order to cope with this, the State Government pursues vigorous Programme of road transportation to enhance the availability of passenger buses at subsidized rate. For any meaningful development to take place then transportation is considered essential. History has shown that lack of efficient and effective transportation system in any Country can really affect the level of development taking place between the urban (cities) and rural (villages). Today, the whole world has become one large global village, thanks to advancement in transportation and communication technologies. Thus, the vast petroleum resources of Nigeria which Would have been of limited use to the country has turned into "black gold" because of its access to international markets.

### **Scope of the study**

The scope of the study covers the entire two hundred and eighty two (282) staff of the Borno Express Corporation, Maiduguri, Borno State. Nigeria.

### **Definition of terms**

The following definitions of terms have been used in the course of the study:-

**Leadership:** The ability of an individual to successfully channel group activities or behavior towards the attainment of organization state objectives or goals.

**Styles:** refers to the strategy adopted to influence people to act in required direction.

**Goal:** refers to the stated desire or what is needed to be achieved for the sustenance of an organization.

**Corporation:** refers to a group of individuals, created by law or under authority of Law, having a continuous existence independent of the existences of its members, and powers and liabilities distinct from those of its members.

## **LITERATURE REVIEW**

### **History of transportation development in Nigeria**

The history of transportation is as old as the history of man's existence on earth. Leong and Adeleke (1978) believes that since from time immemorial men have a desired means of conveying themselves and their goods from one point to another. Human portage and animals were the earliest means of fulfilling such, as horses, were domesticated and extensively employed to save men from carrying themselves. In tracing the historical development of road transportation in Nigeria, Ileoje (1965) reported that the first main truck was constructed in 1905, from Ibadan to Oyo, the other following immediately after this road was completed in the following decade witnessed the development of more roads as major towns were connected with type A' and 'B' roads. Minor roads also extended to serve as linkage between the fast growing urban towns and the villages (rural areas). The construction of these roads led to the slowing down of the development of some other transportation sub-sector. For instance, by 1950, the construction of railway had virtually stopped. Hoybe (1983) stated that the most extreme claim for transportation was that made by colonial administration. Lord Lugard wrote over fifty years ago that the materials development of Africa may be summed up in one word, 'transportation'. The roles of transportation to a society include the following:

- a. It provides place and time utility to goods and services;
- b. It provides the vital links between employment centre and residential areas within urban settlement.
- c. It links raw materials sources with manufacturing centre as well as facilities, the finished goods movements to consumption centre;
- d. It helps to effect political and administrative control of an administration unit over its domains;
- e. It has been found to greatly influence the shape and structure of cities and has therefore, become one of the effective tools for controlling the growth and development of urban area to ensure conformity with approved plans; and
- f. It enhances the defense capacity of a region. Perhaps, the overriding principles in assessing the importance of transport to society is the fact that travel demand is desired demand in contrast to demand for other goods and services which is utility driven. This simple fact must be given full consideration in formulating policies or developing transport plans.

### **Mass transit**

Mass Transit is high capacity means and mode of transport for moving large numbers of people and goods at subsidized rate within a given network. The importance of transportation in the socio-economic development of a state cannot therefore be overemphasized especially in Borno State.

Gombe (1989) sees transportation as the life blood of social and economic development is that transportation is the activity which ensures the success of any development plan. The interaction between levels and patterns of any given nation is a critical factor affecting economic and social progress and must be taken into

account at any stage of national and regional development planning. Tarfa (1992) in his research work argued that prospect and problems of North-East Line transport which gave birth to Borno Express Corporation see transportation as life blood of economic development is that transportation because it is a father or fundamental importance in all economic activity.

