LEADERSHIP STYLE, ORGANIZATIONAL BEHAVIOUR AND EMPLOYEE PRODUCTIVITY: A STUDY OF ECOWAS COMMISSION, ABUJA, NIGERIA

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Abstract

Employee productivity in some organizations is usually hampered by the existing leadership style and organizational behaviour. This study aims at assessing the impact of leadership style and organizational behaviour on employee productivity, using the ECOWAS Commission, which is a multinational and multilingual organization, as a case study. The study utilized both the Fielder's contingency theory and the Likert's leadership theory to emphasize the relationship between leadership style and organizational behaviour on employee productivity in the organization. An underlying factor in both theories is the agreement that leaders are task-oriented and employee-oriented. Both elements are important in achieving the best from a leader, however, in the right and proper mix. The study made use of both primary and secondary methods in the data collection. Quantitative and qualitative data were analyzed using descriptive statistics and thematic analysis respectively. The study findings show that most leaders exhibited a transformational leadership style and that this style has positive effect on organizational behaviour and employee productivity at the ECOWAS Commission. The study recommended that transformational leadership style should continue to be promoted to enhance employee and organizational productivity amongst other recommendations.

Keywords: ECOWAS Commission, Employee productivity, Leadership, Organizational behaviour.

Introduction

The role of leadership in an organization is crucial in terms of creating vision, determining objectives, designing strategies and coordinating all efforts and activities. Harris (2007) contends that quality leadership is essential in achieving the vision and mission of any organization along with coping with the changes occurring in the external environment. Leadership is very essential in an organization because achievements and results occur corollary

to the traits being exhibited by the leader. The major aim of every organization is to grow. The relationship between the management and employees has a great impact to that effect. The challenges of coping with today's uncertain business environment have put many organizations on their toes to struggle for survival in the heat of competition. The driver of such strategic move towards surviving the competition is the leadership provided by managers who are expected to influence others in achieving organizational goals and boosting employee productivity. Shafie and Barghi (2013) explain the importance of leadership in organizations, especially on human beings who are apparently the biggest assets. The main drivers of organizations are usually employees. They give life to the organizations and maintain the drive towards achieving organizational goals. Leadership here provides workers with direction and psychological satisfaction to get the best from them. Paracha, Qamar and Waqus (2012) assert that leaders play essential roles in accomplishing goals and in boosting employee's performance by satisfying them with their jobs.

The relevance of leadership in different organizations is often not taken adequate note of. Effective leadership is known to enhance productivity of employees in all organizations. Organizations in both public and private sectors often face some challenges. This may be due to lack of effective leadership. The main concern of any organization is to accomplish its stated objectives. There is, therefore, the need for effective leaders to coordinate and motivate employees (Vigoda-Gadot, 2012). However, some organizations do not take account of the leadership style adopted by their managers, and this has negative impacts on the performance of the organization and general employee turnover. The workers that interact within any organization contribute in achieving the goals for which the organization was established. The elements that interact within the organization are the people, technology and structure. These elements are also influenced by the external social system. Organizational behaviour is then described within the ambit of the resulting mix, while the external influence of the organization affects the attitudes of the people, their working conditions, and competition for resources and power. Employee performance which would eventually determine employee's productivity is critical to the overall success of any organization.

This study focused on the effect of leadership styles and organizational behaviour on employee productivity at ECOWAS Commission, Abuja Nigeria. The ECOWAS Commission is a multinational international organization, with a strong organizational structure and institutional framework that defines the functions of its leadership and the roles of the employees in achieving organizational goals. Since its establishment in 1975, ECOWAS has recorded a number of landmark achievements in the area of economic development, peace and security within the West African sub-region. This study, therefore, aims to explore the nexus between leadership style, organizational behaviour and employee productivity at ECOWAS Commission in Abuja. The study is a quantitative investigation and adopted the primary method of data collection which includes the use of questionnaire and structured interviews in realizing the objectives.

