

LEADERSHIP AND EMPLOYEE ATTITUDE IN PORT HARCOURT ELECTRICITY DISTRIBUTION COMPANY, RIVERS STATE, NIGERIA

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ABSTRACT

This study investigated leadership and employee attitude in Port Harcourt electricity Distribution Company, Rivers state, Nigeria. The study adopted the survey research design, in which five branches of the company were studied. The population of the study was 100, and the sample size was calculated to be 80 using the Krejcie and Morgan (1970) formula. The sample selection was the stratified sampling method. A structured questionnaire and oral interview guide were the research instruments used for the study. Data collected were presented using selected descriptive statistics in respect of the dependent and independent variables. Both qualitative and quantitative methods of data analyses were employed in analysing the data generated through the questionnaire. Simple linear regression, Pearson Product Moment Correlation Coefficient and Chi-square tests were used to test the hypotheses. The major findings of the study were: that empowerment had significant effect on self efficacy in the Port Harcourt electricity distribution company, Rivers state ($r = 0.869$; $t = 8.331$; $F = 12.428$; $p = 0.001 < 0.05$). Motivation positively affected job satisfaction as reported in the probability value ($r = 0.89$; $p = 0.001 < 0.05$). Teamwork had a significant positive relationship with employee performance in the Port Harcourt electricity distribution company, Rivers state ($\chi^2_{Calc} = 23.73 > \chi^2_{Tab} = 3.70$). The study concluded that effective and efficient implementation of leadership styles would not only result in effective leadership approach, development skills and encouragement of achievement, but would also apply to the situational leadership approach pending on the work environment the manager operated in Port Harcourt electricity distribution company, Rivers state. Based on the findings, the study recommended that there was a need for the energy companies to ensure that managers should empower the employees to grow to grow on the job and promoted at the appropriate time, Employees should maintain teamwork so as to achieve the organizational goals, and the leaders must be able to move from one leadership style to another in order to meet the changing needs in order to maintain employee performance.

Keywords: Employee attitude, Empowerment, Job satisfaction, Leadership, Motivation, Performance, Teamwork, Workplace.

I. INTRODUCTION

Organizational leaders hold the future success of an organization in their hands. They influence others to achieve group or organizational goals in a highly technological and globalized environment (Forte, 2014). Leaders deal with wide variety of employees from numerous cultures and customs. They engage in making high quality decisions which impact the success or failure of an enterprise. Leaders are promoters of change and challengers of the norm by encouraging creativity and risk taking. They concentrate on goals, objectives, mission and vision associated with doing the ethical or appropriate things.

Power electricity supply leaders know that they operate in volatile, uncertain, complex and ambiguous environments. These leaders need effective and apparent skills to succeed. In challenging times, energy companies need to pour their resources into generalized development with well-equipped employees to lead the business of the organization (Hart, Pounds, Lashell and Graham, 2009). Top priorities for leadership development in the energy sector tend to improve the ability to lead the employees, handle the difficulties or challenges of the employees and lead the teams. The energy leaders and their organizations do create career and development strategies by providing significant broad, cross organizational experiences and learning.

Most of the leadership measures taken in the power holding companies are mainly the autocratic leadership approach. The leaders apply coercive reward and legitimate force on their subordinates. The leaders use threats and punishments to achieve their desired goals and do not allow their subordinates to contribute in the running of the organizations, which made the upward communication of the organization ineffective.

Employee attitude is a behavior that is noticed among the employees in a workplace. Eagly (1993) explains that the attitude is a psychological tendency expressed by evaluating a particular entity with some degree of favor or disfavor. He emphasizes that attitude is a psychological inclination that is evaluated with some levels of positivity and negativity. Positive behavior enables an employee for perform functions very well in an organization, while negative behavior is a hindrance of good performance.

Fishbein and Ajzen (1974) believe that employee attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on the employee's response to other workers, objects or situations. In other words, employee attitude is a kind of feeling expressed when the employee goes through a particular situation or how he responds to the objects or situations.

Empowerment and self efficacy are inevitable important variables in the leadership styles and employee attitude. Empowerment is the degree of autonomy and self-determination of the employees in their various organizations. Organizations employ the employees and empower them to perform their work effectively and efficiently. It is the responsibility of the organization to motivate and engage the employees to work and this would be accomplished through empowerment (Banutu, 2015). The employees of the organization perform effectively when they are empowered and this would breed talent development, cultural transformation and behavioral change (Adeoye, Olubunmi, Adamu and Ebirim, 2020). Empowerment of the workers would lead to improved employee tenure, job satisfaction, attainment of organizational objectives and optimum product and service quality (Mowday, Porter and Steers, 1982).

