



ASSESSING LEADERSHIP QUALITY AND EMPLOYEE WELLBEING IN PAIKORO LOCAL GOVERNMENT: A QUALITATIVE APPROACH

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Abstract

Leaders play a pivotal role in organizations and their conduct has a considerable impact on the work behavior, performance and well-being of their employees. The leadership literature, though, has largely neglected research on employee health and well-being in favor of employee performance. It is against this backdrop that this paper adopts qualitative method using interview and secondary data to explore the Impact of leadership quality on employees' performance in Paikoro Local Government. The study established that leaders have contributed marginally to the wellbeing of workers as a result of absence of political-will and general failure of government which has breeds pervasiveness of impunity and so, ruins leadership obligation to the wellbeing of the workers vis-à-vis policies and program in Paikoro Local Government. The manifest disrespect to institutional law and unlawful liberty or arrogance of power among the leaders coupled with perpetual evasion of justice fundamentally explains why leadership qualities have marginally impact on the wellbeing of the employees In the light of above, the study recommends for structural transformation, re-orientation on leaders/followers attitudinal change as a lead crusade for the restoration of the leadership virtues as a stepping stone to enhance a hitch free application of rule of law to enhance the wellbeing of the workforce in Paikoro Local Government.

Keywords: Leadership, quality, organization, performance

Introduction

The success or failure of any organization, public or private is a function of so many factors and critical to a country's development. Governments' Ministries, Departments, and Agencies (MDAs) were established to plan and implement its goals, programs, and actions for the accomplishment of the

organizational goals. Public sectors are both institutional tool of civic or public service delivery and machines through which government actualizes its goals to serve citizens. The essence of any organization's goal is not only to survive, but also to thrive through enhancing its performance. Organizations consistently improve performance through series of avenues; human and material resources in order to satisfy the demands (Arslan & Staub 2013).

An established institution called organization is a social set up with boundary that separates its environment, pursues its own collective objectives, and controls its own performance, lucidly coordinated and directed through committed leader. According to Drucker (1954) leadership is crucial to the fulfillment of corporate goals. Yukl (2013) and Northouse (2015) affirms that leadership is about an influencing process, more precisely a process whereby deliberate influence is exercised on people to guide, shape, and facilitate activities in groups or organizations. As a result, "strong leadership is required for organizations to develop, promote, and maintain a productive work environment" (Van, 2014). The authors further contend that visible leadership explains staff morale, effective performance, fostering harmonious relationship and enhance organizational sustainability, whereas weak leadership has the reverse effect.

Over the decades, leadership has been researched more extensively than practically in any other facets of human behavior (Higgs, 2003). Employees have been obsessed with their organization's leadership style, which is often linked to the personalities required for good leadership. This has been deduced as the reason why, when employees in an organization are asked to choose a leader, the majority of them will do so for a variety of reasons. As a result, Shafie, Baghersalimi, and Barghi (2013) stated; Assessing and defining a good leader can be challenging. Some people might assess a leader depending on metrics while others measure their effectiveness through their personality traits and organization's culture. A good leader brings out the best in its followers. These leaders know how to build the best in the organizational vision, set the right values, and help people focus on and improve their abilities.

Leadership effectiveness reflects great performance, not just hard numbers. Leader offers great organizational culture and help employees improve their potentials and performances. The type and values of a nation's administrators and leaders, in general, determine the scope of its development (Mukhtar et al., 2017). Similarly, an organization's productivity is largely determined by the quality of its leadership. Leaders have the ability to create change and are essential in improving the public sector's productivity while providing services to the public (Losari et al., 2015). Consequently, with the demands for higher quality, organizations continue to seek approaches that will allow their organization to improve. Quality management has grown in popularity as a means of improving organizational efficiency. When it comes to the importance of leadership in quality management, different schools of thought have evolved. Two quality pioneers, Deming and Juran, have provided the world with unique insights on quality management that have lasted well beyond the twentieth century (Evans and Lindsay, 1996).

