

**PERCEIVED INFLUENCE OF LEADERSHIP ACCOUNTABILITY AND DECISIVENESS ON  
STAFF PRODUCTIVITY IN PUBLIC UNIVERSITIES IN RIVERS STATE**

**Aunty George Daminabo Ogolo**

Email: [auntyogolo1004@gmail.com](mailto:auntyogolo1004@gmail.com)

Phone Number: 08037475351

**Department of Foundations, Arts and Social Science Education,  
Faculty of Education, Federal University Otuoke, Bayelsa State, Nigeria**

**Abstract**

*The researcher studied on Perceived influence of Leadership accountability and Decisiveness on Staff Productivity in Public Universities in Rivers state. The descriptive survey research was carried out in three public universities in Rivers state. The population of the study includes the teaching and non-teaching staff in the three public universities in Rivers State which is about 3,419 staff (Uniport - 1,442, RSU – 1,584, Ajuru – 393) the teaching staff 1,519 and non-teaching staff 1,900. 13% of the entire population was sampled; 200 teaching and 250 non-teaching staff. The instrument for data collection was a researcher made questionnaire titled Perceived influence of Leadership Accountability and Decisiveness on Staff Productivity in Public Universities (PLADSPPU). The instrument used was a 10-item questionnaire developed on the modified four-point Likert scale, with responses ranging from Very High Extent, High Extent, Very Low Extent and Low Extent (VHE=4, HE=3, VLE=2 and LE=1) to answer the two research questions. The Pearson Product Moment Correlation was adopted in determining the reliability of the instrument. The mean and standard deviation was used to answer the research questions while the t-test was used to test the hypotheses at 0.05 alpha levels. Results showed that transparency and resilience as measures of effective leadership quality influence staff productivity in public universities in Rivers State. The researcher concludes that there is an understandable relationship between accountable and decisive leadership qualities and employee productivity. Therefore, the research also concludes that effective leadership is a means of creating and planning, securing resources and looking out for and improving errors plays an essential role in motivating employees. Recommendations among others were made that the management of academic institutions in Nigeria such as Universities in particular, should lay emphasis on accountable leadership as a factor of employee staff productivity.*

**Keywords: Perceived Influence, Leadership, Accountability, Decisiveness and Productivity**

**INTRODUCTION**

Leadership represents a combination of behaviours exhibited by one who occupies an elected, appointed, or designated position of influence in a social system. Leaders are leaders because other people view them as such. It must be noted that not all leaders are effective managers and not all managers are effective leaders. In other words, leadership has been described as a process of persuasion where the leader act as an example for a group in order to motivate and induce the group to pursue the objectives of the leader and the organization. Influence, charisma and mentoring are very essential in leadership. The greatest weapon of leadership is not power but influence; charisma drives the influence and mentoring is always the bye-product of leadership (Osabiya & Ikenga, 2015; Ogundare, 2020).

In current time, many institutions or organizations are facing problems related to unethical practices, high labour turnover, poor financial performance, etc. This may be due to the lack of effective leadership. The main aim of many companies is to accomplish its stated objectives; hence, there is a need of effective leaders for coordinating and motivating the employees (Sundi, 2017).

Today derelictions that are noticed in most organizations include; executive rascality, management recklessness, employee insubordinations, lopsided recruitments and selective appointments are all

evidence of defective leadership. Well sculpted corporate vision, strategic mission and lofty organizational objectives cannot function as appropriate as intended without leadership. In public universities, the above derelictions are capable of impeding the staff productivity in their teaching, preparing for class, research and scholarly activities, students research supervision, supervising internship, working with students on activities and coursework, interacting with students outside classroom, innovation and conducting community development service activities. Little wonder Osabiya & Ikenga (2015) posited that the link between a successful organization and the unsuccessful ones; is leadership-followership relationship. They continued that leadership drives the process, develop template for acceptable performance and then evaluate the process as often as possible. Leadership is commonly thought to be about making change happen, inspire and motivate the team and to influence others.

To this extent, the researcher chose to study on the perceived influence of leadership accountability and decisiveness on staff productivity in public universities in rivers state.