The specific objectives of the study are:

- To examine the effect of leadership style and organizational behaviour on employee productivity at the ECOWAS Commission, Abuja;

▪ To assess the significance of leader and employee relationship in building the Commission; and

▪ To make recommendations on leadership models that can greatly improve employee productivity.

Leadership, Organizational Behaviour, Employee Productivity: Conceptual Clarification
Leadership

Leadership remains one of the most relevant and complex aspects of organizational context. Adlam (2003) views leadership as a complex concept since several approaches have been employed to provide meaning to the term. There are many leadership definitions in the literature from a number of perspectives, some of which would be considered. The traditional perspective of leadership perceives the concept of leadership as inducing compliance, respect and cooperation. In other words, the leader exercises power over the followers to obtain their cooperation (Anderson, 1998) and are responsible for formulating goals and ensuring their efficient accomplishment. Schermerhorn, Hunt and Osborn (2000) define leadership as a case of interpersonal influence that gets individuals, or groups of people to do what the leader wants to be done. This implies that the leader's focus is on what he/she wants from people. Therefore, followers' input is not encouraged with regard to what it is to be done. The contemporary perspective of leadership is more focused on non-bureaucracy, the perception where leadership appears to emphasize motivation, inclusion and empowerment of followers, rather than the traditional perspective focus on bureaucracy (in which the leader tends to direct others and make decision for others to implement). To justify this perspective, Maxwell (1999) explains that the leader's attention is on what he/she can put into people rather than what he/she can get out of them, so as to build the kind of relationship that promotes and increases productivity in the organization. Similarly, in providing clarification on the contemporary leadership perspective, Jaques and Clement (1991) define leadership as a process in which an individual sets direction for other people and carries them along in that direction with competences and productivity. This approach emphasizes on transformation that brings positive changes in the organization, groups, interpersonal relationships and the environment.

However, both the old and new concepts of leadership appear to agree on some characteristics of leadership. For example, both agree that leadership does not take place in isolation. Rather, it takes place in the process of two or more people interacting and the leader seeks to influence the behaviour of other people. However, to a large extent, the old concept of leadership is based on exercising power over followers to maintain the status quo, while the new perspective is based on continuous improvement and power sharing with the followers. The old concept of leadership is based on downward exercise of power and authority while the new seeks to develop respect and concern for the followers and see them as a powerful source of knowledge, creativity and energy for improving the organization. The issue of change and empowerment is the main focus of the new perspective on leadership. Altheeb (2020) contends that leaders "undeniably have direct influence on employee behaviour, effort, input, and consequently output". The leader is expected to continually generate new ideas for increasing efficiency and productivity within the organization. The leader is required to provide needed strategies for executing the vision and motivate the employees to accomplish this vision by

using their own initiatives to improve their inter-group relations in and outside of the organization. Leadership in the study context is the capacity of the leader to set goals and mobilize available resources to achieve the goals in due time.

Organizational Behaviour

Max Weber cited in Rheinstein (1954) defines organization as the "ordering of social relationship". Barnard (1938) also refers to organization as *"a system of consciously coordinated activities comprising of two or more persons"*. From these, one understands that organization consists of individuals with different tasks attempting to accomplish a common purpose. Organizational behaviour is "a social unit within which people have achieved somewhat stable relations among themselves in order to facilitate obtaining a set of objectives or goals" (Litterer, 1963). Saravanakumar (2019) defines it as "the study of human behaviour and the organizational context, and the organization itself". These definitions have three dimensions, i.e., the individual behaviour; the organization and the interface between the two. It focuses on the best way to manage individuals, groups, organizations, and processes. Knowledge of organizational behaviour can provide managers with a better understanding of how their organization attempts to accomplish its goals. This knowledge may also lead to ways in which an organization can make its processes more effective and efficient, thus allowing the organization to successfully adapt to changing circumstances. There are a variety of factors that can influence organizational behaviour, including the organization's culture, policies, and structure. These aspects can have an impact on employee's productivity and their commitment to the organization. Organizational behaviour in the context therefore, refers to a component of management activity which focuses on how individuals act within the organization. It includes all forms of social and other job related interactions.