Studies reveal that leadership is accountable for practically everything in organizations and use a variety of conduct to attain company objectives. Supporting this assumption, Nanjundeswaraswamy and Swamy (2014) acknowledged that organizations need successful leaders who are aware of the

complexities of the world's continuously changing environment to accomplish the desired goals. Several studies have been conducted to assess the impact of leadership and workers performance. For instance, the impacts of leadership on production were examined by Nolan (1988). The leader-environment-follower interaction (LEFI) was proposed by Wofford and Srinivasan (1983) to explain the impact of leader conduct on follower performance. In a military situation, Dobbins and Zaccaro (1986) investigated the impact of leader conduct on satisfaction and group cohesion. Each of these studies found that a leader's traits directly influence a subordinate's actions in dealing with their given tasks, and that when the leader takes a direct interest, the subordinate adopts a common belief system. Quality experts contend that quality leadership is essential for successful quality management implementation. Studies affirm that Paikoro Local Government has produced several leaders. How effective are these leaders remains question begging for answers. It is against this background that this study intends to examine the effect of leadership quality on employee's wellbeing in Paikoro Local Government.

Problem Statement

The challenge that most organizations confront today has been ascribed to the manner in which most of the leaders have been governing the affairs of the organizations. Studies affirm that inefficient and ineffective leadership quality, poor motivation among several factors has substantial negative impact on organizational and employee performance (Fitriyani, 2022; Chukuigwe, 2022).

The common problems pronounced against organizational performance in Nigerian public institutions, social, economic and political affairs are bad attitude to work among workers, inefficiency, and weak leadership among others. Some scholars critically examine this and pointed out that organizations in Nigerian are managed through a management system that is strange to the country's culture" (Akpala, 1998). Many Nigerian leaders confronts the challenges of satisfying the needs of the country's poor millions, who must scrape out a livelihood from primary producing activities, and preserving the integrity of natural resources and the environment. Due to their competition, lack of competence, greed, and power, Nigerian leaders have misrepresented and ignored the voice of the people, the common good, peace, and stability of the country, and have similarly hampered most people's economic growth and possibilities. Drucker (1999) argues that proper management of knowledge workers is among the most difficult problems facing modern organizations.

Job satisfaction is crucial criteria for any organization which desires its workforce to be productive. Job satisfaction may be associated to performance and organizational productivity and other related issues, including labour turnover (Kusku, 2003). It is a common knowledge that dissatisfied employees are prone to absenteeism and undue turnover is also a consequence (Chen et al., 2006). Job dissatisfaction is also allied to indirect costs attached to recruitment, training and learning vis-a-vis inefficiencies (Brown & Mitchel, 2003). Contrary to job dissatisfaction, worker satisfaction may improve performance, productivity, reduce employee turnover and enhance commitment and creativity (Munhurrin et al., 2009). Essentially, this study intends to achieve the following objectives.

Research Objectives

- I. To find out the impact of leadership quality on employee wellbeing in Paikoro Local Government.
- ii. To explore factors responsible for poor leadership performance in Paikoro Local



Government.

Research Question

- i. Does the leaders contribute to the wellbeing of employee in Paikoro Local Government?
- ii. What are the factors responsible for poor leadership performance in Paikoro Local Government?

Methodology

This study adopts qualitative method using interview to explore the Impact Leadership quality on employee performance in Paikoro Local Government The study is cross-sectional in nature, and it purposively selected local government staff as informants. There are several debates concerning sample size for qualitative studies. Most scholars argue that the concept of saturation is the most important factor to considering the sample size decisions in qualitative research (Mason, 2010). This is the point at which the data collection process no longer offers any new or relevant data. Glaser and Strauss (1967) recommend the concept of saturation for achieving an appropriate sample size in qualitative studies. Other guidelines have also been recommended. For ethnographic study, Morse (1991), and Morse (1994) suggests approximately 30 – 50 participants. For grounded theory, Morse (1994) suggests 30–50 interviews, while Creswell (1998) suggests only 20–30. For phenomenological studies, Creswell (1998) recommends 5–25 and Morse (1994) suggests at least six. Ultimately, this study interviewed 15 informants as suggested by Creswell. Pseudonyms were used throughout this study, with actual names of informants preserved based on the burden of pledge made to strictly maintain high degree of confidentiality of the interviewees and also respect their anonymity.

