



HUMAN CAPITAL QUALITY AND ENVIRONMENTAL EXPENDITURES OF SELECTED FIRMS IN NIGERIA

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Abstract

Human capital resource is seen as a crucial asset in every entity, and in many organisations. It constitutes the most important asset with capacity to adapt to various situations and provide solutions to complex problems. One of such complex areas is environmental concerns and their valuation. This work was conducted to assess the association amongst firms' human capital quality and their environmental expenditures. The work employed panel data technique and the quantitative method since the work relied on historical data generated from yearly (annual) reports and accounts of the selected companies. The work used data from Uniliver Plc., Dangote Cement Plc., Union Bank Plc., First Bank Plc., Okomu Oil Plc., and Total E&P for sixteen years (2004-2019). The sample was restricted to companies whose environmental data were disclosed in yearly (annual) reports or sustainability reports for the work period. The findings reveal that training budget (one of the proxies for human capital quality) has a constructive but minor association with environmental expenditures, while Tobin Q ratio (another proxy for human capital quality) has a constructive and major association with environmental expenditure. The work comes to conclusion that, the constructive but minor association among training budget and environmental expenditure suggests the need for larger training budgets, given the adaptability of human capital. This could guarantee that environmental expenditures will be more proactively controlled.

Keyword: *Human Capital Quality, Environmental Expenditure, Tobin Q., Training budgets.*

Introduction

In the face of assertions by managers' that their organization's human capital is their greatest major asset, a small number of them could exist capable to positively state the financial value of it and or put a figure on it in financial terms on how shifts in management style and culture affect the cost of human capital as a resources (Fulmer & Ployhart, 2014). Managerial frontrunners repeatedly recommend the interpretation that their personnel are their greatest central asset (Guest, 2001). On the part of Flamholtz (1999), it understood the description as a notion that collectively human capital is embodied in the employees and it denotes an economic resource of an organization, in this, it is expected to generate future economic benefit for the organization. The incorporated reporting in accounting practice has brought contemporary changes and may in due course lead firms and their advice-givers to know that human capital have its place on a statement of financial position on firms' financial statements. Corporate

frontrunners regularly argue that people are business' greatest assets.

However, the human capital aspect does not revealed in firms' financial statements, and the salaries, wages and training costs are all expensed? The notion of quantifying the cost of an individual member of staff and also make out such a cost on a statement of financial position may appear incredible. Then, information on firms' greatest central assets is unmistakably of value to shareholders and investors. A number of accounting professionals in the accounting productiveness have confidence that human capital should be on the statement of financial position and that the contemporary accounting standards did not get it right. Company law in a number of nations which should surpass accounting standards, needs a fair representation and presentation of the value in a business. However, if its greatest assets are not recognizes, because the accounting standards do not

allow it, the question now, is financial statement fairly represent a fair presentation? (Firer, 2018).

Madhani (2015) stressed that contemporary managers are aware of the benefits gained from a well computed and presented annual report and account. Accordingly, firms that spend heavily in research, brand development and marketing of their intangibles will have core competence and competitive advantage over their competitors in the indicators of corporate financial performance. In Nigeria and Bangladesh, it has been observed that business performance and other variables connected to corporate governance have a significant impact on disclosure of human, skill, and intellectual capital (Rahman et al., 2019). The area of human capital and firm's performance is already rich in literature. Previously Rahman et al. (2019), Abhayawansa and Azim (2014), Rashid (2013), Khan and Ali (2010), and Khan and Khan (2010) focused specifically on the extent of Intellectual capital disclosure in Bangladesh. However, few existing researches have been conducted in the areas of human capital quality and environmental disclosures of companies in Nigeria. The apparent gap in the other scholars and researchers work has necessitated the need for the conduct of this research. This study adds ground-breaking offerings to the other scholars and researchers work in several ways. Firstly, this study identifies the association amongst firms' environmental expenditure and human capital quality of selected firms on the Nigeria Exchange Group Market.

Hypotheses

This study was established on the following null hypotheses:

H₁: There is no major association among average training budget and environmental expenditure for the employees.

H₂: There is no major association among Tobin Q ratio and environmental expenditure of the companies.

The notion of human capital quality/accounting

The most important asset held by most of the successful firms in an organizations is their human resource. Practically every chairman commends the virtue of their firm's human resource in their annual report and account. Then again it all seems to be a part of public relations exercise more than a true belief in the cost of human capital as an asset as it remains to fail to discover its place in any firm's statement of financial position. Brummet et al. 1968 was the frontrunner of human capital accounting and they defined human capital accounting for the first time as "a tool for increasing managerial effectiveness in the acquisition, development, allocation, maintenance, and utilization of its human resources" (Butt, 2013).

Theoretical Framework

The philosophical approach that this work hinged on is the institutional theory. The work used the understandings from the institutional theory so that the work can relate the performance of companies with a widespread expenditure and disclosure of human capital in their annual report and accounts.

The Institutional Theory

Scott (2001) attributes institutions to social arrangements which function at different degrees of influence with the inbuilt capability to control behaviour. Accordingly, the institution is required to be competent in providing and implementing lawful, ethical, and social limits and distinguishing appropriate from prohibited actions that are capable of helping in authorising actions and players, providing rules on possessions and codes of conduct to control activities in the social order. Namuyondo (2014) outlines institutions as individuals who confront managerial activities that disturb local and social associations, which are capable of influencing interrupted and endless change to necessitate firmness. The government, according to Namuyondo, is perceived as an institution with primary concern to construct a fundamental procedure that may be used to construct modifications that will eventually influence planning in an organisation, with the effect capable of preventing conflict and coinciding roles in the oil and gas firms business. This includes the necessity for societal regulation and instruction which is an obligation to ensure compliance and reward, as well as to penalise unruly behaviour using diverse actions such as discrediting, banishment, police and the law courts (Namuyondo, 2014).

Institutional theory and legitimacy theory are the common used theories (Adams et al., 2016; Ntim et al., 2017). Institutional theory is employed to comprehend the backgrounds used by diverse firms and organizations in firm-specific industry settings (Adams et al., 2016). The theory clarifies how organizations use the related kind of practices and structures to make them detectible as a surviving firm in the eyes of the regulatory bodies and to gain ample legitimacy which is related to the legitimacy theory as well. Carpenter and Feroz (2001) recognized that a firm's acceptance of a particular structure in relation to its rivals is a result of external business environment constraints, the practice which they associated with institutional isomorphism. A vital statement of this theory is that firms embrace new standards and structures in order to gain external approval in the form of reduced cost of capital and a balanced costs and benefits situation (Clegg & Hardy, 1999).

Empirical Reviews

Rahman et al. (2020) carried out a study in Bangladesh's chemical and pharmaceutical industries, the study looks at how firm performance is affected by intellectual capital disclosure. Twenty-one (21) listed chemical and pharmaceutical companies were utilized as a sample in the study for the years 2016–2017. The study explore the intellectual capital disclosure index developed by Rahman et al. The performance proxy variables are return on assets and return on equity. The study employs content analysis to evaluate the level of disclosure regarding intellectual capital and pooled cross-sectional analysis was used to evaluate the correlation amongst intellectual capital disclosure and firm performance. The finding shows that there is an optimistic and substantial correlation amongst intellectual capital disclosure and firm performance. Further, a detailed analysis of the study indicates that all the constituents of intellectual capital disclosure such as internal capital disclosure, external capital disclosure, and human capital disclosure are also definitely and considerably related with firm performance.

Hamrouni et al. (2015) looked at signaling firm performance through corporate voluntary disclosure. The study examines the connection amongst business voluntary disclosure and firm performance. The analyses indicate an optimistic connection amongst disclosure indexes and company performance proxies. The finding reveals a constructive connection amongst disclosure indexes and performance measures. They make available evidence that the level of voluntary information disclosed in yearly financial report and accounts plays a substantial signaling role of firm performance. But, the magnitude of this role be contingent on the nature of the voluntary disclosure, i.e. whether it involves strategic, financial or corporate governance information. Akinlo and Iredele (2014) studied corporate environmental disclosures and market value of quoted companies in Nigeria. The study investigates corporate environmental disclosures and market value of quoted companies in Nigeria. The study found a substantial constructive link amongst corporate environmental disclosures and market value, measured by Tobin's Q ratio. Ndum and Oranefo (2021) studied human resource cost and financial performance: a study of quoted brewery firms in Nigeria. The work assessed effect of human resource cost on financial performance of listed brewery companies in Nigeria. The work made used of quantitative data and the population of the work comprises five (5) breweries companies listed on Nigerian Exchange Group as at 2019 and the period covers 2007-2019. The data were collected from the published yearly report and accounts

of the companies. The finding shows that staff cost has constructive and substantial effect on the net profit margin of the companies in Nigeria, while staff cost has positive and insignificant effect on the return on assets of the firms in Nigeria.

Fulmer and Ployhart (2014) studied our most important asset": a multidisciplinary/multilevel review of human capital valuation for research and practice. In an exertion to clarify the challenges accompanying financial valuation so that intellectuals could begin to move above them, they offer a multidisciplinary review of current study that has existed apprehensive with the approximation, disclosure, and management of the financial value that are related to an organization's of human capital assets. Chukwu et al. (2019) studied market valuation of human capital in Nigerian Banks. This work ascertains the effect of human capital on the market value of banks in Nigeria. This work used a cross sectional research design which relates human capital pointers to the market value of banks in Nigeria. The study made used of data on three (3) proxies of human capital associated to remuneration and staff strength. Relevant financial statement data spanning from 2010-2014 were collected from the yearly report and accounts of fourteen (14) banks listed on the Nigeria exchange group. The regression results of stock price on the human capital indicators reveal that only the proportion of highly paid workers has a significant effect on the market value of firms. The findings submit that the robustness of the valued human capital asset held by banks on their payrolls boosts investor confidence. In order to maintain investor trust, banks that are unable to keep a significant percentage of highly compensated employees inside their workforce structure may consider merging with other banks. The percentage of highly compensated employees at the company level influences the confidence of equity investors, so the study also has implications for bank committee payments.

Passard et al. (2012) studied accounting for human capital: is the balance sheet (statement of financial position) missing something? The study investigates the prevailing opinions regarding the inclusion of human capital in the statement of financial position.

They constructed a survey in Google Docs composed of eight (8) multiple-choice questions and one free response question. The questionnaire include questions about the personal data of the respondents and their opinions about reporting human capital as an asset on firms' statement of financial position. The questionnaire was distributed through email by providing potential respondents a URL link. The data were obtained via Google Docs in an Excel Spreadsheet. The questionnaire was sent to five

hundred (500) individuals in the accounting specialization. The individuals that they administered the questionnaire to were employees of corporations and certified public accounting (CPA) companies. For the 500 questionnaire distributed, one hundred and eighty (180) individuals responded. The study found that eighty seven percent of the people provide opinions that, human capital should not be provided for and stated on firms' financial statements.

Jeroh (2013) looked at human capital accounting and the comparability of financial statements in Nigeria. This work investigates the concept of human capital accounting as it affects financial statement analysis and decision making, since human capital is the main driver of the competitive advantage of firms internationally and Nigeria in specific. A total of one hundred and forty five (145) respondents including investors in the Nigerian capital market, practicing accountants and academics in tertiary institutions in Nigeria were involved in this work. Primary data for the study were gathered using a validated self-structured questionnaire. The descriptive and inferential statistics employed in the analysis of the data acquired at a five percent (5%) level of significance included frequency counts, straightforward percentages, and the chi-square (χ^2). The result shows a significant relationship between human capital accounting and the comparability of financial statements in Nigeria. Butt (2013) studied how to bring human resource asset into statement of financial position without disturbing any financial accounting standards. The aim of the study is why most firms accept the standing of their human resource assets, and no company has up till now tried to display it in its statement of financial position. He explained that there were three main issues that led to this: the first was the lack of a generally accepted method to determine the asset's value; the second was the blatant violation of accepted accounting practices; and the third was the possible tax ramifications. This work gives a solution to all these complications.

Novas et al. (2017) looked at the role of management accounting systems in the development of intellectual capital. The study examines the role of management accounting systems in the development of intellectual capital such as human capital, structural capital and relational capital and the resultant effects on organizational performance. High-level managers of Portuguese enterprises were given questionnaires to complete as part of the study. The data obtained were analysed with the aid of structural equation modeling with AMOS. The finding reveals the role of management accounting systems in the development of human capital and structural capital. Consistent with earlier studies, the results also demonstrate optimistic

and statistically substantial correlations among the three aspects of intellectual capital. Finally, the finding reveals that structural capital show a strong and optimistic correlation among structural capital and organizational success. Although the correlations among management accounting systems and relational capital, human capital and performance, and relational capital and organizational performance are all optimistic, the estimate approach only permitted that a partial validation of the suggested model were not statistically substantial.