Leadership can be exhibited in a variety of ways and circumstances. It is a very important aspect of personnel administration because the nature of leadership provided determines the degree of staff motivation. A well-managed company can motivate and retain its employees and in so doing, enjoys the following competitive advantages: reduced turnover; an increase in productivity; reduced absenteeism; increased revenue, and improved performance. Performance is a combination of knowledge, skill, and the availability of the basic resources that have impact on the workers' attitude (motivation) to reach the goal of the organization. Furthermore, it is very crucial for the employers to provide a good environment for the employees to be motivated and as well as for boosting up the job satisfaction. Motivation on itself is a set of energy forces that originates both within and outside an employee; initiates work related effort, and determines its direction, intensity, and persistence. Motivation is a critical consideration because effective job performance often requires high levels of both ability and motivation. However, to scrutinize the impacts of effective leadership on the employees' motivation has a great significance to our contemporary society.

Leadership therefore is one who is willing to engage and empower subordinates, handle conflict, make decision and influence others. Bernard (2016) opined that engagement and empowerment of subordinates will explore their contribution to inspiration and motivation; conflict handling will shine light on change and influencing others to pursue organizational goals; decision-making will investigate if the leaders influence others by making decisions; and influencing others digs deeper in one of the most important roles of the leader. It is pertinent to note that each leader have a unique characteristics; meaning they can think and act differently. The ideas of discussing various leadership styles become very paramount in this study.

### **Accountability as a Measure of Leadership Effectiveness Quality**

Leaders set the tone for the rest of the organization. By holding themselves accountable, they inspire everyone down the line to take responsibility for their actions and follow through on their commitments. Without leadership accountability, however, organizations tend to suffer from misalignment, lack of ownership, and a failure to execute strategic initiatives. While leaders are ultimately responsible for accountability, your organizational structure and operations contribute. Many companies don't have the cultural infrastructure in place to set clear expectations for leaders. Michelle (2023) stated that for leaders to be accountable, they need to commit to the business and its people. They must take their role as people leaders seriously and build trust among team members. Accountable leaders clearly communicate their goals to their teams to foster alignment and team focus. They accept responsibility when things go wrong and give credit where it's due. Accountable leaders are responsible for the people who report to them, too. Executive leadership, for instance, must hold middle managers accountable for their commitment to the business, company culture, and workforce.

Haenisch (2018) described the following as importance of accountability of leaders in an organization:

- i. Leadership accountability helps organizations stay on track, even in tense or uncertain work climates,
- ii. By contrast, strong workplace cultures can reap the benefits of accountability.
- iii. Accountability contributes to high-performing teams and a culture of excellence.

Despite the importance or benefits of accountability in an organization, Leblebici, (2018) posited that developing accountable leaders isn't without its challenges. Leblebici pointed three concerns in mind when building a culture of accountability.

**Balancing accountability with empathy:** Some leaders view accountability and empathy as mutually exclusive — they fear that if they show empathy, sympathy, or compassion to people, they'll be less effective in holding them accountable. Other leaders lean too far the other way, avoiding holding people accountable because they're concerned about the personal relationship or how the team member will react. According to a study by the Society for Human Resource Management, however, the most effective leaders are those who figure out how to embrace accountability and empathy and foster a working environment of high performance and trust.

**Taking on too much responsibility:** Another challenge to fostering a culture of accountability is leaning too heavily into responsibility. With this mindset, leaders take on too much responsibility, including performing tasks that should be delegated. The negative consequences include micromanaging, burnout, and failing to develop their team members' confidence and abilities.

**Failing to set clear goals for their teams:** Leaders in organizations often find themselves struggling to maintain accountability among their teams. One cause of this is a lack of clear team and individual goals. Employees don't know what they're responsible for and become frustrated when they're then judged on a confusing, shifting set of goals. This clarity starts at the top. When the organization's strategy, values, and goals are clear, it's easier for leaders to work with their teams on meaningful individual goals.

Accountability contributes to high-performing teams and a culture of excellence. When everyone is aligned on priorities and the organizational values, leaders have an easier time getting buy-in and providing targeted and constructive feedback. In support of the above, Ogundare (2020) described that while most people have an innate sense of accountability, HR leaders can develop processes and programs to encourage the workforce to actively hold themselves and each other accountable. This encourages leaders to exercise personal accountability and ask for help when they need it. Communicating openly about goals also fosters team camaraderie and aligns everyone on shared objectives.