Literature Review

Concept of Leader and Leadership

Leader

A leader is **someone who can see how things can be improved and who rallies people to move toward that better vision**. According to (Anderson, 2015), a true leader has the confidence to stand alone, the courage to make difficult decisions, and the compassion to listen to the needs of others. A famous Douglas MacArthur stated that, “he doesn't set out to be a leader, but by being equal in his actions and sincere in his intentions, he ends up being one. (Anderson, 2015) Scholars argue that leaders need to ensure that all the members of the organization form cordial terms and relationships with others; particularly when there are conflicts and disagreements among the members. More so, leaders impart information in terms of peaceful conflict resolution methods and promote amiability and cordiality. Essentially, when the employees experience any problems and grievances, they usually approach their leaders face to face to lay their complaints. Therefore, the duty of the leaders is to acquire an efficient understanding of problems and concerns and provide solutions (Razak et al, 2022).

The leaders need to achieve difficult and tedious goals and objectives. In the achievement of difficult objectives in a well-organized manner, they need to reinforce their characteristics and guide and lead their subordinates in the right direction. In some cases, the subordinates are not well-aware in terms of measures and approaches in terms of implementation of tasks and functions and achieving goals and objectives. Hence, the leaders need to motivate them and stimulate their mind-sets towards the implementation of tasks and functions. When they experience setbacks, the leaders need to make



provision of knowledge to solve their problems and facilitate the achievement of organizational goals. When the employees form the viewpoint that the leaders possess an approachable nature and an amiable attitude and are understanding, they not only recognize significance of the characteristics of effective leadership, but are also able to incur the feeling of job satisfaction, perform well in their jobs and retain their jobs. Therefore, the significance of characteristics of effective leadership is recognized, when employees are motivated towards the performance of their job duties and achievement of goals (Leithwood, 2019, Razak et al, 2022).

Concept of Leadership

Leadership is defined in different ways that it is hard to come up with a solitary working definition. Leadership is not just an individual or group of people in a soaring position, but a procedure in which leader is engaged in various activities to attain any goal. Leadership refers to the behavior or attitude of a leader to collect and direct the individuals towards any goal. Leadership is a communication process of leader and individuals; as such the effectiveness of an organization depends upon the effective leader and effective leader is that person who has an effective leadership style. Leadership is a very important factor for any organization or group. Leadership is the process of persuading others to adopt behaviors that advance organizational goals, improve group dynamics, and change culture. In addition, it affects how its adherents interpret events, organizes and conducts activities to accomplish goals, upholds cooperative relationships in group work, and solicits support and cooperation from individuals outside the group or organization (Rivai, Veithzal, and Sagala, 2013).

According to Yukl (2017), leadership is the process of facilitating both individual and group efforts to achieve common goals as well as the process of influencing others to understand and agree with what needs to be done and how the task is carried out effectively. The ability to motivate and influence others is one way that leadership is sometimes defined. The process of directing and influencing activities that are connected to the work of group members is also described as leadership. In discussing the study of leadership, the method of approach is typically always included; however, in this study, the method of approach used to discuss the study of leadership is behavior (behaviour). Additionally, leadership affects how a lot of people behave.

Concept of Organization and organizational Leader

Organizational leaders particularly in the public sector are concerned with the process of delivering national developmental objectives that are of interest to political leaders. This explains the significance of public institutions to the national development of the country. Nwoko (2019) posits that national development depicts a nation's capacity to provide basic social amenities such as housing, power, education, water, health, security etc, to improve the social welfare of individual citizens. The Nigerian public service has a tripartite structure that consists of the civil service, agencies and parastatals, designed as the administrative machinery of government needed to execute the policies, objectives and decisions of the government. However, the Nigerian public service is beleaguered with ineffectiveness, corruption, ethical misconducts, and inefficiency despite several reforms at improving the services of the sector (Nwoko, 2019; Ogar et al., 2020).

According to Halilu et al. (2016), the public service performance has not matched expectations. The inefficient and appalling performance of the public service delivery is reported to be a result of its



leadership practices. Unfair and unethical practices of absenteeism, unmerited promotion, and fraud etc., are stimulated by unaccountable leaders, thereby, weakening the professional and ethical standards of the sector. The underperformance and underdevelopment of the public sector organizations is not peculiar to Nigeria but a recognized deficiency across many African countries. Yet, government organizations are beckoned as channels through which the continent's resources can be harnessed to influence the socio-economic development of the nations in Africa. This calls for the engagement of strategic leaders to ensure that preparation meets opportunity, thereby creating a lasting success for the organization (Paul Joyce, 2015; Lituchy et al., 2017). Nwoko (2019) ruefully notes that the objectives of the Nigerian public service and the development of the country would remain a mirage if the leadership crisis and corruption in the public service is not adequately addressed. Conversely, the empirical study of Halilu et al. (2016) establishes that the performance of the Nigerian public service could be greatly influenced by leaders who value accountability.