Uwuigwe et al. (2011) studied corporate social responsibility disclosures by environmentally visible corporations: a study of selected companies in Nigeria. The study ascertains environmental visibility and corporate social disclosures among listed companies in Nigeria. The study concludes that environmentally sensitive firms disclose several environmental information in the companies' yearly report. Hilorme et al. (2019) studied human capital cost accounting in the firm management system. The study covers the methodological facets of human capital cost accounting, and looked at the resource utility model and alternative costs theory. The comparative characteristic of the models of human capital costs accounting which includes asset model ("costs", chronological cost model) and resource utility model. The selection of the human capital cost accounting model is logical and is contingent upon the extent of managers' authority and duties. The qualities for selecting human capital cost accounting model were measured depending on the grouping of accountability centres. The finding of the study shows that, adding human resources in assets will necessitate monthly reduction or fluctuation in value, and it will eventually result to unwarranted increase of the cost of services they provides.

Methods

The study made use of quantitative data that was generated from yearly financial report and accounts of the companies. The population of the work consists of six (6) randomly selected companies from 6 sectors that registered with the Nigerian Exchange Group as at 2019. The sectors include Consumer Goods (Uniliver Plc.), Industrial Goods (Dangote Cement Plc.), Financial Services (Union Bank Plc. and First Bank Plc.), Agriculture (Okomu Oil Plc.), and Oil and Gas (Total E&P). Generally, the six listed firms on the Nigeria Exchange group were used with sixteen-year period data (2004-2019). The sixteen years period was chosen basically to carry out a balanced panel while the 6 cross sectional sectors of companies were the companies that provides the data within the time frame of the study. Therefore, the data are time series and cross section (Panel). Since no studies has looked at

environmental expenditure, the researchers used environmental disclosures extant literatures in the review of other scholars and researchers work as a base to their argument and judgment. This is because the expenditures are the environmental costs that were disclosed in the yearly reports and accounts of the companies.

Method of Data Analysis

Following the lead of similar studies, the study employs a single econometric model to achieve the findings. The first econometric model examines the Panel Regression, the second model examines the stationarity of the variables by applying panel unit root test using the Augmented Dickey-Fuller (ADF) test in line with Dickey and Fuller (1979 and 1981).

Panel Regression

The standard regression outputs were estimated in two sections which includes the coefficient findings and the summary statistics.

Panel Regression Tests

Table 1: Comparison of Pooled, Fixed and Random Effects Estimates

Variables	Pooled Estimates		Random Effects Coeff.
	Coeff.	Prob.	
C			-6.677
TB	558359.2	0.0000	-2.723
TQ	112525.3	0.0000	-12.23
R ²	0.722114		0.4672
F-Test			0.7638
DW	0.107365		0.8709

Source: Author's computation, E-views 10.0

Table 1 show findings of the panel analyses of Pooled, Fixed and Random Effects Estimates of the predictor variables and criterion variable of the study.

Variance Inflation Factors (VIF) from table 2, were method of measuring the level of collinearity between the regressors in an equation. VIF show how much of the variance of a coefficient estimate of a regressor has been inflated due to collinearity with the other regressors. They were calculated by simply dividing the variance of a coefficient estimate by the variance of that coefficient had on other regressors not been included in the equation. As shown in the table above, none of the Variables has a VIF value exceeding 10 and hence all the variables are upheld in the regression model.

Table 3: Serial Autocorrelation Test

Breusch-Godfrey Serial Correlation LM Test:

Hypotheses:

$H_0: \beta > 0$ (there is unit root in the series).

$H_1: \beta_0 - \beta_1 < 0$ (the series are stationary)

The hypothesis were tested on the basis of t-statistic of the coefficient

Decision rule: Reject H_0 if test statistic is higher than critical values, otherwise do not reject.

Data Presentation

The analyses below were performed to capture the pooled estimates fixed, and random effects of the models. More so, analysis on the Panel Augmented Dickey-Fuller tests, Granger Causality Tests and the Co-integration tests were performed and stated in this work.

Panel Regression Tests

The researchers, using the panel regression analysis, examined the model based on the pooled, fixed effects and random effects. The choice of best fit among the Variables is made possible using the Hausman test.

Table 2 Regression Assumption Tests

Tests of Multicollinearity

Variance Inflation Factors

Date: 13/06/20 Time: 02:09

Sample: 1 3000

Included observations: 3000

Variable	Coefficient Variance	Uncentered VIF	Centered VIF
C	9.901211	72.98710	NA
TB	2.151210	89.11318	1.492445
TQ	5.141210	1.664540	1.1130007

Source: Author's Computation, E-views 10.0

F-statistic	431.842	2	Prob. F(2,151)	0.5431
Obs*R-Squared	455.818		Prob. Chi-Square(2)	0.1330

Source: Author's computation, E-views 10.0

The analysis above shows that there is probability value of (0.5). Clearly, the result shows that there is the absence of serial autocorrelation.

Table 4: Ramsey RESET Test

Ramsey RESET Test
Equation: REGRESSION_1
Specification: ENVE C TB TQ
Omitted Variables: Squares of fitted values

Source: Author's computation, E-views 10.0

	Value	Df	Probability
t-statistic	6.31257	140	0.0065
F-statistic	151.5994 (1, 140)		0.0050
Likelihood ratio	6.7794	1	0.0051

In table 4 above, the Ramsey RESET test were performed to check for the model misspecifications. The performance of the Ramsey RESET test on the

model shows low probability values of 0.0065 which is lesser than 0.05. This means that there were misspecification in the model.

Table 5: Hausman Tests

Correlated Random Effects-Hausman Test
Equation: Untitled
Test cross-section random effects

Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f.	Prob.
Cross-section random	5.718071	4	0.0055

Source: Author's computation, E-views 10.0

A widely used class of tests in econometrics is the Hausman test. The underlying idea of the Hausman test is to compare two sets of estimates, one of which is consistent under both the null and the alternative and another which is consistent only under the null hypothesis. A large variance among the two groups of estimates is taken as evidence in favour of the alternative hypothesis. Precisely, the Hausman test helps to make a choice between fixed and random effects model fits. The null hypotheses posits that the random effect is an appropriate model fit while the alternative posits that the fixed is the appropriate model fit. The analyses from table 5 above, indicate that the fixed effect model of the panel data analysis is the appropriate model than the random effect model to analyses the results.

**Table 6: Unit root property test
Augmented-Dickey Fuller Tests Results**

Coefficients	ADF Values	Probability	Comments
ENVE	432.472	0.0000	I(0)
TB	76.675	0.0001	I(0)
TQ	63.8818	0.0013	I(0)

Source: Authors Computation E-views 10.0

The table 6 above, reveal the findings of the ADF Panel Unit Root Tests of all the Variables. The findings are establish to be integrated of the same order. At first

difference, the p-values are establish to be lesser than 5% stated as the degree of significance. The whole variables are shown to be stationary.

Table 7: Co-integration Test

Pedroni Residual Cointegration Test
Series: ENVE TQ TB

Date: 13/06/20 Time: 11:26
 Sample: 2004 2019
 Included observations: 3000
 Cross-sections included: 6 (1 dropped)
 Null Hypothesis: 1 cointegration eqn(s)
 Trend assumption: No deterministic trend
 User-specified lag length: 1

Newey-West automatic bandwidth selection and Baretlett kernel

Alternative hypothesis: common are coefs. (within-dimension)

	Statistic	Prob.	Weighted Statistic	Prob.
Panel v-Statistic	-0.544540	0.0070	-0.524050	0.706
Panel rho-Statistic	-0.332485	0.3646	0.64206	0.5711
Panel PP-Statistic	-1.368044	0.0856	-1.144540	0.123000
Panel ADF-Statistic	-0.136476	0.4853	-0.60143000	0.1136

The co-integration reveals if or underwise the variables have a long-term relationship. As the table above shows in the model using the panel v-Statistic results,

the co-integration analysis met the required criteria for the acceptability of the result.

Table 8: Heteroskedasticity Tests

Heteroskedasticity Test: Breusch-Pagan-Godfrey

F-statistic	3.368287	Prob. F(8,151)	0.6449
Obs*R-Squared	26.01264	Prob. Chi-Square(8)	0.0010
Scaled explained SS	113000.520	Prob. Chi-Square(8)	0.0000

Source: Author's computation (2020).

Table 8 above, tests whether the variances of the models were the same over time. The rule of thumb is the use of the probability being more than 0.05. Heteroskedasticity is lack of constant error variance (Gujarati, 2013). This is a problem that makes the

standard errors biased leading to bias or invalid test statistics and confidence intervals (Wooldridge, 2010). There is Heteroskedasticity in the model since the probability value is 0.0010, which is less than 0.05.

Table 9: Granger Causality Tests

Pairwise Granger Causality Tests

Date: 04/23/20 Time: 02:18

Sample: 2004 2019

Lags: 2

Null Hypothesis:	Obs	F-Statistic	Prob.
TB does not Granger Cause ENVE	2998	4.10280	0.0023
ENVE does not Granger Cause TB		0.26823	0.7648
TQ does not Granger Cause ENVE	2998	77.1804	0.0076
ENVE does not Granger Cause TQ		0.16632	0.8468
TB does not Granger Cause ENVE	2998	3.43399	0.1330
ENVE does not Granger Cause TB		0.68893	0.5026
TQ does not Granger Cause ENVE	2998	0.37655	0.6864
ENVE does not Granger Cause TQ		0.58785	0.5559

Source: Author's computation (2020).

Table 9 above, show the results of the Granger Causality Tests and the tests test for the direction of cause between two variables. The result shows that

Tests of Hypotheses

Having chosen the *fixed effect* model as a better fit model, the analysis were established on the fixed effect model. The result shows that $R^2 = 65\%$ of the variations in the criterion variable are explained by the variations in the predictor variables. F-test indicates that the overall model is statistically significant at 5% level while the Durbin-Watson statistic shows that there is no presence of serial autocorrelation.

H₁: The result shows that TB is positively correlated to the ENVE over the period. As the TB increases by a unit, the ENVE increases by 1.372977 units and vice versa. Again, the result shows that TB is statistically insignificant at 5% level of significance. We therefore reject the alternative hypothesis, accept the null and conclude that there is no significant association among TB and ENVE for the time frame under study.

H₂: The result shows that TQ is also positively correlated to the ENVE for the time frame of study. As the TQ increases by a unit, the ENVE increases by

there is unidirectional causality between ENVE, TB and TQ.

11.86584 per cent and vice versa. Again, the result shows that TQ is statistically significant at 5% level of significance. We therefore accept the alternative hypothesis, reject the null and conclude that there is a significant association among TQ and ENVE for the time frame under study.

Discussion of Results

The work has been able to dissect the association among the human capital quality and environmental expenditures of the 6 selected companies of the Nigerian Exchange Group, covering 16 years (2004-2019). As shown above, the result shows that training budget of the companies have a constructive but minor association with environmental expenditure. This means that although the companies spend on trainings, these expenditures are not enough to alter the environmental accounting procedures. The environmental accounting procedures are still the same even with the trainings (human capital development). This finding agrees with the findings of Uwuigwe *et al* (2011) who's discovered that human capital, through

the trainings offered, have constructive and major impact on the environmental accounting of the companies they sampled.

Again, the study found that Tobin Q ratio has a constructive and major association with environmental expenditure. Also, the finding agrees with that of Rahman *et al* (2020) who found a constructive and major association among intellectual capital disclosure and company performance. Further, an in-depth analysis of the study indicates that all the constituents of intellectual capital disclosure such as internal capital disclosure, external capital disclosure, and human capital disclosure are also definitely and considerably related with company performance. Furthermore, the finding agrees with the findings of Jeroh (2013) whose study reveals a significant relationship between human capital accounting and the comparability of financial statements in Nigeria. Again, the finding agrees with the findings of Akinlo and Iredele (2014) who found a substantial optimistic association among corporate environmental disclosures, measured by Tobin's Q.

Conclusion

The study reveals a constructive association among training budget, Tobin Q and environmental expenditure. However, a minor association is seen among TB and ENVE. Further study reveals panel ADF was stationary at first differencing for all the variables. The co-integration test also shows a long term association among the criterion and the predictor variables. The Hausman test reveals that the fixed effect model was an appropriate fit and therefore, employed to test the hypotheses of this work. This work concludes, that there is a constructive and major association among training budget, Tobin Q and environmental expenditure, but these companies need to increase their training budget to ensure the impact would be felt by their human capital.

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The academic/educational organizations like other organizations in our contemporary society are made up of workforce who are skilled, talented and ready to work, but seem to be overwhelmed by nonchalant and lazy attitude leading to ineffectiveness at work. They are fun of not doing things at the right time, not meeting deadlines and most time not meeting the target of the institution in spite of their talent and skills. This scenario has made scholars to suggest various means to curb this ineffectiveness in organizations and leadership style was one of such means. Leadership can be seen as all activities of the manager/units heads to influence, manipulate and guide their subordinates to work effectively and cohesively towards achieving a common set goal or vision. Daniel Goleman in his book titled "leadership that gets results" published in 2000 at the Harvard Business School highlighted some leadership styles, commended that these leadership styles are effective ways of getting result in the work place. The pacesetting style is one of those suggested by Goleman.