### **Decisive Action as a Measure of Leadership Effectiveness Quality**

They say that great leaders are made and not born, and this may very well be true. Acting decisively in situations that require your leadership is something you need to be able to do, but it may not be something that comes naturally. Instead, one need to gain these skills so that his or her team looks to the leader and trusts that the leader is making the best possible decision in the moment. In that regard, John (2022) identified the following as building of confidence to act decisively for effective leadership:

**Have plans.** The more plans you have for the success of your company, the more likely you are to obtain success. It's the person who isn't sure what to do who can feel less than confident about what to do next. You might end up changing your plans, but having a starting point from which to lead is a great way to ensure you're managing effectively.

**Gather resources.** No matter how new you are, it can help to have resources around that will guide you in your decision-making. This might include books, manuals, and contacts. With these resources, you have the information you need at any time, and you can turn to it immediately.

**Consider your options.** When you have time to make a decision, it is helpful to be clear about the options you have, and the choices you could make. Stop and consider all of the angles of the situation, what's happening, what isn't happening, and what might happen if you make a certain

choice. The more you can see the potential outcomes for your decisions, the clearer the "right" decision may become.

**Fake it.** In the end, if you can simply fake confidence by making decisions, standing up straight, and always having an answer, you will appear confident. Sometimes, that's all you need to do in a difficult or pressure-filled situation.

**Take courses.** While you may have all the training you need for the role you are in, remember that you can always learn more, and grow more in your company. Consider taking leadership courses and courses that will develop your long-term skill set. Each course will give you more information that you can then put into practice.

**Read industry articles.** It's also a good idea to keep up on the industry, what is happening, and where the industry is heading. When you do this, you will ensure you are making the right decisions and that you are ready with the best practices. In addition, you may want to stay up to date on the competition -- what they are doing, and what they might do better than you.

**Talk with other managers.** Though you have already heard this piece of advice, remember that you can always gain knowledge from those who have been in your position before. They already know what to expect, and they can help you see solutions where you only see problems.

**Know the technology.** Since the world has become all the more technology-driven, it's essential that you understand and master the technology your company uses or is thinking of using. The more you do this, the more you will be able to understand what your role is and how you can improve upon the current practices.

A leader that carefully learn, understand and act based on the above, will effectively lead his or her team into a carrier that will take them to achieving the organizational goals in team spirit or in general workforce.

### Research Questions

To ascertain the perception of the respondents, the researcher set to employ the following research questions:

1. To what extent does accountability as a measure of leadership effectiveness quality influence improved staff productivity in public universities in Rivers State, Nigeria?
2. To what extent does decisive action as a measure of leadership effectiveness quality influence improved staff productivity in public universities in Rivers State, Nigeria?

### Hypotheses

H0<sub>1</sub>. There is no significant difference in the mean ratings of teaching and non-teaching staff on the extent accountability as a measure of leadership effectiveness quality influences staff productivity in public universities in Rivers State, Nigeria.

H0<sub>2</sub>: There is no significant difference in the mean ratings of teaching and non-teaching staff on the extent decisive action as a measure of leadership effectiveness quality influences staff productivity in public universities in Rivers State, Nigeria

### Research Methods

A descriptive survey research design was adopted for the study. The design was used because it provided the research with wide range of options to provide their responses efficiently and effectively. The population of the study includes the teaching and non-teaching staff in the three public universities in Rivers State which is about 3,419 staff (Uniport - 1,442, RSU – 1,584, Ajuru – 393) the teaching staff 1,519 and non-teaching staff 1,900. 13% of the entire population was sampled; 200 teaching and 250 non-teaching staff.

The instrument for data collection was a researcher made questionnaire titled Perceived influence of Leadership Transparency and Resilience on Staff Productivity in Public Universities (PLADSPPU). The instrument used was a 10-item questionnaire developed on the modified four-point Likert scale, with responses ranging from Very High Extent, High Extent, Very Low Extent and Low Extent

(VHE=4, HE=3, VLE=2 and LE=1) to answer the two research questions. The Pearson Product Moment Correlation was adopted in determining the reliability of the instrument. The mean and standard deviation was used to answer the research questions while the t-test was used to test the hypotheses at 0.05 alpha levels.