Organizational Performance

Managers are worried about organizational performance - the aggregated final products of all the organization's work procedures and exercises. It's a complex however essential idea, and managers need to comprehend the components that add to high organizational performance. All things considered, they don't need (or plan) to deal with their approach to unremarkable performance. They need their organizations, work units, or work gatherings to accomplish abnormal amounts of performance, regardless of what mission, procedures, or objectives are being sought after (Rangiz, 2011)

Researchers had identified organization commitment as one of the main devoting variable influencing the progress of organization and efficient results at work. Throughout the years, organizational commitment had picked up an incredible significance as a result of its extraordinary arrangement and center with leader's performance and workers outcomes (Lau, 2015). In many prior findings, it was upheld that those workers who understand that they are being treated impartial and with esteem, develop more enthusiastic connection with the organizations (Stup, 2006). Organization commitment is employee's degree of participation in job (Muthuveloo & Rose, 2005). This will prompt lower rate of absenteeism and employment exchanging. Though organization commitment is checked by several researchers in various settings, yet the outcomes of numerous investigations bolster its positive connection with job performance and job satisfaction (Loui, 1995). Allen and Meyer 1990) defined organizational commitment as "the employee's feelings of obligation to stay with the organization". They conceptualized three approaches of commitment, i.e. *affective, normative and continuance*. Previous studies conclude that several elements of employee performance have very reliable and powerful association with commitment (Meyer & Herscovitch, 2001; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). It was likewise ascertain that if employee stays in organization for longer period his/her affective commitment expands after sometime, though results of some investigations don't provide support to transformation in person with passage of time (Roe, Solinger, & Van Olffen, 2009). Loyalty and commitment of employees towards their organization typically increases during initial period of their work/job due to their positive spirits about work attributes and feeling of having a right place. Hence affective commitment supports to make an emotional impression or trust behavior that benefits organization. Employees grasp in-job duties and additional job practices to show their fondness and strong connection with organization if their affective commitment is high in the



workplace.

Leadership Quality

It goes without saying that having a vision is essential to leadership which is anchored on quality. Quality today has become the foundation for constant management innovation and leadership. Attaining quality leadership requires that upper managers personally take charge of the quality initiative. Quality is defined by the traits, characteristics qualities and, qualities and behaviors of a leader (Alsady et al, 2022). The findings of numerous studies have demonstrated the importance of leadership quality and emotional intelligence on employee's performance and organizational productivity. The ability to manage one's behavior in order to effectively maintain and build relationships with others is referred to as leadership emotional intelligence. Emotional intelligence, according to Goleman (2000), includes four fundamental skills: self-awareness, self-management, social awareness, and social skill. Self-awareness denotes that leaders who are generally emotional are self-aware and able to recognize their emotional states at any time. Before acting, self-controlled leaders are able to control or minimize destructive emotions or thoughts.

Among the qualities that a candidate seeking leadership position must demonstrate is the ability to communicate ideas, build support, negotiate and speak effectively within and outside the organization using the appropriate communication quality (Ticehurst & Veal, 2000). The ability to communicate information effectively with others (coworkers) help a leader to identify work problem, resolve it and maintain a smart organization-an organization that is safe, principle driven and value focused (Grint, 2004). As a matter of fact, no matter how brilliant or experience a leader may be, if s/he lacks effective communication skills, then s/he will definitely fail in the management aspect of coordinating, organising, planning and controlling the work/workforce toward achieving the set targets. This is so because; poor communication skill will ultimately hinders the process of sending, receiving, processing and retrieving information between superior and subordinates in their attempt to drive organizational productivity effectively.