The word pace literallyly denotes doing something at ones' decided, standard, speed, fastness and swiftness in order to achieve a predetermined objective. In the work place/team or organizational setting, a leader(who may be the manager, supervisors or administrator) that consistently set a standard and relative speed for achievement can be said to be applying the pacesetting style of leadership. Pacesetting leadership is a method of management in which the leader(manager or supervisor or head of units) displays by example, the performance level and quality expected of their subordinates in pursuance of a set goal. This act is known as "setting the pace"(Indeed Editorial Team 2023).

The features of these leaders are high-performance expectations, leading by example, showing strong emphasis on results and showing strong emphasis on quality of results. They set high-performance standards for themselves and their followers, serve as role models for their followers and focuses on delivering high-quality outcomes within a required timeframe or deadlines (Goleman, Boyatzis, and McKee 2013). This style of leadership which some scholars refers to as "leadership by example" is opposed to the "do what I say or the autocratic style".

Employees in an organization are seen as effective if they do the right thing at the right time in pursuance of the set objectives, if they have and demonstrates high-spirit, capacity, capability and a relatively high degree to achieve results which are the set objectives of the team or organization, if they carry out assigned duties proficiently. Armstrong as cited in Collins, Jane, Bagshaw and Okpara (2022) described effectiveness of employees as when the workforce of an organization exhibits ability and competence in advancing stated

goals and objectives. Also, Kim cited Collins, Jane, Bagshaw and Okpara (2022) described employee effectiveness as when the workers of an organization demonstrates capacity for functioning and improving on the value of the organization. It speaks of how well employees successfully complete the job assigned to them at the expected time schedule for accomplishment of such job(Collins, Jane, Bagshaw and Okpara, 2022). The rationale for this study is that some level of credits has been allotted to the pacesetting leadership style. That it is one of the Emotional Intelligence(EI) leadership style that influences effectiveness as it can be used to get quick results and achieve of short-term goal(Indeed Editorial Team 2023), that the pace setter leader do not delegate tasks that are beyond employees handling capacity, that the pacesetting leadership triggers conscientiousness, initiative and the drive for achievement(Human Resource Development Quarterly (HRDQ)Team 2022). This insinuates that the pacesetting leadership is not autocratic and can make employees especially weaker ones to be on their feet and get effective at work.

Statement of Problem

The problem of this study arise from two major observations that has cause some form of worries or burden in the researcher's mind. Firstly, it was observed that in spite of the credits to the pacesetting leadership style and its benefits, there is the proposition that it does not go well in all organizational settings. The basic/secondary school or educational institutions like other organizations is one that is charged with the responsibilities of building the future generations by molding and reforming their natural behavior which may be savage/animalistic(i.e not cultivated) to a more refined behavior that makes them responsible in the society. The question is that, will pacesetting leadership style if used in the basic &secondary educational institution have any influence on the effectiveness of the employees who are the teachers in achieving the goals of the institutions?. This will be clarified by this study. Secondly is the observation that in spite of the numerous literatures on the pacesetting leadership since proposed by Daniel Goleman in 2000, there are still not much empirical literatures on the subject matter as compared to other leadership styles. There are more of opinion papers/ literatures than empirical literatures relating to the subject of pacesetting leadership style and its effects on employees.

Study Objectives

The general objective of the study is to ascertain the effect of pacesetting leadership style on employees(teachers) effectiveness in the basic

&secondary schools organization setting. Nevertheless, the specific objectives are to:

1. examine the effect of leaders high performance & quality of service expectation on employees' effectiveness in the school setting
2. examine the effect of challenging goal setting & urgency of achievement on employees effectiveness
3. ascertain the influence of inspirational & exemplary leading on employees effectiveness
4. examine the effect of high initiative & adaptability culture of leader on employees' effectiveness

Research Hypothesis

In line with the objectives, the study was guided by the following null hypotheses:

- H₀₁. High performance & quality of service expectation of leaders does not have any effect on employees' effectiveness in basic & secondary school organizations
- H₀₂. Challenging goal setting & urgency of achievement attitude of leader does not have any influence on employees effectiveness in basic & secondary school organizations
- H₀₃. Inspirational & exemplary leading behavior of pacesetter does not have effect on employees effectiveness in basic & secondary school organizations
- H₀₄. High initiative & adaptability culture of pacesetting leader do not influence employees' effectiveness in basic & secondary school organizations

The study will be of immense significance to both readers, manager and future researchers as it will unveil if there is effect of the use of pacesetting leadership style on school employees(teachers) effectiveness. It will be an addition to the existing literatures hence, serve as reference to future researchers.

Related Literature Review

Concept of leader and leadership

The term leadership is an offshoot of the word 'lead'. To lead connotes the act of guiding in a certain course or to a certain destination or end by making the way known. It literarily means showing the way usually by going in advance of or with somebody/group somewhere or to a destination. Thus a leader in any setting is one that is charged with the responsibility to guide, to show the way either with or advance of followers/team members to a destination. Destination in the organizational setting represents the predetermined objectives, goals, vision and mission of the organization to be achieved. a leader(s) as described in Franco and Stone (2018) is one or more individuals that is in charge of selecting, equipping,

training, and influencing other individuals or group of individuals as follower(s) who possesses diverse abilities, gifts and skills and makes them to the follower(s) to the focus on the organization's mission and objectives, influencing the follower(s) to expend willingly and enthusiastically their emotional, physical and spiritual energy in a coordinated effort to achieve the organization's mission and objectives(Franco and Stone 2018).

Thus, the word leadership can be broken into two words 'leader and ship' which to the layman can mean 'a leader in a ship'. The 'ship' from management perspective could represent the organization, the business empire, or a unit/department in the organization. In a nutshell, leadership can be seen as the act of guiding by showing people the way in a an organization/department to get to a destination i.e predetermined objectives, goals, mission and vision of the organization i.e 'Ship'. Leadership as a concept has been defined by different authors and scholars from different perspectives. Odiri (2016) perceived leadership as is the art or process of persuasively making people(employees)to strive to work eagerly with preparedness towards attaining group goals. To the author, 'enthusiasm initiates passion, sincerity, and intensity in the execution of work''(Odiri 2016). Leadership is referred to by Northouse (2018) as the process of guiding and influencing others towards the achievement of a common vision or goal. Arthur (2023) sees leadership as the capability to motivate, inspire and empower groups or individual employees to work collaboratively and effectively.

In the school as academic institution setting, leadership can be seen as the ability, through whatever method, to influence, direct and empower teachers and students behaviour towards achieving a desired goal of the institution

Importance of Leadership and Leader in Organization

Just as the successful sailing of a ship is dependent on the activities of the sailor and the captain who charts the route of the ship and makes sure the ship sails that route and without these roles the ship cannot move and get to its destination. Also the activities of the pilot in taking an aircraft to its destination, so is the activities of the leaders and the act of leadership are very paramount for the success of the organization. For any organization to sail successfully, there must be one or group of individuals at the fore front to pilot its affairs. These individuals charts the routs(plan and make decisions), control and direct the workforce on ways to achieve the planned goal/objectives.

Also, the leader through leadership methods influences the group or individual employees who possess diverse abilities, talents and skills to focus on the

organization's mission and objectives making the workforce to strive to work eagerly, enthusiastically, expending their spiritual, emotional, and physical energy towards attaining group/organizational goals, mission and objectives. Similarly, Akparep, Jengre, and Mogre (2019) posited that leadership is vital to the survival and progress of an organization and without leadership, the probability of mistakes occurring increases and the opportunities for success become more and more reduced''(Akparep, Jengre, & Mogre 2019).

Leadership according to the position of Khalik, Musyaffa&Hapzi (2021) is one of the determining factors to the survival of any organization, group and institutions because the position of leader in any endeavor has an important role in the success or failure in achieving the goals set by an organization, the leader pays attention to aspects of improving the quality of the workforce and high morale to achieve high levels of productivity(Khalik, Musyaffa&Hapzi, 2021). Leaders according to the position of Odiri (2016) have a high tendency to cause workers to willingly strive towards achieving the goals of the organization which does not only imply the willingness to work, but to also work with confidence and zeal. Leaders maximally apply their competences to assist a group to actualize their goals, according to the scholar, "leaders do not stand behind a group to push; they place themselves before the group as they accelerate progress and stimulate the group to achieve organizational goals"(Odiri 2016). This infers that leaders are the forerunners and foremen in any group, institutions and even societies.

In any organization, it is expected that the productivity and effectiveness of employees/subordinates increases if the leader(s) is able to intensify the enthusiasm and eagerness of his/her subordinates and if a leader is not able to increase the enthusiasm and excitement of the subordinates (in this case teachers), then productivity and effectiveness will decrease. This will show in increase in rate of absenteeism, increase in the level of indiscipline will decrease (Khalik, Musyaffa & Hapzi, 2021).

In the school setting which is an educational organization, leadership is so paramount because the schools like other establishments have students which are their goods to the society, the school have various teachers who are the workforce that produces refined individuals as students and give to the society as products. Thus a leader(s) is inevitably needed to set goals, plan, direct and pilot the affairs of the activities to achieve the goal of the organization which is producing high intelligent and educated individuals(students) for the society. The importance of leadership in school as organization shows in various aspects of the school like instructional practices, teachers(workforce) attitude to work, quality of

teaching, students' academic achievement, workforce/staff and students' discipline, school climate as well as the quality of graduates produced'

In one of the old studies carried out on the influence of school leadership and management on teachers' attitudes to their jobs one of the teachers interviewed in the research said this about her leader (head teacher):

"I don't know what it is about her(the leader), but she made you want to do your best and not just for her, but for yourself ...You are not working to please her, but she suddenly make you realize what is possible, and you, kind of, raised your game" (quote of Linda 1999 extracted from Yusuf 2008).

Raising the game in this sentence denotes the subordinate standing up to his/her feet by putting more effort and tries to meet up the set objectives within the stipulated time in line with the school standard. This suggests that the secret behind workforce or employees effectiveness at work in any organization have some level of connections with and can be traced to the style of leadership adopted by the managers/supervisors or unit heads etc.

Concept of Leadership Style

Leadership styles describe the methods, strategies and pattern the employer/managers/supervisor adopts in dealing with his/her employees in order to achieve a set goal. Leadership style reflects what the leader does in influencing his/her employees to realize his/her vision(Khalik, Musyaffa&Hapzi, 2021). Northouse, (2018) referred to leadership style as the manner in which a leader chooses to lead and interact with their followers. Leadership style is a reflection of the leader's attitudes, behaviors, and actions in influencing and directing his/her subordinates which can have great influence on how a leader makes decisions, communicates expectations, motivates followers, and creates a work environment(Arthur 2023).

In the school as academic institution setting, leadership style can be described as the means, method and tactics adopted by the leaders to influence, direct and empower teachers and students, to behave in a particular way as desired by the institution. The rapid growth of competitions in educational institutions like other production and service organization as well as nonchalant attitude of employees in the 21st century has shown need for improved management and new leadership styles/approaches in order to enhance employees' efficiency and effectiveness in the organization. Employers/ head teachers/supervisors as leaders are adopting various leadership styles which have their influence on employees' effectiveness and

eventually on the organizational productivity/performance. One of such leadership style is the pacesetter leadership style/approach.

The Pace-Setting Leadership Style

The pace-setting style of leadership is an approach to leading and guiding people towards a set goal. In this leading approach, the leader often sets high performance standards and expects team members of subordinates to meet those set standards. It is a leadership method that involves the foreman setting a high level of performance expectations for themselves and others, and then working to achieve those goals. This style is mostly linked with leaders who are achievement-oriented, high quality driven, and possesses a strong desire for excellence. The pacesetter leads by example and sets a fast pace for team to follow.

The adopters of pacesetter style of leadership always set the bar for high pace, high performance, and high quality. According to Oleksandra(2023) the leadership style is a results-driven leadership approach that calls on team members to meet the benchmark established for them. It lays strong emphasis on individual accountability, so each member of a team must meet work quality and their deadlines.

Dimensions/aspects of Pacesetter Style of Leadership

The dimensions of the pacesetter leadership approach are somewhat extracts of basic aspects or features of the pacesetter leadership. However, in the context of this study pace-setting leadership is perceived from the dimensions of; High performance & quality of service expectation, challenging goal setting & urgency of achievement, inspirational & exemplary leading as well as high initiative & adaptability culture.

High performance & quality of service expectation:

Pacesetter leaders have an exceptional disposition for setting a high moral rule and quality standard and expects employees or subordinates to achieve them. They set challenging goals and push their team to deliver outstanding results. This often wakes up the “God given giants” in employees or team members. In the school setting, the expectation is improved students' academic performance, thus the pacesetter set the vision for the school, set specific, measurable, achievable, relevant, and time-bound (SMART) goals as well as a plan for how they will help students achieve those goals. Pacesetter leaders often reward and recognize individual performance and achievement. They may offer incentives or promotions based on meeting and exceeding performance targets. This can create a competitive environment where individuals strive to outperform their peers.

Challenging Goal Setting & Urgency of Achievement:

This is the habit of setting an objective that requires considerable effort, commitment, and skill to achieve. It seems not easy to attain and drives individuals to stretch their capabilities, go out of their comfort zones, and overcome obstacles along the way, this is to say no time for unnecessary idleness. Challenging goals often demand persistence, resilience, and a willingness to take on risks. They may take on a significant workload themselves to set an example for others. This the pacesetter do fosters a growth-mindset among employees in the school setting by way of encouraging employees to view challenges and setbacks as chance for growth and learning, rather than as threats to their ego or self-esteem. Thus, helping to develop persistence, resilience, and a willingness to take reasonable risk.