## **LEADERSHIP**

Leadership is a social influencing process for the attainment of goals. A leader is the most influential person in an organization who provided direction and guides group activities and ensures that group's objectives are attained. The function of leadership pervades all organizations. A good leader therefore is one who is capable of persuading others to move enthusiastically towards the achievement of group's goals. Alan and Robert (1969) defined leadership as a process where one person exerts social influence over the members of a group. A leader then, is a person with powers for the purpose of influencing their behavior. All types of organizations; formal, informal, public or private, big or small, simple or complex need administrative leadership to ensure the achievement of organizational objectives or goals. Without good leadership an organization is only a collection of people and machines. Good leadership assists and organization to achieve its highest peak in terms of performance and goals. People perceive leadership differently; some people think that leadership is power, while others equate it to superior position. Leadership has been defined in several ways: George R. Terry (2004) defined leadership as the activity of influencing people to strive willingly for group objectives. Robert Tannenbaum defined leadership as interpersonal influence exercised in a situation and directed through communication process, towards the attainment of a specialized goal or goals.

### **Qualities of a good leadership**

Leadership has the following qualities and elements:-

- Vision: All leaders must have a clearly defined vision, a strongly defined sense of purpose. An effective leader through a vision, values and objectives.
- Communication: the leader must communicate his vision or strongly defined purpose to his followers.
- Hard work: The leader should embrace the culture of hard work.
- Ability to accept mistakes and make corrections.
- Ability to inspire: The leader should be able to inspire followers to apply their full aspirations and capacities.
- Ability to delegate functions to subordinates.
- He should have the good personnel qualities of intelligence, punctuality to work, initiative, judgment etc.

### **Leadership styles**

Studies conducted by management specialist summarized leadership styles into three main styles; authoritarian, democratic, liberal. This classification is based on the nature of the relationship between the manager and subordinates.

#### **a. Authoritarian style**

Its characteristic features are:

- centralization of all power in the hands of the head and his individual decisions, which are subsequently imposed on the executors;
- distancing the leader from subordinates and the predominance of official relations between them;
- return to executors in the order form of orders without explanation of their connection with the general purposes and tasks of the organization;
- widespread use of administration punishment.

The authoritarian style of management of a company creates an unfavorable moral and psychological climate and the ground for the emergence of industrial conflicts.

Douglas McGregor, a well-known scholar in the field of leadership, described the relationship of an autocratic leader with subordinates as follows:

- people do not like to work at first and avoid work at the first opportunity.

- people do not have ambition, and they seek to escape responsibility, preferring to be governed.
- people want security.
- to force people to work, it is necessary to use coercive control and the threat of punishment.

McGregor called this theory the "X" theory. Authoritarian style due to the concentration of all power in the hands of the leader provides maximum productivity in performing simple activities and allows you to quickly stabilize a difficult situation. But it does not form the inner interest of the performers to work, because unnecessary disciplinary measures cause fear and anger in a person, suppress initiative.

This style of leadership is effective if subordinates are completely in the power of the leader (for example, in military service) or trust him indefinitely (as actors, directors or athletes coach). And he is sure that they are not able to act correctly on their own.

Adherents of the authoritarian style of leadership are usually choleric, charismatic and creative individuals. At present, the autocratic style of leadership is becoming more insensitive. Being an autocrat is a manifestation of weakness rather than strength. He often becomes confused and unable to adapt to changing circumstances and build relationships with subordinates on the trust and respect of man. In this style of leadership, the leader makes decision alone as power is centralized in one person.

#### **b. Democratic Leadership Style**

This style of leadership is also known as participative leadership. The democratic leader involves the whole group in discussion of all policies. Decisions relating to goal setting and activities to achieve the set goals arrived at through such group discussions. alternatives and communication flows freely. The leader can suggest that alternatives and communication flow freely. Democratic leadership style is a natural style. In this case, the leader distributes both responsibility and work among subordinates, delegating to them a fairly high or natural degree of freedom and power.