Perhaps, this is the foremost reason why The Public Forum Institute in 2001 emphasized that today's leaders must acquire effective communication skills for public speaking, listening and critical thinking in order to promotes organizational performance and cordial relationship between the organization and the external public (www.publicforuminstitute.org).The extent to which a leader exhibits outstanding communication skills determine the kind of corporation s/he will get from subordinates and by extension translates to increase productivity and performance. In the same view, Nwagwu (2014) conceived that it is significantly remarkable for information and knowledge to flow freely and effectively between the leader and the subordinate (s) and horizontally between subordinates working together with the aim of achieving outstanding success for the organization in today's knowledge driven economy.

The leadership quality as perceived by the staff at the clinic was associated with higher odds that their patients received preventive care in addition to restorative caries therapy. This finding is consistent with a recent Australian implementation study emphasizing the importance of a committed leader for reorienting private clinics from a restorative towards a preventive approach (Schaufeli, 2015). The better the leadership quality, the more role clarity, the greater collaboration, and the lower levels of burnout were reported by clinic staff (Birkhed et al, 2018).



Leadership and employee wellbeing

Leadership behavior has a significant impact on employee behavior, performance and well-being. Extant theory and research on leadership behavior, however, has predominantly focused on employee performance, treating employee well-being (typically measured as job satisfaction) as a secondary outcome variable related to performance, rather than as an important outcome in and of itself. This qualitative state of the science review examines the process by which leadership behavior (i.e., change, relational, task, passive) affects employee well-being. We identify five mediator groupings (social-cognitive, motivational, affective, relational, identification), extend the criterion space for conceptualizing employee well-being (i.e., psychological: hedonic, eudemonic, negative; and physical), examine the limited evidence for differential processes that underlie the leader behavior-employee well-being relationship and discuss theoretical and methodological problems inherent to the literature. We conclude by proposing a theoretical framework to guide a future research agenda on how, why and when leadership behavior impacts employee well-being.

According to Kuoppala et al., (2008) leadership researchers have typically equated well-being with job satisfaction. From a criterion perspective, however, this narrow focus on job satisfaction does not fully capture the concept of employee well-being, which is multi-dimensional (e.g., Grant et al., 2007) and can be measured at broad (e.g., general health) as well as at narrow levels (e.g., specific affects: Warr, 2013). Moreover, other important well-being and health outcome variables linked to psychological and physical health (e.g., thriving, sleep quality) are ignored. While the association of leadership with employee job satisfaction is relatively well-established, we cannot infer that relationships between leadership and other well-being outcomes are similar. The same leadership behavior can result in trade-offs between different dimensions of well-being, where actions that may improve, for example, psychological well-being can be detrimental to physical well-being (Grant et al., 2007).

The upshot of this discussion is that the majority of leadership researchers have failed to take employee well-being seriously enough. Thus, our understanding of the impact of a leader's behavior on employee well-being is underdeveloped and narrowly-focused. Studies that have examined the influence of leadership behavior on follower well-being, beyond that of job satisfaction, focus on narrow aspects of well-being and apply theories and approaches that were principally designed for improving employee performance, rather than well-being (e.g., see Skakon, Nielsen, Borg, & Guzman, 2010, for a review on leadership and employee affective well-being; Montano et al., 2017, for a review on leadership and employee mental health). Moreover, prior reviews have focused on specific leadership quality and outcomes without systematically examining the processes that underlie the relationship between leadership behavior and well-being (e.g., Arnold, 2017, Harms et al., 2017, Montano et al., 2017, Skakon et al., 2010).

As the literature on leadership behavior and employee well-being, which also takes into account mediation processes, is still emergent, it was best suited to a selective, qualitative review. This enabled us to examine theoretical and methodological issues, which served as a starting point for our objective to advance a more comprehensive theoretically-guided future research agenda. Our review focuses on leadership behaviors, as these are more proximal to the well-being of followers than leader characteristics such as personality traits, and the recent literature has provided comprehensive reviews of the link between leader characteristics and leader behaviors (e.g., DeRue, Nahrgang, Wellman, &