Employee Productivity

The main goal of any organization is to enhance the productivity of its employees. Employee productivity is a multidimensional construct and extremely vital criteria that determines organizational successes or failures. Prasetya and Kato (2011) define employee productivity as the attained outcomes of actions with skills of employees who perform in some situation. According to Pattanayak (2005), "the productivity of an employee is his/her resultant behaviour on a task which can be observed and evaluated". To Pattanayak, employee's productivity is the contribution made by an individual in the accomplishment of organizational goals. Here, employee productivity is simply the result of patterns of action carried out to satisfy an objective according to some standards. This means employee productivity is a behaviour which consists of directly observable actions of an employee, and also mental actions or products such as answers or decisions, which result in organizational outcomes in the form of attainment of goals. Ibrahim (2004) also states that it is "an important activity that provides both the goals and methods to achieve the organizational goals and provide the achievement level in terms of output". In the study context, employee productivity refers to an evaluation of the employee's efficiency which is measured in terms of the employee output in a given time.

Literature Review

The success of an organization heavily relies on the leader's ability to optimize human resources and other resources. A good leader understands the importance of employees in achieving the goals of the organization. Motivating these employees is of paramount importance in achieving the goals. Fiedler and House (2008) indicate that organizational performance will suffer in direct proportion to the neglect of this. In the current age of rapidly changing business environments, leadership is an important and critical key-determinant for businesses and organizations, and studying this concept is just crucial (Krishnan, 2004). Throughout most of academic literatures, there is great deal of evidence relating to different forms of leadership depending on various organizational settings.

In authoritarian leadership, the manager retains most authority for himself and makes decisions with the mind that subordinates will implement. He is not bothered about attitudes of the subordinates toward a decision; he is rather concerned about getting the task done. This style is viewed as task oriented (Dubrin, 1998). Most organizations are moving away from this type of leadership as it stifles creativity in individual's ability to be innovative. Employees usually solely rely on instructions from their superiors and are afraid to develop or implement their ideas. However, Northouse (2017) believes that some decision requires strong leadership traits for approaches and things to be done efficiently and in timely manner. In ECOWAS Commission, authoritarian form of leadership is usually not encouraged given the array of professionals working in the various sectors. On the contrary, the democratic leadership style is exhibited where the focus of power is more towards the group, and where there is greater interaction within the group (Mullins, 2002). The manager shares the leadership functions with members of the group where he or she takes part as a team member. The manager allows decisions to emerge out of the process of group discussions, instead of imposing it on the group as a boss. This leadership style is appropriate only in instances where the nature of the responsibility associated with the decision is such that group members are willing to share with their manager, or alternatively the manager is willing to accept responsibility for decisions, which he or she has not made personally. Prerez, Milstein, Wood and Jacquez (1999) contend that subordinates share a sense of responsibility for the organization when they are allowed to participate actively in decision-making. This leadership model is found an important aspect of empowerment, teamwork and collaboration.

Qadir and Yesiltas (2020) established a link between transactional leadership and employee productivity. This follows from earlier works by Weber (1947) and Bass (1985). Transactional leadership style is based on traditional bureaucratic authority and legitimacy as stated (Bass & Avolio, 1997). Transactional leaders are able to motivate subordinates to perform and achieve desired outcomes by promising those rewards and benefits for the accomplishment of tasks (Bass, 1990). Bass describes the transactional leader's relationship with the subordinates as having three phases. Firstly, he recognizes what subordinates want to get from their work and ensures that they get what they want given that their performance is satisfactory. Secondly, rewards and promises of rewards are exchanged for employee's effort. Lastly, the leader responds to his employee's immediate self-interests if they can be met through completing the work. Qadir and Yesiltas (2020) stated that "along with rewards,

transactional leaders deliver appropriate punishments to foster motivation and commitment". Thus, transactional leaders enable employee(s) to accomplish tasks or goals within the organization through reward and punishment systems.