## RESULTS

**Research Question 1:** To what extent does accountability as a measure of leadership effectiveness quality influence improved staff productivity in public universities in Rivers State, Nigeria?

**Table 1:** Mean and Standard Deviation on the extent accountability as a measure of leadership effectiveness quality influence improved staff productivity in public universities in Rivers State, Nigeria

|                    | Items  | Mean        | STD  | Remarks            |
|--------------------|--|-------------|------|--------------------|
| 1                  | Leaders set the tone for the rest of the organization.   | 3.94        | 0.68 | High Extent        |
| 2                  | Leadership accountability in business is an overlooked but essential component of a healthy culture.                                   | 2.44        | 0.90 | Low Extent         |
| 3                  | Accountability suggests that leaders answer to someone or something.   | 2.60        | 0.87 | High Extent        |
| 4                  | Accountable leaders clearly communicate their goals to their teams to foster alignment and team focus.                                 | 2.32        | 0.91 | Low Extent         |
| 5                  | Accountability plays a critical role in making sure that leaders hold themselves and their teams accountable for the right priorities. | 2.12        | 0.95 | Low Extent         |
| <b>Grand Means</b> |  | <b>2.68</b> |      | <b>High Extent</b> |

\*mean >2.50= "High Extent", mean<2.50= "Low Extent"

Analysis of data presented in Table 1 confirmed the accountability as a measure of leadership effectiveness quality influence staff improved productivity in public universities in Rivers State. It was deduced from the table that items 1 and 3 had the mean scores of 3.94 and 2.60, and standard deviation of 0.68 and 0.87 respectively. This means that items 1 and 3 had the mean scores which are above 2.50 mean cut off mark earlier set as agreed. Similarly, items 2,4, and 5 have the mean scores of 2.44, 2.32 and 2.12; and standard deviation of 0.90, 0.91 and 0.95 in that order which is less than 2.50. It means that items 7, 9, and 10 shows that to low extent accountability as a measure of leadership effectiveness quality influence staff improved productivity in public universities in Rivers State. However, the computation of data in items 1-5 of the questionnaire revealed that the respondents have a grand mean of 2.68. It is therefore revealed that accountability as a measure of leadership effectiveness quality influence staff improved productivity in public universities in Rivers State with result of the mean scores of 2.68 which is greater than 2.50 mean cut off mark earlier set as high extent.

**Research Question 2:** To what extent does decisive actions as a measure of leadership effectiveness quality influence improved staff productivity in public universities in Rivers State?

**Table 2:** Mean and Standard Deviation on the extent decisive action as a measure of leadership effectiveness quality influences staff productivity of public universities in Rivers State, Nigeria

|   | Items  | Mean | STD  | Remarks     |
|---|--|------|------|-------------|
| 6 | Acting decisively in situations that require your leadership is something you need to be able to do, but it may not be something that comes naturally. | 3.94 | 0.68 | High Extent |
| 7 | It is crucial you are confident in your abilities as a manager – even if you are not.  | 2.44 | 0.90 | Low Extent  |
| 8 | You need to be ready and able to step up and do what you think is right.   | 2.60 | 0.87 | High Extent |
| 9 | The more plans you have for the success of your company, the more likely you are to obtain success.  | 2.32 | 0.91 | Low Extent  |

|                    |   |             |      |                    |
|--------------------|---|-------------|------|--------------------|
| 10                 | The more plans you have for the success of your company, the more likely you are to obtain success. | 2.12        | 0.95 | Low Extent         |
| <b>Grand Means</b> |   | <b>2.68</b> |      | <b>High Extent</b> |

\*mean >2.50= "High Extent", mean<2.50= "Low Extent"