Self-efficacy is an essential component of Bandura's (1986) general and social cognitive theory, which suggests that an individual's behavior, environment, and cognitive factors (i.e. outcome expectations and self-efficacy) are highly inter-related. Bandura (1978) explains that self-efficacy is a judgment of one's ability to execute a particular behavioral pattern. Wood and Bandura (1989) suggest that self-efficacy beliefs form a central role in the regulatory

process through which an individual's motivation and performance attainment are governed. Self-efficacy judgments determine how much effort people will spend on a task and how long they will persist with it. People with strong self-efficacy beliefs exert greater efforts to master a challenge while those with weak self-efficacy beliefs are likely to reduce their efforts or even quit the job (Bandura and Schunk, 1981).

Motivation and job satisfaction are also contributory factors in the leadership and employee attitude. Motivation is the watchdog for the organization who wants to ensure its effective administration in an appropriate manner. The employees employed should be highly motivated so that they would bring out their skills and efforts in producing goods and services. Sounders (2020) explains that all motivation from within, whether it is triggered by rewards or endeavors enhance the employee's self-image or alternatively from intrinsically motivating activities. Motivation in the workplace has been virtually understood in terms of extrinsic rewards, like in the form of awards, benefits, compensation, perks or career progression. In the workplace environment, innovation and creativity are vital to the generation of new ideas and greater productivity, and is at large when extrinsic rewards are introduced. Rewards signify that activities are desirable or undesirable, depending on how they are been utilized by the organization.

Teamwork and employee performance are potential variables of leadership styles and employee attitude in the workplace. Team members achieve the most successes when employees and teams share the same vision and collective feeling of trust within and between groups. Commitment to team members, work team and the organisation are the three integral parts of team commitment to success. The committed team members must realise that the work team and the organisation benefit when the team's work is extensive and accurate. The retention of highly dedicated employees is a great concern for organisations. Team members in the organisation try to improve their retention when they work together. Team members are committed to their work groups, and the organisation will focus on the organisation's vision and work through workplace challenges (Christin, 2009).

Performance is linked with the behavior of the employees, but it is not about work outcomes or what the employee generates. Work performance in organizations is a combination of individual ability and motivation where ability is the individual capability to complete tasks in a stable trait. Robbins (1978) explains that employee performance is the capacity to achieve an objective or goal of the organization. In the energy supply organizations, performance is associated with timeliness, quality and quantity of output, work efficiency and effectiveness, attendance and presence of the job (Mathis and Jackson, 2009). Employee performance results when a task is accomplished on the criteria set by the organization or the manager, and it is assessed on prescribed acceptable standards when the available resources are efficiently and effectively utilized in a changing environment.

The Port Harcourt Electricity Distribution Company, Rivers State has the motive to apply the leadership and employee attitude in the appropriate ways that would be suitable for the organization. In this manner, the researcher deems it necessary to investigate leadership and employee attitude in the Port Harcourt electricity distribution company, Rivers State.

Statement of the Problem

Leadership in most organizations has not been successful as a result of some negative effects. These obstacles cause barriers for the managers in not implementing their duties effectively and efficiently. The factors that would make the organizational leaders in not performing well include lack of accountability, lack of alignment, poor execution, lack of clear vision and default of compliance of the organizational culture.

Objectives of the Study

The objectives of the study are to:

- i. Examine the extent to which empowerment affects self efficacy among employees in the Port Harcourt electricity distribution company, Rivers State.
- ii. Ascertain the effect of motivation on job satisfaction in the Port Harcourt electricity distribution company, Rivers State.
- iii. Identify the relationship between teamwork and employee performance in the Port Harcourt electricity distribution company, Rivers State.

Research Questions

- i. How does empowerment affect self efficacy among the employees in the Port Harcourt electricity distribution company, Rivers State?
- ii. What is the effect of motivation on job satisfaction in the Port Harcourt electricity distribution company, Rivers State?
- iii. Does teamwork have effect on employee performance in the Port Harcourt electricity distribution company, Rivers State?