Burns (1978) was the first to put forward the concept of "transforming leadership" to describe leader-followership relationship. To Burns transforming leadership "is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents". Burns further suggested that "transforming leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality." Transformational leaders encourage subordinates to adopt the organizational vision as their own, through inspiration (Cacioppe, 1997). Hoch, Bommer, Dulebohn andWu (2018) contend that this style of relationship produces positive work outcomes and is further related to organizational needs such as commitment, trust, satisfaction and performance. Liaw, Chi, and Chuang (2010) believe that transformational leaders place the goals of both an organization and employees at the center by setting strategies where the followers can develop and grow. Recent study by Altheeb (2020) further demonstrates this leader-employee job relationship. The ECOWAS Commission embraces the transformational leadership style where employees are given the opportunity of career development and a well-defined career progression is established. The organization has a culture of providing both functional and technical training to its employees at least once a year, to ensure a well-motivated and highly skilled workforce. In some cases, employees are also transferred across ECOWAS institutions and agencies to enable them to have a global view of the organization and have greater proficiency in the official languages of ECOWAS (English, French and Portuguese). Earlier study undertaken by Booysen and Van Wyk (1994, in Swanepoel, 2000) in a South African context found that outstanding leaders, in terms of effectiveness, are perceived to show a strong and direct, but democratic and participative leadership style, and are seen as agents of change and visionaries who increase organizational performance.

Organizational behaviour addresses the issue of employee motivation, decision-making processes and manager's emotional intelligence. These issues are central to employee productivity and linked to the leadership style adopted in an organization (Katou, 2015). For instance, decision making is more centralized in an authoritarian organization and more decentralized in a democratic organization. Extant research into organizational behaviour in different organizations show that transformational leadership has a positive influence on organizational behaviour and employee productivity (Bass & Avolio, 1994; Ristow, 1998; Hoch et al., 2018). However, earlier study by Pruijn and Boucher (1994) show that transformational leadership is an extension of transactional leadership. The difference between these two models is that followers of transformational leadership exhibit performance, which is beyond expectations, while transactional leadership, at best, leads to expected performance (Bass & Avolio, 1994).

Conclusively, the literature shows that leadership style adopted by an organization has an effect on organizational behaviour and employee productivity. The leadership style, influences individual behaviours, structures and decision making patterns, and the productivity

level of the employee. Employees in organizations that practice authoritarian style of leadership may experience stifled ability to think and act independently, as they are not usually allowed to air their opinions and ideas. Leaders in these organizations do all the thinking and idea generation. Employees in organizations that practice transactional leadership style are momentarily motivated to achieve certain rewards as leaders associate specific rewards to key organizational goals. Organizations that practice transformational leadership style have career paths defined for their employees based on their skills and competencies. Here, employees see themselves as joint stakeholders in the organization and are motivated to achieve organizational goals so that their personal goals of being leaders in that organization can also be achieved. The treaty of ECOWAS Commission also outlines the aims, objectives and fundamental principles of the organization. This not only influences the organizational behaviour but defines the tenets and norms that employees need to conform to.

Theoretical Framework
This paper is anchored on two theories: Fielder's Contingency theory and Likert leadership theory.