Analysis of data presented in Table 2 confirmed decisive action influence leadership effectiveness quality on staff improved productivity in public universities in Rivers State. It was deduced from the table that items 6 and 8 had the mean scores of 3.94 and 2.60, and standard deviation of 0.68 and 0.87 respectively. This means that items 6 and 8 had the mean scores which are above 2.50 mean cut off mark earlier set as high extent. Similarly, items 7, 9, and 10 have the mean scores of 2.44, 2.32 and 2.12; and standard deviation of 0.90, 0.91 and 0.95 in that order which is less than 2.50. It means that items 7, 9, and 10 showed that to low extent on decisive action influence leadership effectiveness quality on staff improved productivity in public universities. However, the computation of data in items 6-10 of the questionnaire revealed that the students have a grand mean of 2.68. It is therefore revealed that decisive action influence leadership effectiveness on staff quality improved productivity in public universities in Rivers State with result of the mean scores of 2.68 which is greater than 2.50 mean cut off mark earlier set as high extent.

### Test of Hypotheses

**Hypothesis 1:** There is no significant difference in the mean ratings of teaching and non-teaching staff on the extent accountability as a measure of leadership effectiveness quality influence staff productivity in public universities in Rivers State, Nigeria.

Table 3 T-test Analysis showing significant difference between the mean ratings of teaching and non-teaching staff on the extent accountability as a measure of leadership effectiveness quality influence staff productivity in public universities in Rivers State Nigeria.

| Staff        | N   | $\bar{x}$ | SD   | Df  | P-value | t-cal  | t-cri | Remark                      |
|--------------|-----|-----------|------|-----|---------|--------|-------|-----------------------------|
| Teaching     | 200 | 12.75     | 1.46 | 448 | 0.1857  | 0.3436 | 1.96  | Ho <sub>2</sub><br>Accepted |
| Non Teaching | 250 | 13.76     | 2.43 |     |         |        |       |                             |

\*  $P > 0.05$  Not significant at the 0.05 level

Table 1 shows that with the degree of freedom 398 at 0.05 level of significance, the t-calculated value of 0.3436 is less than the t-critical value of 1.96 and p-value of 0.1857 greater than 0.05. Hence the null hypothesis is accepted. This indicates that there is no significant difference in the accountability as a measure of leadership effectiveness quality mean ratings of teaching and non-teaching staff improved on staff improved productivity in public universities in Rivers State.

**Hypothesis 2:** There is no significant difference in the mean ratings of teaching and non-teaching staff on the extent decisive action as a measure of leadership effectiveness quality influences staff productivity in public universities in Rivers State, Nigeria.

Table 4: T-test Analysis showing significant difference between the mean ratings of teaching and non-teaching staff on the extent decisive action as a measure of leadership effectiveness quality influence staff productivity in public universities in Rivers State Nigeria.

| Staff    | N   | $\bar{x}$ | SD   | Df  | P-value | t-cal | t-cri | Remark                      |
|----------|-----|-----------|------|-----|---------|-------|-------|-----------------------------|
| Teaching | 200 | 3.52      | 1.44 | 448 | 0.177   | 0.830 | 1.96  | Ho <sub>5</sub><br>Accepted |

---

|              |     |      |      |
|--------------|-----|------|------|
| Non Teaching | 250 | 3.56 | 1.49 |
|--------------|-----|------|------|

---

\*  $P > 0.05$  Not significant at the 0.05 level

Table 4 shows that with the degree of freedom 448 at 0.05 level of significance, the t-calculated value of 0.830 is less than the t-critical value of 1.96 and p-value of 0.177 greater than 0.05. Hence the null hypothesis is accepted. This indicates that there is no significant difference in the mean ratings of teaching and non-teaching staff on decisive action as a measure of leadership effectiveness quality does not significantly influence on staff productivity in public universities in Rivers State.

### Discussion of Results

In response to research question one which sought to ascertain the extent accountability as a measure of leadership effectiveness quality influence staff improved productivity in public universities in Rivers State, Table 1 revealed that accountable leaders clearly communicate their goals to their teams to foster alignment and team focus. They accept responsibility when things go wrong and give credit where it's due. Accountable leaders are responsible for the people who report to them, too. Executive leadership, for instance, must hold middle managers accountable for their commitment to the business, company culture, and workforce. Similarly, Table 3 revealed that there is no significant difference in the mean ratings of teaching and non-teaching staff on accountability as a measure of leadership effectiveness quality on staff productivity in public universities in Rivers State Nigeria. In line with this, Pradeep and Prabhu (2011) revealed that accountability leadership had a significant positive relationship with the employee performance/ outcomes. Also, Singh (2015) indicated that accountability leadership played a significant role in predicting employee productivity in foreign banks.