Urgency of achievement is the need to accomplish a goal within a specific timeframe. It makes employees recognize that there is a limited time frame for achievement of the desired objectives, and a sense of urgency is necessary to prioritize tasks, stay focused, and take action.: Pacesetter leaders value time in achievement and expect their team members to follow suit. They emphasize the need of meeting deadlines and likely to have a sense of urgency in completing tasks and projects. Pacesetter leaders are time sensitive, prioritizing getting tasks done quickly and effectively and expects members of the team to work at same pace. According to Overcome Army Group “a sense of urgency is what propels an idea into an achievement, It inspires individuals to be creative and productive. A sense of urgency drives is what highly successful individuals who are focused on being their best selves, having the motivations needed to believe in themselves and see their goals all the way through”(Overcome Army n.d).

Inspirational & exemplary leading:

These leaders guide and direct by demonstrating or displaying the behavior moral standards, work outcomes and work ethic they expect from their employees/subordinates. They tend to display competence and skilled in their respective domains, and they strive to be role models for their team so that followers will not say words like ‘You want us to do what you cannot do’. “If it is easy, come and do it Na”. In the school setting, pacesetter demonstrate their own commitment to academic excellence, their ability to adapt to changing circumstances and overcome obstacles. Leading by example, pacesetter leaders inspire and motivate their subordinates to do the likewise. Pacesetter leaders possess a strong work ethic and expect their team members to match their pace. According to Oleksandra(2023) “a leader who

emits energy and motivation can inspire their team to push themselves and discover their true potential. Putting their abilities to the test can increase their self-confidence and respect for coworkers”.

High initiative & Adaptability Culture:

The leader have a culture of applying initiative and encourages adaptability in the work situation thus, they expect same from their team members. Leaders that adopt the pacesetting style make their group know what it means to take initiative and cope with changing situations. These leaders strive to live up to their high standards. At the same time, they also want the same for their team. They don't support the culture of always waiting for someone else to ask you to do something before you do. They know what needs to be done, and they do it. According to Sean (2023) pacesetting leaders because don't need to be asked to carry out duties, they expect their team members to follow suit. They want to see the same amount of initiative that they take in their day-to-day responsibilities. Amah (2015) described adaptability as the degree to which an institution is able to alter structures, behaviour, and systems in order to survive in the face of the environmental change, it encompasses translating the demands of business environment into action (Amah, 2015). This is to say, the ability to make internal change in response to external conditions so, individual that have the culture of adaptability always strive and wants to adapt by adopting the new technology, regulation mechanisms, changing demands, and innovations for his/her performance. Pacesetting leaders are trendsetters in the way they do their jobs and guide their teams they adopt to current trends (Sean, 2023).

Benefits of Pacesetting Style of Leadership to Organizations:

The pacesetting style of leadership like other forms of leadership has been noted to be beneficial to institutions in some ways that includes:

Fast achievement of organizational goals: leadership style that sets a pace can be of huge benefit to the organization especially when there are time-sensitive objectives, short-term goals that need to be accomplished quickly. The high expectations and focus on quality dimension of the pacesetting leader can create the necessary pressure to meet these deadlines efficiently (Human Resource Development Quarterly [HRDQ] Team 2022). Similarly, Oleksandra (2023) noted that with pacesetting style of leadership, short-term goals or an institution can be achieved quickly because it places such a strong emphasis on performance and meeting standards. When the goals are urgent or otherwise time-sensitive, this leadership

style can be extremely useful. For instance; pacesetting leadership can be used by a company that is working to ensure the completion of its product in time for the holiday shopping season (Oleksandra, 2023).

Quick issue/conflict resolution: Pacesetting leaders ensure that critical milestones are met, allowing any issues that arise to be addressed and resolved promptly (Human Resource Development Quarterly [HRDQ] Team 2022).

Opportunity for employees or team members to shine: When working with a highly skilled and experienced team, pacesetting leadership allows team members to showcase their abilities and identify their competencies. It can even give the weak and lazy or nonchalant employees the chance to wake up to responsibilities and shine better than before being in the midst of people with high achievement motivated and goal-oriented people with high expectations.

Concept of Employees Effectiveness

Employee effectiveness refers to employees ability to perform their job responsibilities successfully and contribute to the overall goals and success of an organization. It can be referred to as the ability of a workforce in an organization to achieve set goals and objectives efficiently and successfully without much waste of time and other precious resources. In a more broader sense, employees' effectiveness speaks of being up and doing, it speaks of the degree to which workforce either as a group or as individual on a frequent bases successful accomplishes a given task and achieve an expected result given the available resources and time frame. Teo and Low (2016) perceived employee effectiveness as enhanced level of employee performance that would lead to higher productivity. Divya (2016) explained employee effectiveness as the extent to which an employee is capable of achieving desired performance.

Attributes of Effective Employees

Several attitudes and actions exhibited by employees in organization have being used to describe the characteristics of effective workforce. Effective employees in the words of Suchanya (2021) performs and delivers on expectations, they work well with others to contribute to goals of the organizational and they display capability to go above and beyond the job description and the organization's expectations. A summarized attribute of highly effective employees highlighted by Vanderbloemen blog (2022) that:

They are always anticipating team/organization's needs: Effective employees often ask themselves, “What does my organization/team need”, “how can I

add value to organization today?" They always try to think one step ahead of order workers and their team members, anticipating potential roadblocks or challenges the team might face. Instead of sitting back and hoping someone else does the work, they take ownership and make things happen. They don't sit around until their bosses remind them of their duties.

They shoot trouble instead of making problems: They always try to create solutions to a problem at hand by suggesting solution instead of creating or identifying problems without suggesting any form of way out.

They are always responsive and accessible: the effective employees is always accessible and available not isolating his/herself from the work team. effective employees are reliable and can be counted upon for prompt respond and moving the organization forward.

They have the heart of a servant: these individuals approach daily work with selfishly or selflessly. They are selfless approaching their work duties with the objective of serving their the organization well. Always work daily to answer the question "how can I perform my duty well in the organization today" They are motivated intrinsically and carry out job duties not for an external reward only, but for the self fulfillment they derive from the job (Vanderbloemen blog, 2022).

Importance of Employee Effectiveness to an Organization

Employees effectiveness is very key to the performance as well as effectiveness and competitiveness of an organization in an industry. Employees effectiveness makes an organization shine among its equals in an environment. An institution/organization is effective if its goals are most times met successfully. If employees frequently meet targets in terms of utilization of time and other resources to produce an expected result, the credit goes to the organization because the organization is able to render quality services/products to the society on time without waste of other resources making the outside world to see such organization as high performing organization in the industry. According to Suchanya (2021) research has shown that effective workforce plays a crucial role in the effectiveness of an organization and thus, increasing employee effectiveness does not only enhance employees' personal growth but also leads to organizational success.

An effective organization always concerned itself with several employees factors like how well and effectively

employees perform their duties in the business process of the organization and seeks measures to improve the effectiveness of employees if they are not performing well. This is where leadership comes in.

Linking Pacesetting Leadership Style and Employees Effectiveness

Different styles of leadership according to the position of Muhammad and Peter (2016) result in different consequences, which have direct or indirect impact on the attitude and behaviors of the employees. The link and relationship between pacesetting leadership approach and employees effectiveness though may be subtle but can be seen in how it influences and motivates employees to be effective as far as work duties and responsibilities in the institution in concern especially in the school setting.

The pacesetting leadership style which is characterized by setting high performance standards and expecting employees to meet them, can be a motivator for growth and improvement by pushing employees or team members to go beyond their comfort zones, learn new skills, improved methods and improve their performance. In school organizational setting, pacesetting could motivate teachers i.e employees to sought means for self-improvement and acquire new skills and methods so as to meet the set standard and expectations of the organization in terms of quality teachings. According to Kim, Yang, and Lee (2023) when a leader expect high job performance and quality services from staff, staff tend to hold high expectations of themselves that is; they believe in their abilities to effectively complete a given task.

According to Ugur (2016) if the manager's expectations are high, performance and productivity of the subordinates automatically goes up and if expectations are low, then there is a drop in employees performance. The pacesetting leadership dimension of emphasis on high quality and standard result can inspire employees to strive for excellence. They may feel motivated to meet and exceed expectations, resulting in improved performance for both themselves as employees and the students they teach

Initiative & adaptability culture hold by the pacesetting leader and exemplary leading can encourage and foster a growth mindset among employees to also apply high level of initiative and adapt to dynamic situation in the work situation. By this in the school setting, teachers or team members view challenges and setbacks as opportunities for growth and learning, rather than as threats to their ego or self-esteem. By promoting a growth mindset, pace-setters can help employees develop resilience, persistence, and a willingness to take risks which are features of effectiveness. Culture of high initiative and adaptability of the pace setting leader encourage employees to think outside the box

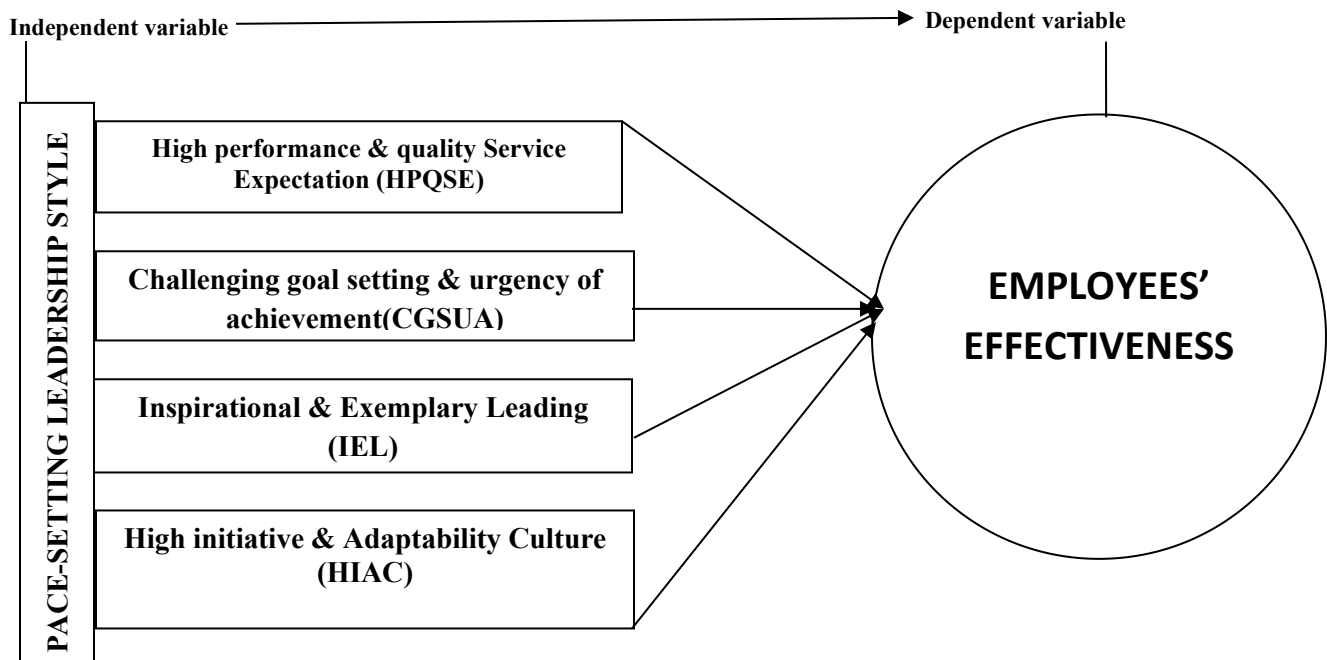
and explore new ideas. This stimulates employees' minds, sparks their creativity, and enables them to come up with innovative solutions to challenges. As a result, employees become more effective in problem-solving and driving positive change within the organization.

The challenging goal setting dimension of pacesetter leadership that involves setting goals that are skill demanding and maintaining a sense of urgency can drive employees to work more efficiently and effectively by indirectly instigating employees to develop new skills, competencies and initiatives in order to meet those expectations of the job. This can contribute to their professional growth and advancement (Human Resource Development Quarterly [HRDQ] Team 2022). As noted by Oleksandra M. (2023) pacesetter leadership enables the team to go outside their comfort zones, pick up new useful abilities, and enhance their overall work performance. Urgency of achievement propel employees especially the nonchalant ones to be efficient with their time and resources. It encourages them to find ways to

streamline processes, eliminate unnecessary tasks, and allocate resources effectively to meet the deadline. They prioritize tasks and allocate their time and resources effectively, focusing on the most critical and high-impact activities that will contribute to the achievement of the goal.

Inspirational and Exemplary leading of pacesetter leader fosters collaboration and teamwork among employees. When employees see their leader taking the initiative in embracing change and adapting to new circumstances, they are more likely to follow suit and work together to achieve common goals. This collaborative environment enhances communication, cooperation, and synergy among team members, resulting in increased effectiveness and productivity. According to Indeed Editorial Team (2023) When employees see a leader modeling a strong work ethic, they may often aspire to the same level of commitment. Employees enjoy working with people who inspire them, and they may commit to a company largely because of an excellent and inspirational manager.