Fielder's Contingency Theory
Fiedler's (1964) Contingency theory asserts that a leader's ability to lead is contingent upon various situational factors, including the leaders preferred style, the capabilities and behaviours of workers that depend heavily on the situational factors. According to Certo (2000), Fiedler came out that each leader has a preferred leadership style which maybe people-oriented or task-oriented. However, a leader's performance depends on three characteristics of the situation: leader-member relations, task structure, and the position power of the leader. The central assumption here is that an individual who attempts to influence others must use both directive (task) and supportive (relationship) behaviours. However, this assumption did not cater for the inherent change in human behaviours that necessitated different approaches in management and thus creates a gap in the researcher's field to try and bridge the gap by testing for the impact of this assumption on employee behavioural scenario in performance. Applying this theory to the ECOWAS Commission, leadership style is greatly influenced by the situations and prevailing circumstances, for instance, during statutory meetings which require a great deal of pre-meetings and intense work load, the leadership style might vary from the one adopted in performing the regular day-to-day activities. Overall, it is imperative that the Commission adopts a leadership style that guarantees increased productivity of employees and ensure that the organizational objectives are met.

Likert Leadership Theory
According to Likert (1967), basic styles used in categorizing task orientation and employee orientation were incorporated to develop Likert's model of leadership effectiveness. Based on this model, there are four possible leadership systems: exploitative and authoritative; benevolent and authoritative; consultative; and participative. In the exploitative and authoritative system, the subordinates carry out the tasks while manager makes all work-related decisions. Managers tend to set rigid standard and methods for the subordinates to work with. Departure from this standards and methods by subordinates attract threats and punishments from the supervisor. The

managers entrust little confidence in their subordinates and in return, the subordinates fear their superiors and feel that they are inferior or different from them. Likert's studies show that leaders in organizational departments used the first and second styles of leadership mentioned with low productivity. High producing departments in an organization are those managed through consultative and participative leadership style. Based on all these, Likert concluded that system four leadership style is the best form of leadership in almost all work situations. However, other theorists, who are of the opinion that no leadership style fits all situations, have opposed this assertion. Considering that ECOWAS Commission is a complex organization with multicultural and multilingual dynamics, the four leadership styles are in use at various levels of leadership. For the lower level of workers, especially the artisans, managers tend to set rigid standard and methods for the subordinates to work with. However, this ensures that procedures and guidelines are respected in carrying out planned activities. At the middle and higher level, the Commission usually adopts the consultative and participatory approaches. The supervisor interacts with the subordinates on assigned tasks and allows the freedom to function bearing in mind set objectives by the organization. Planned activities are cascaded from the organizational goals and the results achieved by each worker are aligned to the objectives of the organization.

Methodology
Research Design and Study Setting
An organizational-based sequential explanatory mixed method (quantitative and qualitative) approach was used to assess the effect of leadership style and organizational behaviour on employee productivity at the ECOWAS Commission through a structured questionnaire and individual interviews.The study focused on the ECOWAS Commission located in Abuja. The Commission was selected among the other ECOWAS institutions because it has a higher staff strength. The result from the study at the Commission will serve as a good representation of what can be expected in the other ECOWAS institutions.

Population and Sampling
Stratified simple random sampling was adopted based on the existing categorization of staff into three (3) strata. The strata are Statutory (Management), Professional and General Staff which gives an approximate sample population of 51.43%. The population of staff members at the Commission is about 700, and using a convenient sampling, 120 staff were selected in each of the three strata because of easy accessibility, since the study was conducted at the ECOWAS Commission. Therefore, 360 staff constituted the sample of the study**.**

Research Instrument
Data were obtained from two sources namely, primary and secondary sources. Primary data were obtained using questionnaire and interviews. Secondary data were sourced from journals, textbooks, newsletters, ECOWAS annual performance reports, ECOWAS treaties and protocols, and other documented literatures. A self-designed questionnaire was used for data collection. The respondents were required to respond on a 5-Likert scale (1= Strongly Disagree 2= Disagree 3= Unbiased 4= Agree 5= Strongly Agree) on the effect of leadership style and organizational behaviour on employee productivity at the ECOWAS Commission, Abuja. In addition, semi-structured interview guide was used to solicit the participants' information on the

effect of leadership style and organizational behaviour on employee productivity at the ECOWAS Commission.