In a democratic style, the leader solves mostly important issues of the organization, routine work is entrusted to subordinates, who have wide freedom in choosing ways and methods of performing tasks. The manager is referred to as a manager-democrat, he often consults with subordinates, listens to the opinions of colleagues, does not emphasize their preferences and does not take offense at criticism. Such a leader never avoids responsibility for his own decisions or for the mistakes of performers. In relations with subordinates, the manager-democrat always shows tact, understands their interests, makes extensive use of their opportunities to influence them with beliefs and psychological techniques. Thus, encouraging the initiative of subordinates and emphasizing his respect for them, he provides instructions not in the form of orders and instructions, but in the form of suggestions, advice or even requests, not only listens to their opinions, but also takes them into account. And when monitoring their activities, it focuses not so much on their compliance with formal requirements, but on the actual results. The manager of the democratic style of leadership considers it his duty to constantly and widely inform subordinates about the state of affairs in the team. It instills in them a sense of true masters.

Democratic style encourages the creative activity of subordinates, promotes an atmosphere of mutual trust and cooperation, in which discipline is transformed into self-discipline of all employees. This style does not interfere with the implementation of sole leadership and in no way weakens the power of the manager. On the contrary, his real power and authority grow because he governs people without the pressure and display of attributes of administrative influence, relying on their abilities and taking into account their dignity.

All the above shows that the manager-democrat focuses on the capabilities of subordinates, on their natural desire for self-expression through the realization of their intellectual and professional potential.

**a. Laissez-faire Styles**

This style involves complete freedom for groups with little or no leader participation. The leader here gives power to subordinates. The group can develop its own goals and solve its own problems. Little or no direction is provided by the leader. He makes no attempt to regulate the group. He supplies various materials to the group to enable its members to accomplish group objectives. It is also referred to as liberal style of leadership, which provides for complete freedom of subordinates in making their own decisions. Liberal leadership style is sometimes called the style of non-interference or minimal intervention of the manager in the course of the task by subordinates.

The essence of this style is that the leader sets a task for the subordinate, creates the necessary conditions for its solution, determines the scope of independence and maintains a favorable moral and psychological climate. Subordinates independently make decisions based on discussions and look for ways to implement them. The head performs the functions of a consultant, arbitrator, expert, evaluates the results, rewards for success. All this allows employees to express themselves, brings satisfaction generates mutual trust and creates a favorable moral and psychological climate in the team. In relations with subordinates, the liberal manager is very polite and friendly, treats them seriously, seeks to help solve their problems. He is always ready to listen to criticism and other opinions. As a leader, he is not demanding enough of subordinates. Not wanting to spoil the relationship with them, the manager often avoids decisive action, more persuades them to do a particular job. As a result of such behavior, the effectiveness of the work performed may be unsatisfactory.

Empirical research indicates that the situation in which a leader operates shapes his leadership. The performance of leaders is to be associated with the situation in which they find themselves. Fiedler (1969) contends that the effectiveness of a group is a function of the leader's motivational orientation; nature of the situation; structure of the task; the position of the leader; and the quality of leader- member's relationship. A Leader's effectiveness depends to a large extent on the identification of subordinate valued needs and his ability to effect satisfactorily their accomplishment.

Leadership styles is determined by the size of the organization, degree of interaction, personality of members, goal congruency, level of decision making, the state of the system and finally or inclusion, it has to be noted that what a leader strives to achieve is organizational objectives. The present state of leadership effectiveness contends that the characteristic that achieve the desired objectives include those that have exhibited both initiating structure and considerable behavioural style, ability to plan and organize, the degree of upward influence in conjunction with leaders' communication skills. Other factors listed include ability to handle stressful situations, ability to flexibility of behaviours under varying circumstances, and ability to balance conflicting superior and subordinate expectations.

In summary, it must be observed that the success or failures of an organization depend on leadership success; demands that the leader adopts that style appropriate to the organization with employee education and sophistication; unilateral action by leadership is resented and could affect morale and consequently productivity. The leader is responsible for the key functions of the organizational planning, organizing, directing and controlling. While participative management is used in these activities the final decision rest with leadership who is responsible and accountable. The styles of management to be adopted by leaders whether directive participative or free rein is influenced by situational factors. Each style has its own merits and demerits that make it preferable in the circumstance: participative management has received more support in recent time.