Fig. 1: Conceptual Model



Sources: Author's Conceptualized Model (2024)

Theoretical Framework

This study is hinged on the Goal-Setting Theory (GST) of Locke and colleagues in 1981. In the theory, the scholars explained the 'goal' in the Goal-Setting Theory to mean what an individual or group is attempting to achieve; according to them, goal is the aim or objective of an action being performed. Then Moeller, Theiler and Wu (2012) described goal setting as the act of

creating an effective and specific targets for task being performed. In the theory, Locke hypothesizes that individual who sets goal performs better than those who did not set goal but just depends on 'the do your best group'. This was proven by Locke who in a study titled 'goal setting and task performance' from which he found and reported that goal setting has a positive influence on task performance. Thus infers that there is

likely a corresponding increase in performance when there is increase in goal. Thus, Latham and Locke (2007) posited that setting specific high goal/expectation leads to even more higher performance than encouraging people to do their best.

This study is anchored on the goal setting theory because the present study which is pace setting leadership style is one that is characterized by leaders that sets challenging goals that are skill, effort, initiative and commitment demanding. The style of leadership drives subordinates or team members from their comfort zones and put them on track to sought ways to achieve the goals. This drive as a result of challenging goal makes them perform at maximum unlike those that does not have challenging goals set for them.

More so, the bottom line of the theory which stressed that setting high specific goal results in a more higher performance than just urging/advising workers to do their best, may or should be the ideology behind the adoption of the pacesetting leadership especially in the educational institutions(schools) where standards and quality is expectations of stakeholders

Authors in past have also hinged studies on the GST and the one very close to this particular study is that carried out using academics institution by Gardner, Diesen, Hogg, and Huerta (2016) on the impact of goal orientedness and goal setting have on performance of students in surgical training of clerkship skill acquisition program and found that there is a significant influence of setting goals on students' learning performance

Empirical Review

The study by Teo and Low (2016) which investigated the effect goal setting which is an aspect of pacesetting leadership style have on effectiveness of employee for increased organizational effectiveness was carried out among employees of high-tech company in Singapore with the sole aim of ascertain if setting of goal have any effect on employee's effectiveness and if it ultimately improves organisational effectiveness. The researchers adopted a qualitative method in which they applied open-ended and close-ended structured interviews to obtain data from 100 employees of the organization and they reported that the interview participants were concurrence and unanimous in their response that goal setting play a significant role in employees effectiveness for improve organizational effectiveness. This implies that goal setting in an organization influences employees' effectiveness and eventually influences organisational effectiveness. This study though examined goal setting as variables of pacesetting leadership but looked at employees' effectiveness holistically and did not consider other variables underpinning effectiveness like positive attitude to work, application of initiative and skill set.

The study by Gardner, Diesen, Hogg, and Huerta (2016) in which they examined the impact of goal setting and goal orientation on performance with sample of 127 medical students who participated in surgical skill training during a clerkship surgical skills training program applied questionnaires which were completed both pretested and/or post-tested. Correlations statistics were employed in their data analysis and from their results reported goal orientation play a significant role in performance improvement, that goal setting was effective in helping new students acquire surgical skills, especially when students develop specific strategy and becomes goal oriented. In summary their study revealed that students have better learning performance when more specific goals were set. This research left a gap which is failure to examine the goal oriented leadership style which is pace-setting related on employees performance.

A quasi-experimental study conducted by Moeller, Theiler, and Wu (2012) to ascertain the relationship between goal setting and the performance of Spanish language learners in high school which was carried out with a sample of 1,273 students from twenty three high schools. They analyzed the association between goal setting and achievement of student over time at both the teacher levels and individual student level. Applying correlational statistical analysis they reported that setting high-quality goals contributed to students' better language acquisition. Brown and Latham (2000) in a study with thirty-six sampled employees of a telecommunications company in Canada tested the effectiveness of three ways to increase employees' performance. Their results indicated that the employees with specific and challenging goals reached higher performance levels than those who set goals along with self-instructions to do their best.

Study of Ozlem, Mehmet, and Veysi, (2017) which investigated the impact of leadership style on the performance of employees in an organization in which they used secondary data by analyzing past related studies on leadership styles and employees performance and did not use any specific sampling technique because there was not particular case study. They considered three leadership styles which are; Transactional, Transformational and Contingency forms of leadership styles examining how subordinates under any of the aforementioned leadership styles perform. They reported that leadership style adopted can affect employees performance. The gap in their study is that they did not consider pacesetting style of leadership if it also have effect on employees' performance or effectiveness.

Mohammad, Mahfuzur and Kazi (2018) whose study aimed at identifying the influence of practices of supportive, autocratic and participative styles of leadership on job performance of employee used a

sample of 118 workers of mobile telecommunication companies from whom the research data was collected with aid of questionnaire. They employed descriptive, correlations and regression statistics in their data analysis and they found a significant positive association between the styles of leadership and employees' job performance. The gap in this study is that they still did not consider pacesetting style of leadership if it also have effect on employees' performance or effectiveness.

Gap in literature

From the empirical literatures, it was observed that studies have not been carried out on the concept of pacesetting leadership style as variable that can influence employees effectiveness. More so, studies that have used some of the dimensions of pacesetting leadership style did not consider urgency of achievement, inspirational & exemplary Leading and high initiative & adaptability culture.

Methodology

Design: The study adopted the descriptive survey research design.

Population and Sample: The method of population and sampling is somewhat Multi-methodological in nature in that it adopted more than one method which are the stratified random, convenient and purposive sampling techniques in disguise. The population comprised of the 338 private owned secondary schools in Delta State (Delta State Ministry of Basic and Secondary Education website). The stratified random sampling was adopted in the study. Doing this, the study area was divided into three strata(Delta central Zone, Delta South Zone and Delta North Zone) and twelve 12 schools(taking 4 from each strata)with total number of 290 teachers/employees participated in the study as shown overleaf:

ZONES	NAME OF SCHOOLS	L.G.A	Number of Employees
DELTA NORTH	Graceville College, Asaba	Oshimili South	20
	Perpetual Secondary School, Obiaruku	Ukwuani LGA	32
	Ideal Secondary School, BojiBoji, Agbor	Ika South LGA	19
	St. Kizito Grammer School. Utagba-Uno	Ndokwa West	20
DELTA CENTRAL	Holy Cross Secondary School, Omojeta Street, Aragba-orogun	Ughelli-North	15
	Brentford Millennial Academy, New Abraka, Agbor - Eku Rd, Abraka	Ethiope East	20
	Holy Child Secondary School, AmukpeSapele	Sapele LGA	36
	Jeminaye Comprehensive College, Ogharefe	Ethiope West	27
DELTA SOUTH	Royal Foundation Academy, along Uruto Road, Ozoro,	Isoko North	33
	Benchill College, Warri	Warri South LGA	28
	Merit Secondary School, 98 Iyara Street, Odion, Warri	Warri South LGA	25
	Model Scholars School, 15, Temisanren Street, Off Iyara Road, Warri	Warri South	15
TOTAL	12		290

Source: principals/school heads(2023)

Criteria for selection is based on their full registration and license to conduct Basic school, WAEC and NECO external examination in Delta State as verified from Delta State Ministry of Basic and Secondary Education

Instrument: A structured close-ended questionnaire in a four point Likert rating scale with response categories ranging from "Strongly Agree (4)", "Agree (3)", "Disagree (2)", to "Strongly Disagree (1)" duly validated by experts and tested reliable was employed

as instrument for data collection in the study. The questionnaire measured employee effectiveness as it relates to initiative & adaptability, employees' punctual attitude towards work and proficient performance of duties with modified questionnaire items from team effectiveness questionnaire scale by University of Colorado and staff performance evaluation questionnaire scale by the University of the Fraser Valley [UFV].

Validity and Reliability of Research Instrument:

The content validity was applied to validate the instrument for this study. To test the reliability of the instrument, the Cronbach Alpha statistical tools of testing for internal consistency of instrument was applied. The questionnaire after been validated by the

Reliability Statistics

Measurement	Cronbach's Alpha	No. of Items	N
Pacesetting leadership assessment(PSLs)	0.972	5	15
High performance & quality Service Expectation (HPQSE)	0.774	5	15
Challenging goal setting & urgency of achievement (CGSUA)	0.943	5	15
High initiative & Adaptability Culture(HIAC)	0.950	5	15
Inspirational & Exemplary Leading(IEL)	0.944		
Employee Effectiveness(Ee)	0.964	5	15

Model Specification and Method of Data Analysis

The independent variable in this study is Pacesetting leadership Style while the dependent variable is employee effectiveness measured with ‘initiative &

$$\begin{aligned}
 & \text{PSLS} \qquad \qquad \qquad \text{EE} \\
 & \text{EE} = f(\text{PSLS}) \qquad \qquad \qquad \text{Correlation line} \rightarrow \\
 & \text{PSLS} = f(\text{HPQSE}, \text{CGSUA}, \text{IEL}, \text{HIAC}) \\
 & \text{EE} = f(\text{HPQSE}, \text{CGSUA}, \text{IEL}, \text{HIAC}) \\
 & \text{EE} = \alpha_0 + \alpha_1 \text{HPQSE} + \text{E}_1 \text{----- eq 1}
 \end{aligned}$$

- HPQSE - High performance & quality Service Expectation
- CGSUA- Challenging goal setting & urgency of achievement
- IEL - Inspirational & Exemplary Leading
- HIAC - High initiative & Adaptability Culture
- EE = Employee Effectiveness
- α_0 = Constant terms
- α_1 = Coefficients
- E_1, E_2, E_3, E_4 = Error terms

Results

This section presents and discusses the result gotten by the researcher according to the content of the questionnaire. A total of 290 questionnaire was taken to the field(schools) for administration, however, 285 accounting for 98.3% was retrieved valid and used for the analysis.

Table 1:

	NO	Rate
Questionnaire Administered	290	100%
Questionnaire Retrieved	285	98.3%

Bio Data of Respondents

Gender: From the result, 74% of the teachers are female while 26% are male.

supervisor, the researcher administered 15 copies of the instrument to a separate group of teachers in Abraka and the data was collated with aid of SPSS software, and the reliability coefficients were obtained as given below.

adaptability, punctual attitude towards work and proficient performance of duties. In line with the above, the model is given as follows:

$$\begin{aligned}
 & \text{EE} = \alpha_0 + \alpha_1 \text{CGSUA} + \text{E}_2 \text{----- eq 2} \\
 & \text{EE} = \alpha_0 + \alpha_1 \text{IEL} + \text{E}_3 \text{-----eq 3} \\
 & \text{EE} = \alpha_0 + \alpha_1 \text{HIAC} + \text{E}_4 \text{-----eq 4}
 \end{aligned}$$

Where :

Data Analysis: Descriptive and inferential statistics were employed to analyze obtained data. The descriptive(mean rating and standard deviation) was applied to show the response rate on the parameters for measurement. While the inferential statistics of multiple regression was applied to test the hypotheses at 0.05 alpha level. This is to ascertain the level of effect the dimensions(sub-variables) of the independent variables have on the dependent variable. All was done with the aid of Statistical Package for the Social Sciences (SPSS) software v.23

Educational Qualifications: From the result, 16.1% of the teachers are M.Sc/M.ed holders, 38.2% are B.Sc/B.ed holders, 42.5% are N.C.E holders and 3.2% are holders of others qualifications not listed.

Work Experience: From the result, 26% of the participants have work experience between 1-4years, 27% have between 5-8years, 31% have between 9-12years and 16% have work experience above 12years. This indicates that majority of the teachers have work experience above 4years

Result Relating to Research Objectives

Analyzing the data relating to the objectives, the descriptive statistic of mean and standard deviation was used. As a rule, where the mean for a given parameter

is greater than 2.50, it is accepted as the opinion of the respondents. But is orders, it is rejected.

Table 2: Assessing the adoption of pacesetting leadership style

Descriptive Statistics

Parameters	SA	A	D	SD	Total					
	Count	Count	Count	Count	Count	Mean	Maxi	Mini	Std. Devi	Valid N
PSLS 1	77	157	33	18	285	3.03	4.00	1.00	.80	285
PSLS 2	112	160	7	6	285	3.33	4.00	1.00	.63	285
PSLS 3	132	145	4	4	285	3.42	4.00	1.00	.60	285
PSLS 4	122	154	5	4	285	3.38	4.00	1.00	.60	285
PSLS 5	167	109	6	3	285	3.54	4.00	1.00	.60	285

Field survey 2024

Parameters coded PSLs 1-5 were used to assess if pace setting leadership style is adopted in the organizations. From the result above, all the parameters (PSLS 1-5)

had mean score >2.50. this indicates that pace setting leadership style is adopted by the leaders of the institutions in guiding the employees

Table 3: Data on Leaders high performance & quality of service expectation (HPQSE)

Parameters	SA	A	D	SD	Total					
	Count	Count	Count	Count	Count	Mini	Maxi	Mean	Std. Dev	Valid N
HPQSE 1	162	122	1	0	285	2.00	4.00	3.56	.50	285
HPQSE 2	0	1	152	132	285	1.00	3.00	1.54	.51	285
HPQSE 3	180	101	3	1	285	1.00	4.00	3.61	.53	285
HPQSE 4	120	163	2	0	285	2.00	4.00	3.41	.51	285
HPQSE 5	156	123	2	4	285	1.00	4.00	3.51	.59	285

Key: HPQSE - high performance & quality of service expectation item 1-5

Parameters coded HPQSE 1-5 are statements in the questionnaire used to assess the ways employees' effectiveness may be influenced by high performance & quality of service expectation dimension of pace setting leadership style of the institutions. From the result displayed in the above table, all the parameter

except HPQSE 2 were accepted with mean scored >2.50. This indicates that high performance & quality of service expectation have some level of influence on employees' effectiveness in the organization.