Data Collection

The copies of questionnaire were administered to the staff at the ECOWAS Commission office Abuja. The staff filled the questionnaire and returned to the researcher. Out of the 360 copies of questionnaire administered, 105 completed questionnaires were retrieved for analysis.To complement data from questionnaire source, data were further gathered through structured interview. This is to provide more substance and reveal detailed information from across board. To achieve this, eight (8) persons were interviewed. They include five (5) administrative and three (3) professional staff. The administrative staff were drawn from the administrative cadre and include Director of Administration; Deputy Director Procurement and Assistant Manager, Training; Manager Library Services and Manager, Corporate Services. The choice is informed by their constant participation in the policy process of the Commission. The three professional staff include the Deputy Chief Accountant; Assistant Medical Director and Chief Engineer, Technical Services.Participants gave consent to audio-record their interviews, which were transcribed verbatim. The participants expressed their views freely on the effect of leadership style and organizational behaviour on employee productivity at the ECOWAS Commission. The transcripts were cross-checked with the audio-recorded interviews to ensure accuracy and validity of the qualitative data. In addition, the staff were provided with the interview transcripts and emergent themes for comment and confirmation regarding the accuracy of the interviews.

Data Analysis

Frequency and percentages were applied to analyze the quantitative data using the Statistical Package for Social Sciences (SPSS) (Version 23.0, IBM SPSS, Chicago, IL, USA); while the semi-structured interviews were analyzed using the thematic content analysis.

Results and Discussion

This comprises the results from both questionnaire and interview sources

Table 1: Leadership Styles (n=105)

Statement	SD n (%)	D n (%)	UND n(%)	A n (%)	SA n (%)
Coercive Style: Firm/strong discipline is important to get assigned job done.	52(50)	38(36)	0(0)	15(14)	0 (0%)
Authoritarian Style: Implementing decisions without questions is most suitable for the organization.	61(58)	30(29)	0(0)	11(10)	3 (3)
Affiliative style: The mark of a good manager is the development of close personal relationships with subordinates.	34(32)	49(47)	3(3)	12(11)	7 (7)
Participatory Style: Employees develop best when given the opportunity to participate.	13(12)	84(80)	0(0)	8 (8)	0 (0)
Pacesetting style: Employees should be able to find solutions to job difficulties on their own.	28(27)	44(42)	0(0)	19(18)	14(13)
Coaching style: It is the job of the manger to motivate subordinates by providing performance feedback.	39(37)	55(53)	0(0)	11(10)	0 (0)
Transformative style: A transformational leadership style has a positive impact on the performance of employees in the organization.	52(50)	46(44)	4(4)	2 (1.5)	1 (0.5)

Authors source (2020); n=number; %= percentage; SD=strongly disagree; D = disagree; UND= undecided; SA= strongly agree

The findings in Table 1 indicate that there is a little coercive leadership tendency observed at the ECOWAS Commission, as majority of the respondents (86%) either disagreed or strongly disagreed that employees need firm/strong discipline to get assigned job done. The findings show a lessauthoritative tendency at ECOWAS Commission as 58% and 29% of the respondents strongly disagree and disagree respectively that implementing decisions without questions is most suitable for the organization. Leaders and managers form personal relationship with colleagues and managers which are believed to improve relationship at work as 32% and 47% of respondents strongly agree and agree respectively that the development of close personal relationships between superiors and subordinates is a mark of good managers. The findings further show that the ECOWAS Commission has a very strong transformative tendency. Overwhelming majority of the respondents either strongly agree that if a transformational leadership style is adopted and fully implemented, it will have a positive

impact on the performance of employees in the organization; 50% strongly agree to the statement, while 44% agreed. Respondents indicated that when managers involve subordinates in the various activities of the organization and "walk them through", effectively performing tasks as required, this could be a good form of mentoring subordinates to take up managerial posts subsequently.