A close analysis of the situation in which the organization operates and the identification of the style of leadership the organization uses will help to enhance leadership training; if an organization fails to realize its objectives because of the style of leadership employed, common sense dictates a need for a change. The factors that determine leadership style are very important for every manager to understand so as to identify what situation prevails in the organization and to adopt his style to match.

On the whole, transportation can be seen as the borne and muscles of any type of development which needs to be manned by a purposeful and dynamic leadership. Economically, it allows a free flow of resources from where they are in abundance to where they are in scarcity. Socially, it allows cultural transformation and transplanting and politically, it allows free movement of ideas and peoples inspiration from one place to another. Thus, more efficient transportation reduces isolation and makes educational and creational facilities more available.

With these brief literature reviews on the importance of transport sector to the economic development of Nations, the management and leadership styles in the attainment of organizational goals, we embark on the journey to find out how these leadership styles had shaped the development and management of the "Borno Express Transport Corporations" Maiduguri, since its inception in 1972

### **Methodology of the study**

In undertaking research of this nature, it is imperative to use both Primary and Secondary Sources of data collection which include the use of questionnaire, interviews and observation through visits to the Borno Express Corporation's Offices, Terminus and the utilization of relevant text books, magazines, journals and Government publications proceedings. Also monthly publication of Borno Express Corporation and Some documents obtained directly from the Borno Express Corporation.

### **The study area**

This Mass Transit Corporation was established and inaugurated as contained in the North-Eastern State Official Gazette No.7 Edict No. 4 of 1972 to provide inter-alia, cheaper and reliable means of transportation to the teaming populace, to provide employment opportunities in the state and provide revenue to the State. The Borno Express of today was called North-East Line Transport Corporation) by the then military Brigadier Musa Usman Governor of the State. The name was changed to Borno Express Transport Corporation in 1976 to reflect its new status. Consequently, upon the creation of Federal Urban Mass Transit (FUMT) in 1988 by the Federal Government, the Corporation was allocated 30 new Luxurious Buses. In the same year the Borno State Government also provided 23 additional buses to the Corporation to enhance its operational performance. The then military Administrator of the state Col. Mohammed Buba Marwa in 1990 brought 70 Buses to the Corporation as well as building befitting Urban Terminus Complex for it, which is one of the best in Nigeria. Between 1995 and 1996, the Corporation on its own constructed 21 Stores for public leasing in front of the terminus, purchased additional 11 buses and constructed bus stops within the state capital for the passengers' comfort especially during rainy season. The trend continued when the then military Administrator of Borno State, Group Captain Lawan Ningi Haruna also purchased 23 Eighteen Seater buses for the Corporation to be used for town service. Governor Mala Kachallah brought five Mercedes Benz Luxurious Buses for the Corporation in the year 2000. During the regime of Governor Kashim Shettima, he bought 100 eighteen seater buses for the Corporation.