Humphrey, 2011). To organize the literature, we applied a taxonomy that distinguishes between types of leadership behaviors. Yukl proposed a hierarchical taxonomy based on three major types of leadership behavior: task, relations and change-oriented (Yukl, 2013, Yukl et al., 2002). Extending Yukl's approach, DeRue et al. (2011) also categorized leader behaviors into Task-oriented, Relational-oriented and Change-oriented and added Passive Leadership (*Laissez-faire*). DeRue et al. (2011) classified leadership behaviors associated with transactional leadership (Bass & Bass, 2008) such as contingent reward and management-by exception active, initiating structure, boundary spanning and directive quality as task-oriented. The relational-oriented category includes leadership behaviors such as participative leadership (e.g., Kahai, Sosik, & Avolio, 1997) and empowerment leadership (e.g., Amundsen & Martinsen, 2014). We also classified leadership behaviors described as supportive as (e.g., House, 1981) relational-oriented as they generally tap into the core of relationship-oriented leadership². Change-oriented leadership behaviors comprise transformational, charismatic and inspirational, while passive quality are characterized by management by exception-passive and *Laissez-faire* (DeRue et al., 2011). Previous meta-analyses have shown that these categories of leadership behaviors have differential validities in predicting not only specific follower behaviors such as performance, but also job satisfaction (e.g., DeRue et al., 2011, Piccolo et al., 2012).

In addition, scholars distinguish between specific dimensions of well-being to examine relationships between leadership behaviors and employee well-being. Austin and Villanova (1992) raised the issue of operationalizing and measuring criteria in relation to job-role behaviors. In line with recommendations to align predictors and criteria better in research and practice (Austin & Crespin, 2006), performance taxonomies have been developed that differentiate between, for example, task and contextual performance (e.g., Borman & Motowidlo, 1993). The same argument can be applied to the criterion space of work-related well-being, and these points to differential relationships between specific job features and forms of job related well-being (e.g., Crawford, LePine, & Rich, 2010).

Our review centers on the relationship between leadership behaviors and the processes that impact psychological and physical well-being in the employee at the individual level. Psychological well-being is broadly defined in terms of “subjective experience and functioning”, while physical well-being encompasses “bodily health and functioning” (Grant et al., 2007, p. 53). Physical well-being is receiving increasing attention in management research and is an important well-being outcome in the experience of work-related stress (e.g., Ganster & Rosen, 2013). Past reviews have emphasized psychological well-being in relation to leadership (e.g., Skakon et al., 2010), with the exception coming from the medically-oriented literature (e.g., Kuoppala et al., 2008).

Psychological well-being can be operationalized in terms of affective (i.e., feeling, e.g., Warr, 2013) and cognitive processes (i.e., thinking). Both form part of well-being composites or cognitive-affective syndromes which “embody interlinked ideas, recollections, perspectives and mental networks as well as merely affect” (Warr, 2013). These include, for example, job engagement, job satisfaction and burnout. We distinguish between positive and negative forms of psychological well-being as leadership behaviors can have differential relationships with these constructs. Within positive forms of well-being, we further differentiate between hedonic well-being, which emphasizes the subjective experience of pleasure, and eudemonic forms of well-being, which stresses subjective vitality (Gallagher et al., 2009, Warr, 2013). Examples of eudemonic well-being are contentment, comfort,



satisfaction, and serenity (Warr, 2013), while hedonic well-being involves “the positive feeling of aliveness” and energy (Warr, 2007, p. 41, citing Ryan & Frederick, 1997) and includes personal growth, learning and vitality as captured in the concept of thriving (e.g., Spreitzer et al., 2005).

In our approach to reviewing the literature, we extend DeRue et al.'s (2011) model of leadership behaviors. In doing so, we distinguish between different kinds of follower outcomes, focusing on psychological and physical employee well-being. Leadership is inherently a process, and in adopting a similar process approach to Fischer, Dietz, and Antonakis (2017) we examine mediators to understand the psychological processes through which leadership behaviors affect follower well-being. From a theoretical perspective, we consider that one of the primary ways in which leader behavior can influence employee well-being, is through the resources that leaders can provide to their followers via their behaviors. COR theory (Hobfoll, 1989) – which posits that individuals are motivated to acquire and reinvest resources, to grow these further, and protect them in order to avoid losses – is one lens through which to understand these processes. This theory has been widely applied to understand processes leading to well-being, in particular stress, burnout and exhaustion (e.g. Baer et al., 2015, Halbesleben, 2006). More specifically, leaders can enable resources that affect well-being by shaping the work environment through opportunities for rewards, autonomy; skill discretion and being a source of social support themselves (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014, for an overview). Through the social interaction with leaders, followers form beliefs about themselves and their work environment and their ability to acquire and build resources (Halbesleben et al., 2014).