II. REVIEW OF RELATED LITERATURE

Leadership

De Meyer (2011) defines leadership as the capability to successfully manage change in organizations. The way one manages, to some extent is contextual and is influenced by the environment. The environment the future leaders have to operate in, is entirely different from what the leaders and subordinates are used to in the previous decades. Leadership needs transformation. Leadership is considered to be an essential attribute of successful management, whether it is in the private or public sector. Research on leadership has come up with multiple variants of leadership, ranging from the traditional command and control leadership which has become a global learning approach (Brown, 2007). The contradictory literature on leadership would not help in explaining how young potential managers would be prepared to rise to the leadership challenge in the professional world. The best approach is to develop these young potentials to become effective innovators and managers of change (De Meyer, 2011). Management is about coping with complexity, while leadership is about coping with change (Kotter, 1990). However, providing leadership in order to manage change is to some extent contextual. It is dependent on the culture in which one operates (Schneider and Barsoux, 2003).

Leadership is better adapted to cope with the emerging environment in which leaders will have to operate. Leadership is often associated with formal command and control, or sometimes with a charismatic leadership approach, where the leader may seduce groups of followers to sometimes blindly execute his or her wishes. Mary Parker Follet believed in the

power of people working together. In order to get things done, one needs to form a community. There should be a distinction between an operating change in a coercive manner versus operating in a co-active manner, and community should be considered as a creative process that can be effective by constantly reframing the issues.

Effective leadership in the current climate requires collaboration, listening, influencing and flexible adaptation, rather than command and control. Chrislip and Larson (2002) emphasise that leadership can be employed in almost any situation, and is practised in some businesses with great success, but is seen more often in community coalitions and initiatives, in community-based health and human service organizations, or alternative. Leadership is an increasingly vital source of competitive advantage in the highly networked, team-based, and partnership-oriented business environments. Few leaders have been trained to lead in a collaborative manner, especially those at more senior levels who climbed the organisational ladder in different eras (Hurley, 2011).

Leadership strategy is a purposeful relationship in which all parties strategically choose to cooperate in order to achieve shared or overlapping objectives. Rubin (2009) explains that the success of collaboration depends on one or more collaborative leaders' ability to build and maintain these relationships. Collaboration is very similar to but closely aligned than cooperation. Most leadership strategies can be social within a decentralised and egalitarian group (Spence and Munera, 2006).

Leadership is a management practice which is focused on the leadership skills across functional and organisational boundaries. David and Cameron (2008) identify the primary task of the leader as the delivery of results across boundaries between different organisations. Getting value from difference is at the heart of the leader's task. The leaders have to learn, share, control, and to trust a partner to deliver, even though that partner may operate very differently from themselves.

i. Leadership styles

The terminology style is roughly equivalent to the leader's behavior and it is the way which the leader influences the followers or subordinates in the workplace (Luthans, 1977). There are many ways to lead and every leader has his/her style of leadership. The notable of these leadership styles include autocratic, democratic, situational, bureaucratic and laissez faire. Management experts have undergone a revolution on how to adopt the leadership approach. The various leadership styles are explained as follows:

Autocratic Leadership Style

This is a classical approach of managing an organization. In this approach, the manager retains much power and decision making authority. The manager does not consult the employees when making decisions. Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments.

Democratic Leadership Style

This leadership style is also known as participative style and it encourages the employees to be part of the decision making. The democratic manager keeps the employees informed about what affects them in the workplace and shares decision making and problem solving responsibilities. This leadership approach requires the leader to make the final decision, but gathers information from the employees before making decisions. The democratic leadership style breeds high quality work for a long time. There is usual cooperation between the managers and the employees, and there is the spirit of cooperation, teamwork and high morale standard.

Situational Leadership Style

It is an adaptive leadership style. The strategy encourages leaders to take stock of their team members, weigh many variables in their workplace and choose the leadership style that best fits their goals and circumstances. Situational leadership is flexible. It adapts to the existing work environment and the needs of the organization. This leadership approach is not based on the specific skills of the leader, but the manager/leader modifies the style of management to suit the requirement of the organization.

This leadership style is adaptable, and the leaders must be able to move from one leadership style to another to meet the changing needs of the organization and that of the employees. The innovative leaders must have the insight to understand when to change their management styles and the leadership strategy that fits each of the new paradigms.