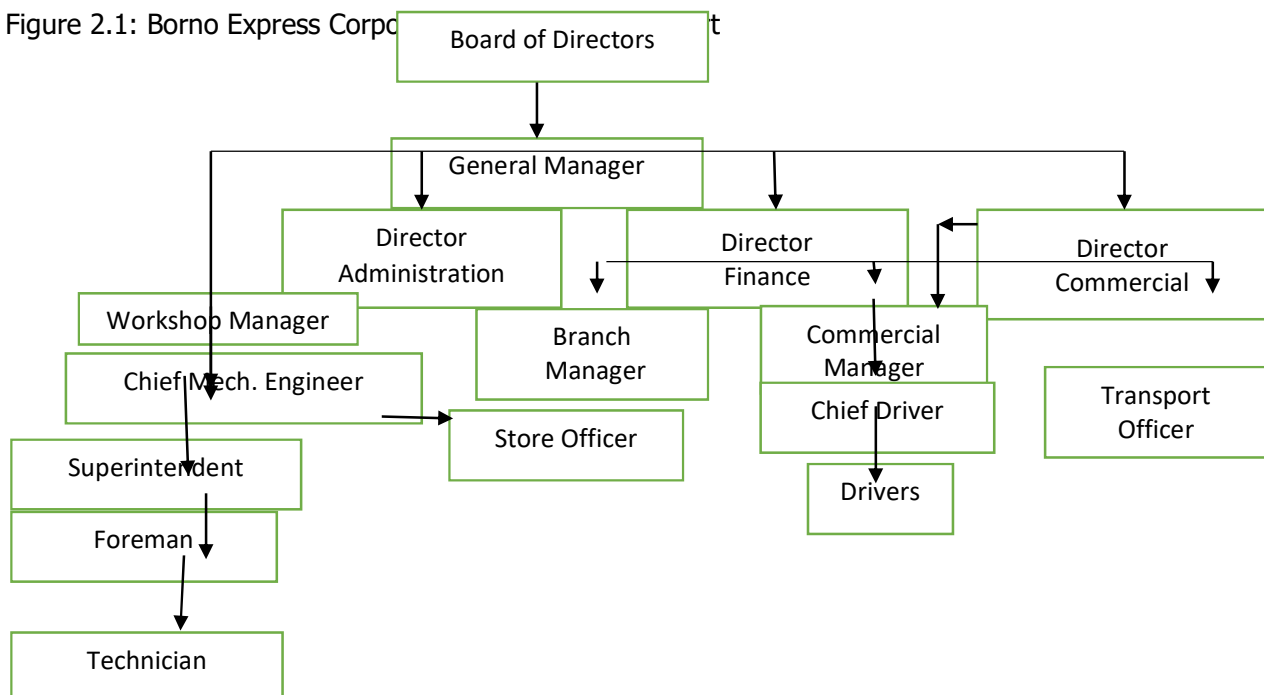
To complement Government effort, the management of Borno express Corporation under the able and dynamic leadership of the manager have recorded a lot of achievement and put in place a track record by increasing the vehicles in its fleet which made it one the leading Mass Transit corporation not only in the north-east sub-region but throughout the Federation. Under the regime of Governor Zulum administration, he boosts the corporation with 90 buses: 40 units of 50-seaters and 40 units of 14 seaters. Recently, to cushion the impact of the fuel subsidy removal, he has increased the number of vehicles again by unveiling 107 fleet of vehicles to make up the mass transit scheme which include 35 units of 30-seater gas-powered coaster buses, 12 units of 15-seater gas-powered Hummer buses, 10 units of 50-seater gas-powered mass transit buses, and 50 units of 4-seater electric-powered taxi vehicles.

### Organizational Structure of the Borno Express Transport Corporation

The management set up by any organization contributes immensely to the attainment of organizational objectives be it in profit or non-profit making organizations. It is in line with the above contention that the Borno Express Transport Corporation is organized in such a way in providing transport services to the people. The Headquarter is in Maiduguri with zonal station at Damturu, Potiskum, Gombe, Biu, Mubi, Yola, Jos, Kaduna, Kano, Lagos, and Abuja among others. The Borno Express Transport Corporation has a total staff strength of 282. The Organizational structure of Borno Express Corporation Services is one of functional Department. At the Apex of the system is the Board of Directors. These consist of the General Manager, Company Secretary, Legal Adviser, Director of administration and Finance, Commercial Manager, Director or Engineering and Operations Manager.