Table 2: Organizational Behaviour (n=105)

Statement	SD n (%)	D n (%)	UND n (%)	A n (%)	SA n (%)
Cultural Diversity: Managers do not discriminate based on country of origin.	12(11)	32(31)	13(12)	32(31)	16(15)
Working with colleagues from different member states makes me uncomfortable.	2(2)	4(4)	11(10)	43(41)	45(43)

Authors source (2020); n=number; %= percentage; SD=strongly disagree; D = disagree; UND= undecided; SA= strongly agree

The findings in Table 2 show that respondents seem to be divided on how managers treat employees based on cultural or national affiliations. About half of the respondents agreed or disagreed that some managers do not discriminate against the employees based on their country of origin. It was observed that this may demotivate some staff and negatively affect organizational behaviour. The findings show that most employees have experienced cultural integration and are able to work more effectively by learning the official languages of the other member states and other cultural practices and these have contributed to positive organizational behaviour.

Table 3: Employee Productivity (n=105)

Statement	SD n (%)	D n (%)	UND n(%)	A n (%)	SA n(%)
Employee reward / motivation is a way of enhancing employee morale and increasing productivity in the Commission	33(31)	72(69)	0(0)	0(0)	0(0)
Organizational behaviour and employee productivity: the values, principles and organizational behaviour at ECOWAS Commission improves employee productivity	33(31)	50(48)	5(5)	12(11)	5(5)

Authors source (2020); n=number; %= percentage; SD=strongly disagree; D = disagree; UND= undecided; SA= strongly agree

Table 3 indicates that respondents either strongly agree or agree to a comprehensive reward system serving as a motivation for the employees and thereby improving their productivity. About 31% strongly agree that instituting a reward system will enhance and increase employee productivity in the Commission, and a huge majority 69% also agree. The findings also show that most respondents indicated that some of the organizational behaviour of the Commission is documented in the ECOWAS Treaty and the ECOWAS staff regulation. Herein, 31% of the respondents strongly agree that the values, principles, and organizational behaviour at ECOWAS Commission has greatly improved employee productivity, 49% of respondents agreed to the statement. This relates to resolution of conflict among staff, organizational principles and ethics.

Interview Results
This section presents the verbal responses during the interview sessions. A total of eight (8) persons were interviewed.

In answer to whether managers control situations as they arise, a respondent said that "*managers and all in the leadership positions often take firm control of the situations as they arise*". He further added that "*this is to ensure no deviation from the policies and plans of the Commission*" (Director of Administration, Male, 57 years old).This response was confirmed by the Assistant Manager, Training and Manager, Library Services.

In answer to whether managers delegate powers to subordinates, another respondent maintained that "*the Commission structure is designed for a level of delegation of duties*" (Deputy Chief Accountant, Male, 55years old). This response was corroborated by another respondentwho added that "*managers delegate powers to subordinates whenever the need arises*"(General Manager Corporate Services, Female, 48years old).

In describing the leadership style at the Commission, a respondent said that "*the leadership style is democratic*"…"*all categories of staff, especially those in the lower cadre are always afforded the opportunity of interacting with the management staff on issues that affect them and the Commission*" (Executive Officer, Male, 28years old). This response was confirmed by a graduate trainee.

On whether managers accept inputs and ideas from subordinates, another respondent said "*that managers accept inputs and ideas from subordinates when they are constructive enough to contribute to the goals of the Commission*" (Deputy Manager, Procurement, Male, 52years old). This answer was confirmed by another respondent who added that "*a times beautiful ideas originate from the subordinates and in that case such ideas are adopted and probably modified*"(Director of Administration., Male, 57years old).

Regarding whether both managers and subordinates are aligned to the core values and visions of the Commission, a respondent said that"*all, both mangers and subordinates are aligned to the core values and visions of the Commission*" (Assistant Manager, Training, Female, 53years old). This was confirmed by another respondent who added that "*it is everybody's business to align to the core values and visions of the Commission*" (Chief Engineer, General Services, Male, 58years old).