Leadership and Poor Performance

The notion that poor-quality leadership has negative effects for individuals is not new and the research that has been conducted on the link between leadership and performance has invariably focused on the potentially negative effects of poor-quality leadership. Poor leadership also has been associated with increased levels of employee stress and retaliation found that when abusive supervisors used non-contingent punishment, employees felt a sense of helplessness and alienation from work. Furthermore, generally, employees who perceive their supervisors to be abusive experience low levels of job and life satisfaction, lower levels of affective commitment, increased work-family conflict, and psychological distress as well as psychosomatic symptoms, anxiety, and depression.

Discussion of the Findings

Research into leadership quality looking at well-being outcomes is another potentially rich field, particularly in exploring the complex variables and how different formats of leadership development intervention impact on organization and employees performance. Studies reveal that leadership quality has insignificantly impacted on employees.

Demographic Data of Interviewees

The study analyzed the opinions of fifteen (5) employees from different departments and grades from Paikoro Local Government for the interview. Pseudonyms were used throughout this study, with actual names of informants preserved. Hence, the interviewees were represented in the study as “informants” based on the weight of undertaking made to sternly maintain high degree of privacy of the interviewees and also respect their anonymity. For the sake of emphasis, lengthy and extensive responses by the informants were italicized and brief/short explanations were distinguished from the main discussion with quotation

*Table 1.1 Demographic informants' Profile of the Informants*

Categories	Frequency	Percentage
Gender		
Male	12	80
Female	03	20
Age		
30 – 40 years	12	80
41 – 50 years	03	20
51 – 60 years	00	00
Educational Qualification		
MSc	03	20
BSc/HND	06	40
NCE/Diploma	06	40

marks (APA, 2001).

Source: Researcher, 2023

The above table captured the demographic details of the interviewees. In the table gender distributions of the respondents' is disproportionate with male population dominating with 12 representing 80 percent and 3 female equivalents to 20 percent of the total interviewees. The respondent's ages were measured in years using range and the result indicates that 12 (80 percent) are between the age range of 30 – 40 years. This was followed by 41 – 50 years accounting for 3 (20 percent) participants representing the highest category of the informants. The demographic details show that 3(20 percent) respondents were holders of MSc certificates while 6 (40 percent) informants are with BSc/HND and NCE/Diploma respectively.

Impact of leadership quality on the wellbeing of employees and Challenges

The interviewees were asked on the contribution of leaders on their wellbeing. The researcher used organizational support through the promotion of workers career, safety of life and property, financial support; provision of social services like health facilities to assess the relationship between quality and the wellbeing of the workforce. In separate responses, interviewees confirmed that, leaders have contributed insignificantly to the wellbeing of workers which has greatly affected the performance of workers in Paikoro. The submission by different interviewees questioned the integrity of leadership and the practice of good governance in Paikoro Local Government. The study reveals that absence of political-will coupled with systemic letdown have breeds pervasiveness of impunity which consequently ruins leadership commitment to the wellbeing of the workers vis-à-vis policies and program in Paikoro Local Government. The blatant disrespect to institutional law and unlawful liberty or arrogance of power among the leaders coupled with perpetual evasion of justice fundamentally explains why leadership qualities have marginal impact on the wellbeing of the employees specifically on Paikoro Local Government.



Conclusion and Recommendation

It is a common knowledge that leaders play essential roles in organizations and their conduct has a considerable impact on the behavior, performance and well-being of their employees. This study explores the contribution of leaders on the wellbeing of workers in Paikoro Local Government. The study established that leaders have contributed marginally to the wellbeing of workers as a result of absence of political-will and general failure of government which has breeds pervasiveness of impunity and so, ruins leadership obligation to the wellbeing of the workers vis-à-vis policies and program in Paikoro Local Government. The manifest disrespect to institutional law and unlawful liberty or arrogance of power among the leaders coupled with perpetual evasion of justice fundamentally explains why leadership qualities have marginally impact on the wellbeing of the employees specifically on Paikoro Local Government. In the light of above, the study recommends for structural transformation, re-orientation on leaders/followers attitudinal change as a lead crusade for the restoration of the leadership virtues as a stepping stone to enhance a hitch free application of rule of law to enhance the wellbeing of the workforce in Paikoro Local Government.

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