The Administration Department is headed by the General Manager who is responsible directly to the State Governor. Being the chief Executive of the Corporation, he passes instruction to other Departmental heads, stimulates, administers and coordinates the activities of the Corporation for the purpose of managerial efficiency. The Secretary of the Corporation Coordinates the activities of all departments of the corporation but is answerable to the General Manager. The Commercial Manager heads the Commercial department and is responsible for all field operation of the agency involving mainly sale of tickets and revenue generation. The Administration and Finance is for planning and control of the organization's activities. The accounts section is as crucial as the administrative unit, since profit is the motive of commercial companies accounting department would enable the Company to see how far the objectives of making profit are being accomplished. When losses are incurred. it would be easy to trace the factors responsible. The Engineering Department is where workshop and maintenance and maintenance section belong to and it deals with the servicing of vehicles which broke down as well as suggesting increase in the fleet of vehicles. The department is responsible for workshop activities which includes mechanical, electrical, painting and Car wash. The Operations Manager and under him there are station Managers, drivers, repairers motor inspectors. For clearer understanding the Borno Express Transport Corporation Organizational Chart is shown in figure 2.1.

Figure 2.1: Borno Express Corporation Organizational Chart



Source: Borno Express corporation, Maiduguri, Borno State, Nigeria

Operational structure of the Borno Express Transport Corporation provides intra and inter-state services whereby all the Local Government headquarters of the state are connected to the state capital, Maiduguri through its bus services, before the Boko Haram insurgency in the State. It operates inter-state services covering Adamawa, Taraba, Bauchi, Gombe, Kano, Kaduna, Lagos and Abuja routes. Borno Express cor[ Station Managers take charge in the other town. It also operates town services in Maiduguri Metropolitan.

### Sample size and sampling technique

This is the portion or part of the population studied, instead of studying the whole population forty (40) officers were used as part of the population with the male constituting 66.7% and female 33.33%. This is because it is difficult to study every officer of the population. Ten percent (10%) of this number is made up of senior Staff, fifteen (15) are junior staff while remaining percentage is made up of clerks.

### Method of data collection

The relevant data required by this research study are obtained through the usage of primary and secondary sources of data collection. The primary sources include face to face interview conducted with the staff of Borno Express Corporation often at the corporation offices, Terminus using structured questions, personal observation while the secondary sources include the usage of text books, journals, magazines and the internet by using electronic devices.

### Population of the study

The population of the study is made up of the entire staff of the Borno Express Transport Corporation, Maiduguri. books, magazines, journals Government publications proceedings. Also monthly publication of Borno Express Corporation and Some documents to be obtained directly from the Borno Express Corporation are utilized during the course of the research study.

### Method of data analysis

The method of procedure for data as applied to this study involves the use of tables and simple percentages system. The technique was adopted due to its simplicity, objectivity and it provides information or responses to the research question as were tabulated, interpreted and frequencies of the responses were logically arranged as conducted.

Table 4.1 Data analysis

S/NO	DESCRIPTION				
1.	Questionnaire	Administered	Returned	Not returned	Total
	Frequency	60	52	8	60
	Percentage (%)	100	87	13	100
2.	Respondents	Male	Female	-	
	Frequency	46	6	-	52
	Percentage (%)	88	12	-	100
3.	If there is delegation of authority in the corporation	Yes	No	Undecided	
	Frequency	42	7	3	52
	Percentage (%)	81	13	6	100
4.	Whether the employees contributes in the Corporation's decision making	Yes	No	Undecided	
	Frequency	44	4	4	52
	Percentage (%)	85	8	8	100

5.	If there is a conducive environment for workers to put in their best	Yes	No	Undecided	
	Frequency	36	13	3	52
	Percentage (%)	69	25	6	100
6.	Whether there is constituted framework for performance evaluation	Yes	No	Undecided	
	Frequency	42	4	6	52
	Percentage (%)	81	8	12	100
7.	Styles of leadership used in the Corporation	Autocratic	Democratic	Laissez-faire	
	Frequency	4	39	9	52
	Percentage (%)	8	75	17	100
8.	Whether the corporation uses the process of voting in taking major decisions	Yes	No	Undecided	
	Frequency	45	4	3	52
	Percentage (%)	86	8	6	100
9.	If the corporation contributes to the development of the state	Yes	No	Undecided	
	Frequency	45	2	5	52
	Percentage (%)	86	4	10	100
10.	Whether the workers adhere to adopted changes introduced by the management	Yes	No	Undecided	
	Frequency	42	8	2	52
	Percentage (%)	81	15	4	100