Laissez Faire Leadership Style

Laissez faire leadership is the direct opposite of autocratic leadership. The laissez faire leaders make few decisions and allow their subordinates to choose appropriate workplace solutions. In this type of leadership, the manager provides little or no direction and gives the employees as much freedom as possible. Authority or power is given to the employees and they must determine goals, make decisions and resolve problems on their own. This type of leadership style is practiced in the work environment where the employees are skilled and experienced on their job. In this case, the manager gives little direction to them as their leader.

Bureaucratic Leadership Style

This leadership style refers to organizational leadership through which a highly formalized set of processes, procedures and structures are applied. In this case, rules, policies and hierarchies form a clear set of expectations as well as explicit chain of command. Bureaucratic leadership is one of the leadership styles postulated by Max Weber in 1947. It is a system of management whereby employees are made to follow specific rules and lines of authority created by the superiors in the organization. The bureaucratic leadership pattern focuses on the administrative needs of an organization. The bureaucratic leadership style is very relevant in organizations where employees do routine tasks. A routine job that does not change over a long period of time requires a definite set of safety rules or working guidelines in order to comply with the organizational rules and policies.

Bureaucracy is used in government agencies, divisions, departments and commissions. The negative aspect of bureaucratic leadership is that it creates power structures and relationships

that discourage dissent. Employees especially the subordinates are mainly afraid to speak negatively or complain about the conducts of the work environment.

ii. Employee Attitude

Employee attitude is one of the most noticeable behaviors in any workplace towards any situation or performance (D'souza and Poorjary, 2018). Eagly (1993) explains that attitude is a psychological tendency expressed by evaluating a particular entity with some degree of favor or disfavor. They are of emphasize that attitude is a psychological inclination that is evaluated with have some level of positivity and negativity. There are some kinds of attitudes found in employees that would help the organization to function effectively without hindrance, whereas some employees whose psychological orientations are negative, encounter negative behavior.

Fishbein and Ajzen (1974) contend that employee attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on the employee's response to other workers, objects or situations. In other words, employee attitude is a kind of feeling expressed when an employee goes through a particular situation or the way he/she responds not only to other employees, but also to objects and situations that influence such behavior. The positive feelings display readiness to do some work enthusiastically, and these approaches should be done through experiences. Gibson, Ivancevich and Donnelly (1991) explain that the values and attitudes develop from early childhood onward as a result of upbringing, education and experience to life. They emphasize that values and attitudes are formed during the childhood and environment in which they were brought, their educational background and the various experiences they encountered. Robbins (2003) contends that employees, objects or events, reflect on how individuals and objects perceive a situation.

iii Empowerment and Self Efficacy

Empowerment is the degree of autonomy and self-determination of the employees in their various organizations. Organizations employ the employees and empower them to perform their work effectively and efficiently. It is the responsibility of the organization to motivate and engage the employees to work and this would be accomplished through empowerment (Banutu, 2015). The employees of the organization perform effectively when they are empowered and this would breed talent development, cultural transformation and behavioral change (Adeoye, Olubunmi, Adamu and Ebirim). Empowerment of the workers would lead to improved employee tenure, job satisfaction, attainment of organizational objectives and optimum product and service quality (Mowday, Porter and Steers, 1982).

Employee empowerment would result to effective training and teamwork. There would be enhancement of knowledge exchange among the employees, improvement of intellectual capability and autonomy in decision making (Karim and Rehman, 2012). Rochon (2014) explains that teamwork is a key success factor for employee efficiency and the teams of employees who work together achieve a common objective. Teamwork among the employees is a collective and shared responsibility that is directed towards the accomplishment of set objectives.

Bandura (1978) explains that self-efficacy is a judgment of one's ability to execute a particular behavior pattern. Wood and Bandura (1989) suggest that self-efficacy beliefs form a central role in the regulatory process through which an individual's motivation and performance attainment are governed. Self-efficacy judgments determine how much effort people will spend on a task and how long they will persist with it. People with strong self-efficacy beliefs exert greater efforts to master a challenge while those with weak self-efficacy beliefs are likely to reduce their efforts or even quit (Bandura and Schunk, 1981).