Table 4: Data on challenging goal setting & urgency of achievement (CGSUA)

Descriptive Statistics

Parameters	SA	A	D	SD	Total					
	Count	Count	Count	Count	Count	Minimum	Maximum	Mean	Std. Dev	Valid N
CGSUA 1	182	97	6	0	285	2.00	4.00	3.62	.53	285
CGSUA 2	182	101	2	0	285	2.00	4.00	3.63	.50	285
CGSUA 3	169	110	5	1	285	1.00	4.00	3.57	.55	285
CGSUA 4	183	90	9	3	285	1.00	4.00	3.59	.61	285
CGSUA 5	129	137	12	7	285	1.00	4.00	3.36	.68	285

Field survey 2024

Statements in table 4 are parameters used to obtain data in assessing the influence of effect of challenging goal setting & urgency of achievement dimension of pace

setting leadership on employees effectiveness. From the table, all the parameters CGSUA 1-5 were accepted with mean point >2.50 which indicate that pace setting

leadership dimension of challenging goal setting & urgency of achievement in some ways influence employees' effectiveness at work.

Table 5: Data on inspirational & exemplary leading(IEL) dimension of pacesetting leadership

Scale	SA	A	D	SD	Total					
	Count	Count	Count	Count	Count	Mini	Maxi	Mean	Std.Dev	Valid N
HIAC 1	151	131	3	0	285	2.00	4.00	3.52	.52	285
HIAC 2	149	134	2	0	285	2.00	4.00	3.52	.51	285
HIAC 3	163	118	4	0	285	2.00	4.00	3.56	.53	285
HIAC 4	186	96	2	1	285	1.00	4.00	3.64	.52	285
HIAC 5	203	82	0	0	285	3.00	4.00	3.71	.45	285
Inspirational & Exemplary Leading		SA	A	D	SD	Total				
		Count	Count	Count	Count	Count	Mini	Maxi	Mean	Std.Devi
IEL 1		74	160	33	18	285	1.00	4.00	3.02	.79
IEL 2		110	162	7	6	285	1.00	4.00	3.32	.63
IEL 3		131	146	4	4	285	1.00	4.00	3.42	.60
IEL 4		123	153	5	4	285	1.00	4.00	3.39	.60
IEL 5		171	105	6	3	285	1.00	4.00	3.56	.59

Descriptive Statistics

Parameters	SA	A	D	SD	Total					
	Count	Count	Count	Count	Count	Minim	Maxim	Mean	Std. Devi	Valid N
EE 1	152	132	1	0	285	2.00	4.00	3.53	.51	285
EE 2	170	108	6	1	285	1.00	4.00	3.57	.56	285
EE 3	204	77	4	0	285	2.00	4.00	3.70	.49	285

Field survey 2024
From the result, it shows that inspirational & exemplary leading(IEL) dimension of pacesetting leadership has influence on employees' effectiveness at work.

All the parameters as statements were accepted with higher mean point >2.50

Table 6: Data on high initiative & adaptability culture of leader (HIAC) dimension of pacesetting leadership

Field survey 2024

From the result, it shows that high initiative & adaptability culture of leader (HIAC) dimension of pacesetting leadership style have some level of influence on employees' effectiveness at work. This is evident from the response rate to the parameters as statements were accepted with higher mean point >2.50

Table 7: Assessing Employee's effectiveness (EE) in face of pacesetting leadership

EE 4	179	102	3	1	285	1.00	4.00	3.61	.53	285
EE 5	165	112	3	5	285	1.00	4.00	3.53	.61	285

ield survey **F**

2024

Statements in table 6 are parameters used to assess employees effectiveness in the face of pacesetting leadership style. From the table, all the parameters EE 1-5 were accepted with mean point >2.50. This indicate that the employees are effective in the face of the leadership style.

Hypotheses Testing

This aspect show the inferential statistic result of the Pearson correlation linear regression statistics to show the level or the degree of effect the independent dependent have on the dependent variable.

Decision rule: IF the Sig. (p-value) is less than 0.05 (p-value<0.05), we reject the null hypothesis, and accept the alternate hypothesis i.e there is significant effect of independent variables on the dependent variable. Also, if calculated F-value is greater than F-critical value, we reject the null hypothesis, and accept the alternate hypotheses

Thus:

Multiple regression analysis testing the effect of pace setting leadership style on employees effectiveness

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1215.865	4	303.966	235.609	.000 ^b
Residual	361.237	280	1.290		
Total	1577.102	284			

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-3.136	.772		-4.062	.000	-4.656	-1.616		
	HPQS	.343	.071	.254	4.846	.000	.204	.482	.298	3.350
	CGSUA	.553	.055	.453	9.996	.000	.444	.662	.398	2.514
	HIAC	.239	.070	.173	3.414	.001	.101	.376	.320	3.128
	IEL	.096	.052	.099	1.842	.067	-.007	.198	.281	3.563

a. Dependent Variable: Employees Effectiveness(EE)

Based on individual dimension of the independent variable (Pacesetting leadership style), The analysis shows that high performance & quality of service expectation of leaders(HPQS) as ($\beta = 0.254$, $t = 4.846$, $CI=0.204$, 0.482 , $Sig. 0.000$ i.e $P<.05$), Challenging goal setting & urgency of achievement attitude of leader[CGSUA]($\beta = 0.453$, $t = 9.996$, $CI=0.444$, 0.662 , $Sig. 0.000$ i.e $P<.05$), High initiative

Hypothesis Ho1: High performance & quality of service expectation of leaders does not have any effect on employees’ effectiveness in basic & secondary school organizations

Hypothesis Ho2: Challenging goal setting & urgency of achievement attitude of leader does not have any influence on employees effectiveness in basic & secondary school organizations

Hypothesis Ho3: Inspirational & exemplary leading behavior of pacesetter does not have effect on employees effectiveness in basic & secondary school organizations

Hypothesis Ho4: High initiative & adaptability culture of pacesetting leader do not influence employees’ effectiveness in basic & secondary school organizations

& adaptability culture[HIAC], ($\beta = 0.173$, $t = 3.414$, $CI=0.101$, 0.376 , $Sig. 0.001$ i.e $P<.05$), and Inspirational & exemplary leading[IEL] ($\beta = 0.099$, $t = 1.842$, $CI=-0.007$, 0.198 , $Sig. 0.067$ i.e $P > .05$). The result of the value inflation factors(VIF) shows no evidence of multicollinearity in the data set as the are less than 10

Table 8.1

ANOVA^a

a. Dependent Variable: Employees Effectiveness(EE)
 b. Predictors: (Constant), Inspirational & Exemplary Leading (IEL), Challenging goal setting & urgency of achievement(CGSUA), High Initiative & Adaptability Culture(HIAC), High performance & quality Service Expectation HPQS

Also the ANOVA table show F- calculated value of 303.9 which is greater than F-critical value of 0.878^a and a p-value of 0.000^b which is less than 0.05

Table 8.2:

Model Summary

a. Predictors: (Constant), Inspirational & Exemplary Leading (IEL), Challenging goal setting & urgency

Table 8.2 above display the value of R = 0.878^a and the coefficient of determination (R square) amounted to 0.771, Adj R² 0.768, model fit F(3, 280) = 235.60, P<.05, This suggests the notion that the dimension of

Discussion

Having analyzed the data obtained using various statistical tools and means, the following were observed in relation to the objectives:

High performance & quality of service expectation of leaders and employees' effectiveness

Based on the response rate in table 3 and the report table 8 ($\beta = 0.254$, $t = 4.846$, $P < .05$), the null hypothesis(Hypothesis one) was rejected and the alternate accepted. Hence, it can be said that high performance & quality of service expectation of leaders have a significantly positive effect on employees effectiveness in the basic & secondary school organization. This implication is that when employees are expected by the employer to maintain a specific standard of performance, the employees will have no

indicating a significant positive influence of the independent variable on the dependent variable. That is, Pacesetting leadership style have a significant influence on employees effectiveness in the basic & secondary school organizational setting.

of achievement(CGSUA), High Initiative & Adaptability Culture(HIAC), High performance & quality Service Expectation (HPQS)

pacesetting leadership style influenced 77.1% of employees' effectiveness. In order word, 77.1% of employees effectiveness is as a result of pacesetting leadership style.

According to Kim, Yang, and Lee (2023) when a leader expect high job performance and quality services from staff, staff tend to hold high expectations of themselves that is; they believe in their abilities to effectively complete a given task.

Challenging goal setting & urgency of achievement attitude of leader and employees effectiveness

Based on the response rate in table 3 and the report table 8 that showed ($\beta = 0.453$, $t = 9.996$, $P < .05$), the null hypothesis was rejected and alternate was accepted implying that pacesetting leadership dimension of challenging goal setting & urgency of achievement attitude of leader have a positive effect on employees effectiveness in basic & secondary school organizations. This observation is in affirmation and

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	.878 ^a	.771	.768	1.13584	.771	235.609	4	280	.000

choice than to step up and perform as expected by all means. This is in agreement with the position of the Human Resource Development Quarterly [HRDQ]Team (2022) that pacesetting leadership attribute of quality and high performance oriented, influence employees by driving employees to work more efficiently and effectively as they are indirectly instigated to develop new skills, competencies and initiatives in order to meet those expectations of the job.

similar to that of Linda in Yusuf (2008) who examined the influence of school leadership and management on teachers' attitudes to their jobs and reported from one of the participant that the pace setting leader make employees want to do their best, make them raised their game which implies being effective(Yusuf 2008). Also has posited by Oleksandra (2023) setting challenging goals enables the team to go outside their comfort zones, pick up new

useful abilities, and enhance their overall work performance. Also related to Gardner, Diesen, Hogg, and Huerta (2016) who found from their study on impact of goal setting and goal orientation on performance that goal orientation play a significant role in performance improvement, that goal setting was effective in helping new students acquire surgical skills, especially when students develop specific strategy and becomes goal oriented.

Inspirational & exemplary leading behavior of pacesetter and employees effectiveness

The result in table 8 with ($\beta = 0.099$, $t = 1.842$, $P\text{-value } 0.06 > .05$) indicates that Inspirational & exemplary leading have positive but insignificant effect on employees effectiveness in basic & secondary school organizations leading to rejection of the null hypothesis. According to Indeed Editorial Team(2023) When employees see a leader modeling a strong work ethic, they may often aspire to the same level of commitment. Employees enjoy working with people who inspire them, and they may commit to a company largely because of an excellent and inspirational manager.

High initiative & adaptability culture of pacesetter leader and employees' effectiveness

The fourth hypothesis was rejected based on the result in table 8 ($\beta = 0.173$, $t = 3.414$, $P < .05$), indicating that the pacesetter leadership dimension of high initiative & adaptability culture have a significant positive effect on employees effectiveness in basic & secondary school organizations. According to Ugur (2016) if the manager's expectations are high, performance and productivity of the subordinates automatically goes up and if expectations are low, then there is a drop in employees performance.

Finally, on a more holistic note, it was found that pacesetter style of leadership have a positive effect on effectiveness of employees in the school organizational setting. The is no so at variance with the report of Teo and Low (2016) that goal setting play a significant role in employees effectiveness for improve organizational effectiveness implying that goal setting in an organization influences employees' effectiveness and eventually influences organisational effectiveness. Thus bring to confirmation the position of Muhammad and Peter (2016) that different styles of leadership result in different consequences, which have direct or indirect impact on the attitude and behaviors of the employees in any organization.

Conclusion

Based on the observations in the course of the study that pace setting style of leadership is characterized by leaders or managers who always set challenging goals, have high expectation for quality performance and

prompt achievement of goal and that this style of leadership have positive influence on employees being effective, it can be concluded without any form of doubt that the pace setting leadership style is an appropriate one to be adopted in academic institutions based on the expectation of the public that schools are to produce excellent students who will contribute to development of the society. It motivate teachers to strive for proficiency in carrying out their duties, it make teachers adopt punctual behavior in their duties, teachers under pacesetter leaders are motivated to seek more skills in order to boost their competence for high performance as expected by the pacesetter.