Source: Fieldwork, 2023

### Discussion

In Table 4.1, No, 1 shows that 60 questionnaires were distributed but only 52 were returned, of which were 46 males and 6 females. This indicates here are more males in the field of transportation than there are females. Table 4.1 No. 3 shows that 81% of the respondents affirm that there is delegation of authority in the management of the corporation, only 13% disagree, and 6% undecided. This is important in the sense that experienced employees can fully utilize their competence and experience, and this gives the leaders time to focus on other aspects. 85% of the respondents in No. 4 agree that the employees were allowed to contribute in the corporation's decision making. This Lewin's (1938) definition of a Democratic Leadership approach as to involve gathering input from subordinates and team members so everyone has a chance to contribute to the decision-making process. Democratic leaders are still the decision-makers, but their approach allows others to feel engaged and have a stake in the final outcome. Democratic leaders excel at sparking creativity among subordinates, and projects are enhanced when positive contributions come from all sides. Table 4.1, No. 5 shows that there is a fairly conducive environment for workers to put in their best as 69% of the respondents agree, while 25% disagree. In Table 4.1, No. 6 the responses of the respondents show that there is a constituted framework for performance evaluation. The corporation utilizes democratic style of leadership in running the affairs of the corporation as shown in No 7 by 75% of the respondents. Table 4.1, No. 8 reveals that the corporation uses the process of voting in taking major decisions as responded by 86% of the respondents. In Table 4.1, No. 9, 86% of the respondents affirm to the corporation's contribution to the development of the state, while Table 4.1, No. 10 reveals posits that the workers adhere to adopted changes introduced by the management.

Everyone knows that strong leadership is central to business success. To motivate teams and harness talent, leaders must effectively communicate with, delegate and mentor employees, while inspiring them to pursue the company's business purpose and mission. This requires the flexibility

to switch among different types of leadership styles – which doesn't always come instinctively or easily. People tend to employ leadership styles that are rooted in their innate preferences, personalities, and backgrounds. This isn't a bad thing; knowing which leadership style naturally works best for you is part of being a good leader. But rigidly sticking to one style can stifle company and employee growth. To enhance leadership effectiveness, it's crucial to develop a malleable style that integrates various leadership techniques, adapting to new situations as they arise.

### **CONCLUSION**

The study generally examined the leadership styles and services rendered by the Borno Express Corporation to the general public. The study noted that the mere establishment of an organization and a leader does not make the organization to achieve the objectives for which it is established. What in this regard make things happen is the leadership style(s) used by the Chief Executive of the organization?

This is because he coordinates all the activities via training recruitment, promotion, motivation, planning, utilization, stabilization etc. It could be concluded that the viability or otherwise of any organization be it private or public depends on the leader's style(s) adopted by the leader of such organization.

### **RECOMMENDATION**

It has been discovered from this study that leadership style determines the performance of the Borno Express Corporation. To that effect, therefore the researcher recommended that the Corporation should give its manager a merit award which will motivate other managers of the Corporation within the State to also put in their best. Even though the Corporation has a lot of motivational facilities but more proper medical and hazards allowances should be improved. The Corporation must know that motivation of workers is an avenue for achieving desired goals through workers. It must be considered as an integral aspect of the management. The Corporation should intensify all training and retraining programmes to all categories of workers of the Corporation and provide facilities to facilitate on-the-job training especially for those in the engineering department to enable them face the challenges of today. In order to avoid high rate of turnover of manpower shortage, planning and development unit should be created to oversee objectively the recruitment, selection, placement or posting, transfer and upgrading policies in the Corporation.

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