Self-efficacy enumerates that there are four major sources of information used by individuals when forming self-efficacy judgments. In order of strength, the first is performance accomplishments, which refers to personal assessment information that is based on an individual's mastery accomplishments (i.e. past experiences with the specific tasks being investigated).

iv. Motivation and Job Satisfaction

Motivation is the watchdog for the organization that wants to ensure its effective administration in an appropriate manner. The employees employed should be highly motivated so that they would bring out their skills and efforts in producing goods and services. Sounders (2020) explains that all motivation from within, whether it is triggered by rewards or endeavours enhance the employee's self-image or alternatively from intrinsically motivating activities. Motivation in the workplace has been virtually understood in terms of extrinsic rewards, like in the form of awards, benefits, compensation, perks or career progression. In the workplace environment, innovation and creativity are vital to the generation of new ideas and greater productivity, and is at large when extrinsic rewards are introduced. Rewards signify that activities are desirable or undesirable, depending on how they are been utilized by the organization. Bartol and Martin (1998) emphasize that motivation is a power that strengthens behavior and gives route to behavior that triggers the tendency to continue. In order to attain assured targets, individuals must be satisfactorily energetic and be clear about their destinations. Motivation is an internal drive to satisfy an unsatisfied need and will to accomplish. Motivation is a procedure to initiate through a physiological or psychological want that stimulates a performance that is intended to be achieved. Motivation is also a progression of moving and supporting goal-directed behavior (Chowhury, 2007). Motivation is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some definite targets (kamlian, 2010). Motivation is one of the policies of organizational managers to increase effectual job management amongst employees in the organization. A motivated employee is responsive of the definite goals and objectives of the organization.

An employee is considered to have job satisfaction when he is found to be doing his job with enthusiasm and interest. This is the most important element in the organization. Hoppock (1935) explains that job satisfaction is a combination of psychological and environment circumstances that makes an employee to be satisfied on the job. Job satisfaction is centered on the role of the employee in the workplace. Job satisfaction is an affection or orientation on the part of the employee toward the work role he/she is occupying. The sentiments of the

employee are respected when he is satisfied with the job. When an employee is performing well on the job and justice is administered on the job, then the employee can be said to have job satisfaction.

v. Teamwork and Employee Performance

Teamwork allows the project to be done in which one person would not be able to complete the task. Members of the team would bring in their own experience and level of expertise to a project to help create a useful finished product. The team must be able to communicate and share ideas. There are also needs to the feeling of respect in place for each team member's contribution to the task (George, 2017). Teamwork is an important part of an effective workplace. An efficient team can be trained as a group which would help each other maximise their job performance and help them to make an inviting and productive atmosphere for new team members. Some aspects of teamwork in the workplace for a company would be of great benefit from group organization.

Working in teams enables employees to be quicker and more effective in their work, as compared to people who work on their own. Collaboration makes the employees to be more responsible, and this enables them to improve on their motivation levels, especially when teams work virtually well (Boyer, 2017). There are two fundamental dimensions of team functioning. They include the task team that is required to carry out the functions and the social factors that influence how the employees work together as a unit. Teams are created on the expectations that they can carry out tasks more effectively than an individual can, in terms of accomplishing the organizational objectives. Teams also consist of people with wide variety of emotional, social and other kinds of needs that would help to strengthen the team or frustrate their activities. The noncompliance of these measures means that the potentials of team performance would not be achieved.

Research published in Harvard Business Review shows that team members collaborate more easily if they perceive themselves alike. The higher the diversity of background and experience, the less likely the team members share knowledge or show collaboration behaviour. It is proven that similar people work together, but as work tasks continue to become more complex, people with diverse expertise and background are forced to collaborate.

Theoretical Framework

i. Trait Leadership Theory

Trait leadership theory is a theory where effective leaders have in common a pattern of personal characteristics that support their ability to mobilize others toward a shared vision. These traits include dimension of personality and motives, sets of skills and capabilities and behavior in social relationship. The trait leadership theory is also known as Carlyle and Galton's trait theory of leadership. The theory was propounded by Thomas Carlyle (1795-1881) and Francis Galton (1882-1911). Leadership trait theory is known as the personality traits that distinguished leaders from the followers. This leadership trait is compared to those of potential leaders; both successful and unsuccessful and it is used to predict leadership effectiveness. Successful leaders have interests, abilities and personality trait that are different from those of the less effective leaders. The leadership research is focused on finding a group

of heritable attributes that differentiate leaders from non-leaders. Leader effectiveness is the amount of influence a leader has on individual or group performance, followers' satisfaction and overall effectiveness. Leader effectiveness can help organizations with their leader's selection, training and development practices (Derue, Nahrgang, Wellman and Humphrey, 2011)

ii. Great Man Theory

The great man theory of leadership states that some people are born with the necessary attributes that set them apart from others and that these traits are responsible for their assuming position of power and authority. The leaders of great man theory should have the personality variables that would enable them to implement their leadership roles. Leadership qualities are carried in the genes. They are in born or inherited in the family from generation to generation. The great man theory leaders must possess leadership traits and skills in order to pilot their leadership conducts.