Recommendations

Based on the findings in the study, it is therefore recommended that:

1. Organizations especially educational organizations who have not being adopting this style of leadership should endeavor to adopt it as it will make teachers who are school employees to strive to perform their best and meet up to standard.
2. Teachers should also adopt some level of pace setting in their dealing with students, this will motivate students to be more quality performance oriented and seek more ways to achieve set standard
3. principal/head teacher should improve on their inspirational and exemplary leading behavior in their adoption of pacesetter leadership style
4. This same study be carried out among teachers of the public basic & secondary schools, in order to ascertain if pacesetter leadership style will show same effect on teachers effectiveness as in this study with private school teachers.

Contribution to Existing literatures

The researcher through this study has contributed to the body of knowledge because the study has been able to prove an exemption to school/educational organization in the position that pacesetter leadership does not work well in all organization as this study has shown that pacesetter leadership style have positive effect on school employees(teachers) effectiveness. Thus, clearing the air that it is appropriate for academic institutions to adopt it.

Also, this study has contributed by been an addition to the scanty existing literatures hence, has increased the number of pacesetter related literatures that can serve as reference to future researchers

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An important component affecting employee results and organizational dynamics is leadership style. Because the insurance business operates in a complicated manner and requires high levels of employee motivation and engagement, it is especially important to understand the relationship between leadership styles and work satisfaction in this sector. Examining leadership philosophies and how they affect job satisfaction in the context of Insurance Nigeria Plc. is crucial for creating a positive workplace culture and improving organizational performance. In order to guide and motivate their team members towards accomplishing organizational goals, leaders employ a technique known as leadership style. The research has identified several leadership philosophies, each having unique traits and consequences for worker conduct and attitudes. These philosophies include transformational, transactional, laissez-faire, and servant leadership (Northouse, 2021). Conversely, job satisfaction refers to the favourable emotional state that arises from an individual's evaluation of their work experience, encompassing elements like the work environment, job content, and connections with coworkers and superiors (Spector, 2021).

Studies have continuously indicated a noteworthy correlation between a leader's style and their level of work satisfaction. As to Avolio and Yammarino (2018), employees who experience transformational leadership are more likely to have better job satisfaction because of its attributes such as intellectual stimulation, idealized influence, individualized concern, and inspiring motivation. Likewise, higher work satisfaction and organizational commitment have been associated with servant leadership, which places an emphasis on the leader's attention to meeting the needs of their followers and encouraging their personal and professional development. However little is known about the unique dynamics of work satisfaction and leadership style in the insurance industry, especially in Nigeria. One of the top insurance providers in Nigeria, Insurance Nig. Plc., offers a fascinating setting for examining these dynamics (Onyishi & Ofoegbu, 2023).

Due to the insurance industry's fast expansion, changing legal requirements, and heightened rivalry, a better knowledge of the variables affecting worker performance and satisfaction is required (Ogungbamila & Babajide, 2023).

By investigating the connection between employee work satisfaction and the leadership philosophies used by Insurance Nigeria Plc, this study seeks to close this gap. It is possible to obtain insights into the efficacy of various leadership philosophies in promoting work happiness and improving staff performance in the Nigerian insurance sector by concentrating on this

particular organisation. The results of this investigation should benefit both theoretical and practical fields. It will expand our knowledge of the suitability of various leadership philosophies in the insurance industry and how they affect workers' views and actions from a theoretical standpoint. In practical terms, the findings can provide guidance to Insurance Nigeria Plc's organisational leaders and policymakers, as well as the larger Nigerian insurance sector, on best practices in leadership that foster job happiness, employee engagement, and organisational performance. This study aims to investigate the connection between work happiness and leadership style in the particular setting of Nigerian insurance businesses. Through examining this relationship, the study hopes to offer insightful information that can improve organisational performance and employee well-being in the insurance industry, as well as leadership techniques.

This paper's main goal is to investigate the connection between work satisfaction and leadership style while placing Insurance Nigeria Plc in context. The particular goals are to:

- i. evaluate the correlation between leadership style and overall organizational performance indicators, such as revenue growth, market share, and customer satisfaction.
- ii. investigate the influence of different leadership styles on the behavior of employees in Insurance companies
- iii. examine the impact of job satisfaction on absenteeism rates among employees at insurance companies

Based on the research objectives, the following hypotheses were formed:

- Ho₁ - There is no significant relationship between leadership style and organizational performance indicators
- Ho₂ - There is no the influence of different leadership styles on the behavior of employees in Insurance companies
- Ho₃ - There is no impact of job satisfaction on absenteeism rates among employees at insurance companies

Review of Related Literature

Conceptual Framework

The foundation of every successful organisation is its leadership style, which affects everything from worker morale to output and the general atmosphere of the workplace. A leader's chosen style of leadership may have a significant impact on an organization's productivity and efficacy. Employee motivation, effectiveness, and productivity are all directly impacted by leadership styles. Many leadership philosophies, including democratic, coaching, pacesetter, authoritative, and democratic, all have different effects

on how workers carry out and interact with their jobs. As an illustration, the democratic leadership style encourages inclusiveness and teamwork by valuing everyone's viewpoint. By way of the leader's own activities, on the other hand, the pacesetter approach establishes high expectations for production. Leaders may modify their approach to maximise efficiency by having a thorough understanding of different types (Leonard, 2019). The dominant style of leadership in an organisation has a big impact on its culture. Leadership affects decision-making procedures, staff behaviour, communication styles, and general performance. For instance, autocratic leaders expect their subordinates to accept their decisions without question and make their own, which can limit innovation and employee engagement. Conversely, transformational leaders encourage a culture of performance and creativity by inspiring and motivating their workforce. It's critical for leaders to understand that, in order to adapt to various circumstances and foster a healthy organisational culture, a blend of styles may be required.

Being an effective leader is a constantly changing skill that calls for knowledge of different leadership philosophies and how they affect both operational effectiveness and workforce engagement. Examples of businesses where leadership styles may have a significant impact on employee happiness, attrition, and productivity are Google and Sears. Success requires modifying one's leadership approach to fit the culture of the team and the organisation (Heimlicher, 2023). A variety of leadership philosophies, such as transformational, democratic, laissez-faire, transactional, authoritarian, strategic, and bureaucratic leadership, are beneficial to the performance of organisations. Every style has advantages and disadvantages of its own, and a leader's personality as well as the particulars of the organisation can affect how effective a style is. One important aspect influencing worker performance is trust in the leadership. Over time, inferior performance might result from a loss of trust (Brown, 2023). Democratic leadership may boost output and work happiness by valuing staff input and promoting accountability and openness. While participatory leaders foster creativity and teamwork, autocratic leaders can be useful in overseeing rookie staff members and short-term objectives. Encouraging workers to work effectively requires a healthy work environment. Having strong leadership is essential to creating amazing company cultures. It is the duty of leaders to uphold and represent the principles, policies, and values of the organisation. They are essential in inspiring, motivating, connecting, and mentoring staff members, all of which enhance a pleasant work environment. The perception of contemporary leaders is that they are mentors and

influencers who help staff members connect with the mission and one another inside the organisation, which boosts engagement, output, and income.

It is impossible to exaggerate the significance of a leader's style inside an organisation. An effective leadership style may boost output, create a pleasant workplace culture, boost output, and help the firm succeed as a whole. A leader needs to be flexible, using a variety of approaches when necessary, and aware of the effects their leadership has on both the people under them and the organisation as a whole. Through the cultivation of a collaborative, empowering, and innovative culture, leaders may motivate staff members to realise their maximum potential and propel the company towards prosperity. Two important elements that have a big impact on employee wellbeing and organisational performance are leadership style and work satisfaction. Good leadership is believed to have an impact on workers' job happiness, which in turn raises commitment, productivity, and general job performance. Leadership style is the way a person approaches, behaves, and directs a group or organisation to accomplish shared objectives. Over the years, several leadership philosophies have been recognised and investigated.

A transformational leader creates a vision, establishes high standards, and offers assistance in order to inspire and motivate people to realise their greatest potential. Transformational leaders demonstrate four primary behaviours: personalised attention, intellectual stimulation, inspiring motivation, and idealised influence. Transformational leaders inspire loyalty and dedication in their team members by modelling these behaviours. Another well-known leadership approach is transactional leadership. It entails a more transactional strategy in which managers assign incentives or sanctions in accordance with output. According to Robbins and Coulter (2019), transactional leaders prioritise task-oriented communication, unambiguous expectations, and the utilisation of contingent rewards as a means of inspiring their subordinates. In circumstances where precise and efficient completion of particular duties is necessary, this approach may prove beneficial. Serving others and putting their needs first is the hallmark of servant leadership. One may say that servant leaders are deeply committed to assisting others in developing, realising their potential, and succeeding. They foster a caring and supportive atmosphere by acting with humility, sensitivity, and attentive listening abilities. In teams, this kind of leadership may be very useful for promoting trust and cooperation. Authoritarian or autocratic leadership entails a leader making choices without seeking input from the members of their team. The emphasis of this style is on rigid adherence to policies and procedures and hierarchical control.

According to Northouse (2018), autocratic leaders retain a great level of authority and influence, which is advantageous when making snap decisions or managing less seasoned team members. But this approach could discourage innovation and lower worker involvement. The hallmark of laissez-faire leadership is the absence of strong intervention or guidance from leaders. Team members can make decisions with a great deal of autonomy and flexibility while using this technique. But it can also result in a lack of direction and responsibility, which might lower performance and productivity. According to Hackman and Johnson (2013), highly talented and self-motivated team members may be better candidates for laissez-faire leadership. Within an organisation, a number of factors impact the choice of leadership style. These consist of the leader's personal qualities and ideals, personnel characteristics, industry dynamics, and organisational culture. To encourage innovation and adaptation, for example, a fast-paced, inventive sector would need a more transformational or servant leadership style. On the other hand, a highly regulated industry can require a more authoritarian leadership style in order to guarantee risk management and compliance. A leader's approach is critical in determining the culture of the company, employee engagement, and general performance. It is crucial for effective leadership to comprehend the many leadership philosophies, as well as the advantages, disadvantages, and variables affecting their acceptance. Leaders may establish a constructive and flourishing work atmosphere that encourages development, creativity, and achievement by customising and modifying their leadership approach to suit the requirements of their group and company.

The description of Spector (2021) It has long been known that a person's subjective views and feelings about their work, or job satisfaction, have a significant role in determining both organisational outcomes and employee performance. Numerous studies have demonstrated the importance of the complicated and diverse link between work happiness and employee performance in a variety of circumstances. One of the main factors impacting employee motivation is job satisfaction, which affects their propensity to work hard and take initiative in pursuit of goals that benefit the company. Workers who are happy with their jobs are more likely to be intrinsically motivated, meaning they get gratification from the work they do and the results they get. This internal drive encourages dedication and zeal, pushing workers to pursue excellence in their positions. Employee engagement, which includes workers' emotional and psychological commitment to the company and their work, is directly related to job satisfaction. Employee satisfaction leads to increased

levels of engagement, discretionary effort, and job participation because satisfied workers are more likely to sense an emotional connection to their workplaces. Increased initiative, inventiveness, and dedication are traits of engaged workers, which improve production and performance inside the company.

In a wide range of professions and sectors, a number of studies have demonstrated a robust relationship between job performance and job happiness. Employees that are happy with their jobs typically perform better on tasks because they are more proactive, industrious, and focused in carrying out their duties. Furthermore, a healthy work environment improves overall job performance and organisational effectiveness by reducing absenteeism, turnover intention, and unproductive behaviours. Work happiness has a big impact on how committed, loyal, and attached individuals are to their organisation. As a result of their positive perception of the company and desire to help it succeed, satisfied workers are more likely to become deeply committed to it. This increased organisational commitment encourages long-term organisational sustainability, lowers turnover costs, and increases staff retention.

Job happiness among employees directly affects customer satisfaction and organisational outcomes since contented workers are more likely to provide excellent customer service and memorable experiences. Customer loyalty, repeat business, and good word-of-mouth referrals rise when frontline personnel are satisfied because they are more empathetic, responsive, and capable of addressing problems. As a result, businesses that have happy workers typically see increases in customer satisfaction, profitability, and competitive advantage. Enhancing employee performance and organisational efficiency across several dimensions is contingent upon job satisfaction. Job satisfaction supports a healthy work environment, the wellbeing of employees, and the success of the organisation as a whole by promoting employee motivation, engagement, job performance, and organisational commitment. Businesses that put employee happiness first will probably gain from increased productivity, improved performance, and a competitive edge in the fast-paced business environment of today.

Factors that affect the direction or degree of the link between the independent and dependent variables are known as moderating variables. They point out the circumstances in which there is a larger or weaker correlation between work satisfaction and leadership style. Organisational culture, as it relates to leadership style and work happiness, is the collective set of conventions, values, and beliefs that influence behaviour and practices inside a company. It has the ability to mitigate the correlation between work

satisfaction and leadership style. A culture that encourages collaborative decision-making, for instance, can amplify the benefits of transformational leadership on work satisfaction. The term "job demands" describes the components of a job that need an employee's physical, psychological, and social resources. They have the ability to mitigate the correlation between work satisfaction and leadership style. Because employees may get stressed and burned out regardless of the leadership style used, high job expectations may reduce the beneficial effects of leadership style on job satisfaction. Personal qualities, ideals, and aspirations of each employee might function as moderators in the link between job happiness and leadership style. When working under a laissez-faire leadership style, for instance, employees who have a high demand for autonomy could be more satisfied with their jobs, but workers who value structure and direction would prefer a more directive approach. A moderating factor in the link between work satisfaction and leadership style is the consistency of leadership behaviours in various contexts. Consistent leadership behaviour can increase employee trust and comprehension, which raises work happiness. On the other side, inconsistent leadership behaviour can breed doubt and lessen the influence of a leader's style on work satisfaction.