In response to research question two which sought to ascertain the extent to which decisive action as a measure of leadership effectiveness quality influence staff improved productivity in public universities in Rivers State, Table 2 revealed that acting decisively in situations that require your leadership is something you need to be able to do, but it may not be something that comes naturally. Instead, you need to gain these skills today, so your team looks to you and trusts that you are making the best possible decision in the moment. In order to act decisively in your company, it is crucial you are confident in your abilities as a manager – even if you're not. Similarly, Table 4 revealed that there is no significant difference in the mean ratings of teaching and non-teaching staff on decisive actions as a measure of leadership effectiveness quality on staff productivity in public universities in Rivers State, Nigeria. In line with this, Abba, Anumaka & Gaithe (2016) supported that decisive leadership practice help in providing leadership to the institution. Oboada and Paschal (2019) identified leadership effectiveness quality as essential or spring board to employee productivity and creativity in any organization, the university not an exception.

### CONCLUSION

There is an understandable relationship between accountable and decisive leadership qualities and employee productivity. Effective leadership which is a means of creating and planning, securing resources and looking out for and improving errors plays an essential role in motivating employees. An effective leader defines rules and regulation explicitly, allows employees freedom of expression, allows them to participate in policy formulation of the organization, promote them as at when due, increase their remuneration regularly and provide conducive work environment for employees. All these put in place motivates the employees and spurs them to greater job performance and productivity.

### RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made:

1. The management of academic institutions in Nigeria such as Universities in particular, should lay emphasis on accountable leadership as a factor of employee staff productivity.
2. The management of academic institutions in Nigeria such as Universities should create participatory decision-making room for her staff to share opinions for the growth of the institutions
3. Management should adopt and encourage mentoring strategy such career support and endeavor exposing less experience employee to relevant contacts in line with their career pursue.
4. Leadership or management in the universities should consider transparency as leadership quality and remain resilience in doing their core administrative duties; this will go a long way to motive the staff of the university under their watch.

## REFERENCES

- Abba, H.D., Anumaka, I.B., & Gaito, S.S. (2016). Leadership Practices and Productivity of Academic Staff in Polytechnics in Nigeria. *American Journal of Academic Research*, 1, (1)2.
- Benard, L. (2016). *Leadership and employee motivation: Challenges and prospects*. Chisco press.
- Haenisch, J. P. (2018). *Factors affecting the productivity of government workers*. SAGE Open, 1- 7.
- John, L. (2022). *The need for a manager to act decisively in all situation*. Universal Press.
- Leblebici, D. (2018). Impact of workplace quality on employee's productivity: case study of a bank in Turkey. *Journal of Business Economics and Finance*, 1(1), 38-49.
- Michelle, S. (2023). Interpersonal skills for effective leadership. *Effective Executive*, 20, 5-6
- Oboada, A. U. & Paschal, C. A. (2019). Effective leadership and employee motivation in school systems (organizations) in Rivers State, Nigeria. *International Journal of Institutional Leadership, Policy and Management*, 1(1),137-145.
- Ogundare, O.S (2020). Empirical Analysis of Emotional Intelligence on Leadership Performance In the Nigerian Manufacturing Company. *Journal of African Contemporary Research*, 10 (2), Pp. 10-28
- Osabiya, B., &Ikenga, E. (2015). The Impact of Leadership Style on Employee's Performance in an Organization. *Public Policy and Administration Research Journal*, 5 (1). Pp. 193-205.
- Pradeep, D. D., & Prabhu, N. R. V. (2011). The relationship between effective leadership and employee performance. *Journal of Advancements in Information Technology*, 20, 198- 207.
- Singh, K. (2015). Leadership style and employee productivity: A case study of Indian banking organisations. *Journal of Knowledge Globalization*, 8(2), 39-67.

Sundi, K. (2017): Effect of Transformational Leadership and Transactional Leadership on Employee Performance of Konawe Education Department at Southeast Sulawesi Province. *Singaporean Journal of Business Economics and Management Studies*, 2, 21-29.