III. METHODOLOGY

This research work adopted survey method and design. The focus of this research consisted of five branches of Port Harcourt Electricity Distribution Company, Rivers state. The branches were Trans Amadi, Rumuola, Elekahia, Mgbuoba, and Rumuobiakani. The branches were selected because of their resourcefulness and suitability in the sector. The population consisted of 100 employees from the five branches of the electricity distribution companies. The Krejcie Morgan formula was used for the determination of sample size of 80. Data for the study were collected mainly from primary source through questionnaires that were self determined. The answered options for the questionnaires were used with the five point Likert scale of SA- Strongly Agree, A – Agree, U – Undecided, D – Disagree and SD – Strongly Disagree.

Table 1: Studies for the Population and Sample of the of five Selected Branches of Port Harcourt Electricity Distribution Company, Rivers State

No.	Branches of PHED	Population	Sample
1	Trans Amadi	30	24
2	Rumuola	30	24
3	Elekahia	15	12
4	Mgbuoba	15	12
5	Rumuobiakani	10	8
	Total	100	80

Source: Port Harcourt Electricity Distribution Company (2022)

IV. ANALYSIS, RESULTS AND DISCUSSION

The total population of eighty (80) questionnaires was administered. Out of the eighty, only seventy three (73) representing 91.2% were returned and found good for the data analysis. The demographic information of the respondents of the selected five branches of the Port Harcourt Electricity Distribution was male staff (87.7%). It was also revealed that majority of the respondents in the organizations were of middle and low level managerial positions

(78.4%) which made the study more meaningful in responses, since the issues relate to the employees with regard to leadership and employee attitude in the work place.

The majority of the respondents mainly work in the office 73.6%, while others were employees from the field work operations. This gives us a true representation to justify the vital roles of employees in terms of employee attitude and leadership.

Hypotheses Testing

From the study, three hypotheses were formulated and tested using simple linear regression, Pearson correlation coefficient and chi square test. Hypothesis one was tested with simple linear regression, hypothesis two with the Pearson product correlation coefficient method, while hypothesis three was tested with the chi square test. SPSS was used to analyze the various tests.

Hypothesis One

Ho: Empowerment does not have significant effect on self efficacy in the Port Harcourt Electricity Distribution Company, Rivers State

Hi: Empowerment has significant effect on self efficacy in the Port Harcourt electricity distribution company, Rivers State

Simple Linear Regression was adopted in testing this hypothesis. The result of the Regression Analysis has significant effect of empowerment on self efficacy in the Port Harcourt Electricity Distribution Company, Rivers State is shown in:

Table 2a Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.846 ^a	.803	.721	.8246	1.738

- a. Predictors: (constant) Empowerment
- b. Dependent Variable: Self efficacy

Table 2b ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	869.220	1	678.220	12.428	0.001 ^b
	Residual	212.750	3	70.927		
	Total	1202.000	4			

- a. Predictor: (Constant) Empowerment
- b. Dependent Variable: Self efficacy

Tables 2a and 2b showed that the analysis of variance of the fitted regression equation is significant with F value of 12.428; this is an indication that the variation explained is not due to chance. Since the p-value (0.001) is less than 0.05, it shows a statistically significant positive

effect between the variables at 95 % confidence level. Therefore, the null hypothesis of no significant effect is rejected. Thus, empowerment has a significant positive effect on self efficacy. The R² statistic in Table 2a indicates that the model as fitted explains 84.86 % of the total variability in effectiveness of the firms. In other words, 84.6 % of the total variability in effectiveness of the firms can be explained by empowerment. The value of R² = 0.846 shows that empowerment is a good determinant of self efficacy. The null hypothesis is therefore rejected and the alternative hypothesis accepted. Thus we conclude that empowerment significantly affected self efficacy in the Port Harcourt electricity distribution company, Rivers state.