In response to whether organizational behaviour at the Commission influences employee productivity or not, a respondent said *"firstly, you can observe a positive behaviour which runs through the whole strata of the organization and this includes the relaxed environment, motivation system, decision making process and other patterns of official relations"*. He adds that *"this pattern of organizational behaviour positively influences worker's productivity"* (Director of Administration, Male, 57years old). This was confirmed by another respondent who added that *"the organizational behaviour is influenced by good management and therefore, positively influences workers productivity"* (Accounts Officer, Female, 44years old).

Concerning whether transformational leadership style play significant role in improving employee productivity or not, a respondent firstly describes transformational leadership as *"one modern style that builds on positive leader-workers relationship"*.He adds that *"it plays great role in improving employee productivity"* (Deputy Manager, Procurement, Male, 57years old). This was further confirmed by another respondent who maintained that *"it encourages workers to put in their best and it is followed up with commensurate reward system"* (Deputy Chief Accountant, Male 56years old). This response was confirmed by another respondent who added that *"it is the best to build confidence in modern organizations, and it is the best style of leadership to improve workers productivity in both public and private organizations"* (Director of Administration, Male 57years old).

Summary of Findings

From the foregoing, the findings show that there is a significant relationship or link between leadership styles, organizational behaviour and employee productivity at the ECOWAS Commission. The findings show that leaders at the ECOWAS Commission exhibit a transformational leadership style and that this style has positive effect on employee productivity. Hughes, Ginnett and Curphy (1994) contend "that transformational leaders also have the ability to align people and the systems so as to achieve integrity throughout the organization". This implies that managers are very particular about getting results and motivate employees to give their best in order to increase productivity. The leadership practice at the ECOWAS Commission seems to march the description on transformational leadership given by Conger (2002) "as the leadership that goes beyond incentives for performance, to develop and encourage workers intellectually and creatively, as well as to transform their own concerns into an essential part of the organization's mission". This leadership style is used by leaders to change the current situation of an organization by identifying those who follow the organization's challenges through inspiration, persuasion, and excitement to achieve a high level of clear vision for the purpose of recognizing common goals (See, Certo, 2000). Further findings confirm a significant relationship or link between the organizational behaviour and employee productivity (Hoch et al., 2018; Yesiltas & Qadir, 2020). Also, the organizational culture, reward system, and change management are found to contribute in reinforcing positive organizational behaviour and this led to increased employee productivity. Further findings show that managers feel responsive to issues that come up in the organization and are proactive in taking decisions. However, middle level managers rely on directives from the top managers before taking decisions most of the times. In this case, little opportunity may be given to middle level managers to take decisions when the need arises. The organizational behaviour supports

inclusive and participatory decision-making process, but the leadership style of a manager (authoritarian or participatory) may usually have an impact on this.

Conclusion

This study shows the relevance of leadership styles and organizational behaviour to employee productivity. The application of leadership styles in an appropriate way goes a long way to deliver high level performance to management. The study viewed leadership styles from the perspective diversity. This applies to the Commission, a multilateral organization comprising fifteen member states. With different cultural and political backgrounds, some employees from a background that endorses authoritarian leadership style may accept similar actions from their superiors and tag a democratic and participatory leadership style as being weak and vice versa. However, more than one leadership style may be used to improve employee's productivity.

Recommendations

In view of the foregoing, this study makes the following recommendations.

- Transformational leadership style should continue to be promoted to enhance organizational behaviour and employee productivity.

- There is the need to foster more open communication conduit between management and employees at all levels. This will enable managers to constantly stay in touch with employees on issues that may affect productivity. This can also create an environment where the middle level managers feel inclusive in the decision-making process and thus streamline the time it takes in taking decisions.

- There is also the need to adopt a more inclusive and democratic model in the workplace to harness more creativity and innovation in employees that would otherwise be stifled. By so doing, employees would always have an avenue or platform to provide opinions on key policy issues and ideas that ultimately affect their productivity.

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