Theoretical Review

In the case of Insurance Nigeria Plc, the theoretical study offers a conceptual framework for comprehending the connection between job satisfaction and leadership style. This study examines three guiding theories: the path-goal theory, the genuine leadership theory, and the transformational leadership theory. According to Bass and Avolio's (1994) transformational leadership theory, leaders who inspire and encourage their subordinates have a major impact on employee outcomes, including work satisfaction. Individualized concern, intellectual stimulation, inspiring motivation, and idealised influence are among the behaviours exhibited by transformational leaders. These actions improve job satisfaction, foster a pleasant work atmosphere, and increase employee engagement (Adeyemi & Ogunnaike, 2021).

Burns (1978) created the theory of transactional leadership, which emphasises the trade connection between leaders and followers. The management-by-exception approach and dependent compensation are key components of transactional leadership. By setting clear goals and offering incentives for achievement, transactional leadership may still have an impact on work satisfaction even if it may not have as much of an impact as transformational leadership (Ogunnaike et al., 2017).

According to Robert House's 1971 Path-Goal Theory,

effective leaders eliminate barriers, explain pathways to goals, and offer assistance in order to improve followers' performance and happiness (House, 1971). Therefore, by assisting in goal fulfilment and removing obstacles, this theory is relevant to comprehending how various leadership philosophies within Nigerian insurance businesses may affect employee work satisfaction. According to this hypothesis, job happiness may be positively impacted by leadership styles that successfully assist people in achieving their goals and provide them with support, given the context of the research. The Path-Goal Theory (House, 1971) embraced a supportive leadership style that may improve work satisfaction among employees by offering direction and support in overcoming organisational obstacles.

J. Stacy Adams established the Equity Theory, which proposes that people evaluate themselves against others in the workplace based on their own inputs (skills, experience, effort) and outputs (rewards, recognition). People may get dissatisfied and want to restore equity if they believe that this comparison is unfair or unequal in any way. Equity Theory may be useful in analysing how employees view the fairness of their workplace and the leadership styles used within in relation to job satisfaction and leadership style. Workers may evaluate whether their contributions and results are fairly balanced in relation to those of their peers, and this assessment may have an impact on their level of job satisfaction. For instance, it can foster a sense of unfairness and lower work satisfaction if staff members believe that their boss favours particular people or gives uneven incentives or recognition based on criteria unrelated to performance, such as prejudice or favouritism. However, job happiness can increase if staff members believe their boss values their contributions, treats everyone equally, and assigns incentives according to performance. This study examines the connection between work happiness and leadership style, with a possible focus on the importance of justice, fairness, and employee views. It is challenging to offer a thorough examination of how Equity Theory particularly pertains to a particular work, though, in the absence of access to the substance of that study.

Empirical Framework

Adeyemi and Ogunnaike (2021) conducted an empirical study that looked at the connection between work satisfaction and leadership style among Insurance Nig. PLC employees. Using a mixed-methods strategy that combined surveys and interviews, the study looked at 200 employees as a sample. The results showed a strong positive relationship between work happiness and transformational leadership style. The study also emphasised how crucial supportive leadership behaviours are for raising worker happiness. Okoro and

Eze (2020) looked at the effect of leadership style on work satisfaction in the Nigerian insurance sector in a different study. The study utilised Insurance Nig. PLC as a case study. The findings showed that workers had better levels of job satisfaction when they thought their leaders were demonstrating transformational leadership. The research underscored the necessity for establishments to embrace transformational leadership methodologies in order to augment worker contentment and overall organisational efficacy. In order to better understand how authentic leadership affects work satisfaction among Insurance Nig. PLC employees, Ogunnaike and Adeyemi (2019) carried out a study. The study discovered a favourable correlation between work happiness and honest leadership. Workers expressed more work satisfaction when they thought their bosses were genuine. The study emphasised how crucial it is for leaders to act sincere and openly in order to promote a healthy work atmosphere and raise employee happiness. In the Nigerian insurance industry,

Okafor and Nwachukwu's (2018) study investigated the effects of leadership style on employee happiness and organisational commitment. Insurance Nig. PLC. was one of the organisations that the research looked into. The results showed that workers had better levels of organisational commitment and work satisfaction when they thought their leaders were demonstrating transformational leadership. The study underlined that in order to improve employee outcomes, organisations must use transformational leadership approaches.

Research Methodology

The study used a survey technique in conjunction with a quantitative research design. The main method for collecting data from insurance specialists and employees of insurance businesses was the use of questionnaire. For this study, 80 respondents were chosen by the researcher. Version 23's multiple regression techniques were used to evaluate the proposed hypotheses.

Table 1: Response on significant relationship between leadership style and organizational performance indicators

Statement	SA	A	Un	D	SD	Total
Based on the leadership style used, organisational performance metrics show no discernible trends.	55	11	3	6	5	80
Leaders' communication strategies impacts on customer satisfaction levels	53	16	2	4	5	80
There is no correlation between specific leadership styles and fluctuations in market share	49	12	3	11	5	80
Different leadership styles do not influence revenue growth within the organization	52	21	1	3	3	80
Total	209	60	9	24	18	320
Average	52	15	2	6	5	80
Percentage	65	19	3	7	6	100

Source: Field Survey, 2024

66 respondents agreed with the statement that there are no discernible patterns in organisational performance indicators based on the leadership style used, 11 respondents disagreed, and 3 respondents are unsure about the statement, according to the data analysed in Table 1 above. The results show that most of the respondents thought the statement was true. In a similar vein, 69 respondents agreed, 9 disagreed, and 2 were unsure about the claim that a leader's communication tactics affect customer satisfaction levels. The results indicate that the majority of participants expressed agreement with the statement. Moreover, 61 respondents agreed with the assertion that there is no connection between variations in market share and certain leadership styles, 16 respondents disagreed with

the statement, and 3 respondents were unsure. The results show that most of the respondents thought the statement was true. One respondent was unsure, while 73 respondents agreed and 6 disagreed that differing leadership philosophies had no impact on an organization's ability to increase revenue. The results show that most of the respondents thought the statement was true. It is possible to summarise the results of the above analysis by saying that 67 respondents, or 84%, agreed with the statements that there is no significant relationship between leadership style and organisational performance indicators, 11 respondents, or 13%, disagreed with this statement, and 2 respondents, or 3%, were unsure about these statements.

Table 2: Response on the influence of different leadership styles on the behavior of employees in Insurance companies

Statement	SA	A	Un	D	SD	Total
Different leadership styles impact on employee motivation and job satisfaction within insurance companies	31	36	2	4	7	80
There is no correlation between specific leadership styles and employee turnover rates in insurance companies	48	13	4	10	5	80
Leaders' communication styles affect employee engagement and teamwork in insurance companies	44	12	2	16	6	80
There are differences in employee job performance based on the leadership style employed within insurance companies	51	23	1	4	1	80
Total	174	84	9	34	19	320
Average	44	21	2	8	5	80
Percentage	55	26	3	10	6	100

Source: Field Survey, 2024

According to the data analysed in Table 2 above, 67 respondents agreed, 11 disagreed, and 2 were unsure about the assertion that various leadership philosophies have an influence on worker motivation and job satisfaction inside insurance businesses. The results show that most of the respondents thought the statement was true. Similarly, 61 respondents agreed and 15 disagreed that there is no connection between certain leadership philosophies and staff turnover rates in insurance organisations. The remaining 4 respondents were unsure about the statement. The results indicate that the majority of participants expressed agreement with the statement. Additionally, of the respondents surveyed, 56 expressed agreement with the assertion that leaders' communication styles have an impact on staff engagement and teamwork in

insurance businesses, 22 expressed disagreement, and 2 expressed indecision. This indicates that the majority of responders concur with the statement. The claim that employee work performance varies depending on the leadership style used by insurance businesses was accepted by 74 respondents, rejected by 5, and left undetermined by 1 respondent. This suggests that the majority of responders agreed with the statement.

According to the above analysis, 65 respondents, or 81% of the sample, agreed with the statements made about how different leadership philosophies affect employees' behaviour in insurance companies. Thirteen respondents, or 16% of the sample, disagreed with the statement, and two respondents, or 3% of the sample, were unsure.

Table 3: Response on impact of job satisfaction on absenteeism rates among employees at insurance companies

Statement	SA	A	Un	D	SD	Total
Different levels of job satisfaction correlate with absenteeism rates among employees in insurance companies	43	25	2	7	3	80
The perceptions of leadership and organizational culture has an impact on job satisfaction and absenteeism rates among employees in insurance companies	49	23	1	5	2	80
External factors such as economic conditions, industry trends interact with job satisfaction to influence absenteeism rates among employees in insurance companies	54	16	2	6	2	80
There are differences in absenteeism rates between employees who report high job satisfaction and those who report low job satisfaction within insurance companies	50	19	3	7	1	80
Total	196	83	8	25	8	320
Average	49	21	2	6	2	80
Percentage	61	26	3	7	3	100

Source: Field Survey, 2024

Based on the data analysed in Table 1 above, 68 respondents agreed, 10 disagreed, and 2 were unsure about the statement that there is a correlation between employee absenteeism rates in insurance companies and employee job satisfaction levels. The results show that most of the respondents thought the statement was true. Comparably, 72 respondents agreed and 7 disagreed with the assertion that how employees in insurance businesses perceive their leadership and organizational culture affects job satisfaction and absence rates. One respondent was unsure about the statement. The results indicate that the majority of participants expressed agreement with the statement. Furthermore, eight respondents disagreed with the statement, two respondents were unsure, and seventy respondents agreed that external factors like industry trends and the state of the economy interact with job satisfaction to influence absenteeism rates among insurance company employees. The results show that most of the respondents thought the statement was true. Within insurance firms, there are disparities in absenteeism rates between employees who report high and poor job satisfaction. This is a statement that 69 respondents agreed with, 8 disagreed with, and 3 respondents are unsure about. The results show that most of the respondents thought the statement was true. According to the summary above, eight respondents, or 10% of the sample, disagreed with the statement that job satisfaction affects absenteeism rates among insurance company employees, while two respondents, or 3% of the sample, were unsure about the statement. Of the respondents, 70 respondents, or 89% of the sample, agreed with the statements regarding this topic.

Discussion of Findings

It is significant to remember that a variety of factors, including personality variations, organisational culture, and employee expectations, might have an impact on the link between leadership style and work satisfaction. Furthermore, the particular circumstances surrounding the insurance sector in Nigeria can provide special elements that could influence the connection between work satisfaction and leadership style. This study looks at how employees perceive the efficacy of leadership in their organisations and how it relates to their level of job satisfaction overall. Explored are elements including congruence with organizational goals, perceived justice, and faith in the leadership. Within the framework of Nigerian insurance businesses, the study addresses the effects of job satisfaction and leadership styles on employee performance and retention.

The study's conclusions showed that there is no meaningful correlation between an organization's success metrics—such as market share, revenue growth,

and customer satisfaction—and leadership style. It also emerged that the various leadership philosophies, including transformational, transactional, and laissez-faire leadership, influence the actions of workers in insurance firms. The study then showed that employee absenteeism rates in insurance businesses are unaffected by job satisfaction.

Conclusion

It is clear that a leader's style has a big impact on how happy their team members are at work. The study revealed a favourable correlation between transformational leadership and work satisfaction. This suggests that leaders that excite, inspire, and support personal development likely to have happier teams. Conversely, authoritarian leadership had a negative correlation with work satisfaction, highlighting the significance of employee empowerment and participatory decision-making. The study also showed that opinions of leadership style among employees might fluctuate throughout departments and organisational levels. This emphasises how important it is for team leaders to modify their style of leadership to suit the unique requirements and preferences of their members. Additionally, it became clear that organisational culture had a significant impact on how well leadership philosophies shaped work happiness. Fostering job happiness requires an inclusive, encouraging culture that appreciates employee opinions and acknowledges their accomplishments.

Recommendations

Based on the findings of this study, several recommendations can be made to enhance job satisfaction and overall organizational performance:

1. Fund leadership development initiatives to help managers and supervisors build transformational leadership abilities. To assist leaders to inspire and encourage their people, provide them training on empowerment, coaching, and effective communication strategies.
2. Establish routine feedback systems, such as suggestion boxes or staff questionnaires, to find areas for development and determine how satisfied employees are.
3. Encourage a collaborative work atmosphere where staff members feel appreciated and free to voice their thoughts and opinions.
4. Establish a structured system of rewards and recognition to recognize the accomplishments and efforts of staff members.
5. To establish confidence and trust among staff members, make sure that leadership behaviours are in line with the organization's basic values and principles by encouraging openness, honesty, and responsibility in these areas.

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