Hypothesis Two

Ho: Motivation does not have significant positive effect on job satisfaction in the Port Harcourt electricity distribution company, Rivers State

H₁: Motivation does have significant positive effect on job satisfaction in the Port Harcourt electricity distribution company, Rivers State

In testing this hypothesis, the Pearson Product Moment Correlation coefficient was used. The results are shown in:

Table 3a Descriptive Statistics of the Relationship between motivation and job satisfaction

	Mean	Std. Deviation	N
Motivation	4.5700	3.8675	73
Job satisfaction	3.1578	3.0368	73

Source: SPSS Analysis of Field Data, 2022

Table 3a shows the descriptive statistics of the relationship between motivation and job satisfaction, with a mean response of 3.16 and std. deviation of 3.04 for job satisfaction and a mean response of 4.57 and std. deviation of 3.86 for motivation. By careful observation of standard deviation values, it can be said that there is about the same variability of data points amongst the dependent and independent variables. This implies that motivation constitutes a greater percentage of variables that positively affect job satisfaction.

Table 3b Correlation Matrix on the Relationship between Motivation and Job satisfaction

		Motivation	Job satisfaction
Motivation	Pearson Correlation	1	.893**
	Sig. (2-tailed)		.000
	N	73	73
Job Satisfaction	Pearson Correlation	.893*	1
	Sig. (2-tailed)	.000	
	N	73	73

Correlation is significant at the 0.01 level (2-tailed).

Table 3b is the Pearson correlation coefficient matrix of the relationship between motivation and job satisfaction showing the correlation coefficient, significant values, and the number of cases. The correlation coefficient shows 0.89. This value indicates that correlation is significant at 0.05 level (2tailed) and it implies that there is a relationship between motivation and job satisfaction ($r = .89$). However, the computed correlations coefficient is greater than the table value of $r = .195$ with 73 degrees of freedom ($df. = n-2$) at alpha level for a two-tailed test ($r = .89, p < 0 .05$). Since the computed $r = .89$, is greater than the table value of $.195$ we reject the null hypothesis and conclude that there is significant positive relationship between motivation and job satisfaction in the Port Harcourt electricity distribution company as reported in the probability value of ($r =.89, p < 0.05$).

Hypothesis Three

Ho: Teamwork does not have significant positive effect on employee performance in the Port Harcourt electricity distribution company, Rivers State

Hi: Teamwork has a significant positive effect on employee performance in the Port Harcourt electricity distribution company, Rivers State

The Chi-square test was utilized in testing the hypothesis. The results are shown in:

Table 4 Chi-Square Tests

	Teamwork	Employee Performance
Chi-Square	23.730	3.702
Dif	73	2.
Asymptotic . Sig	3.702	1.000.

Source: SPSS Analysis of Field Data 2021

This table exhibits the calculated hypothesis of the Chi-square (χ^2) above. The result showed that the calculated figure is greater than the tabulated figure ($\chi^2_{Calc} = 23.73 > \chi^2_{Tab} = 3.70$). Thus, we reject the null hypothesis and accept the alternative which shows that teamwork has significant positive effect on employee performance in the Port Harcourt electricity distribution company, Rivers state.

Conclusion and Recommendations

The study examined leadership and employee attitude in the Port Harcourt Electricity Distribution Company, Rivers state. Hence, arising from the results and discussion of participants’ responses, the study has proven that; empowerment significantly affected self efficacy; motivation positively affected job satisfaction and teamwork had significant positive relationship with employee performance. Therefore in relation to these findings it is necessary to conclude that effective and efficient implementation of leadership will not only result in effective leadership approach, development of leadership skills and the encouragement of achievement, but it will also apply to the situational leadership style pending on the work environment the manager operates in the Port Harcourt electricity distribution company, Rivers state.

Emanating from the findings, the researcher made the following recommendations which will not only be beneficial to the Port Harcourt electricity distribution company, Rivers state, but also to the other sectors in Nigeria:

- i. Managers should empower employees to grow on the job and be promoted at the appropriate time.
- ii. Employees of the energy companies should maintain teamwork in order to actualize the organizational goals.
- iii. The leaders must be able to move from one leadership style to another in order to meet the changing needs so as to achieve employee performance.

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