LEADERSHIP STYLE AND EMPLOYEES' INTRINSIC JOB SATISFACTION IN THE CROSS RIVER NEWSPAPER CORPORATION, CALABAR, NIGERIA

Ushie, E. M. [1]; Agba, A. M. Ogaboh [2];
Agba, M. S.[3], Chime, Jide[4]

[1&2] Lecturers, Department of Sociology, University of Calabar, Calabar, Nigeria.
[3] Lecturer, Department of Public Admin. Federal Polytechnic, Idah, Kogi State, Nigeria
[4] Lecturer, Department of Political Science,
Enugu State University of Science and Technology, Agbani, Enugu.

Abstract

This study investigates the impact of leadership style on employees' intrinsic job satisfaction in the Cross River State Newspaper Corporation, Calabar, Nigeria. The study examined the problem of dissatisfaction in the work place as far as intrinsic factors of job satisfaction are concerned. Structured questionnaire was used to collect data from 114 randomly selected employees across departments in the corporation. Inferential and non-parametric statistics were used for data analysis. The study revealed that democratic leadership style allows employees great amount of satisfaction. The study also revealed that workers are not satisfied with leadership style which is more concerned about the attainment of intrinsic job content. It further revealed that there is low level of workers participation in the decision making in the corporation. The study shows that workers have brighter prospect for advancement and growth in the corporation; but intrinsic job contents in the corporation do not allow workers greater opportunity to achieve their best. Finally, the study shows that, there is low level of delegation of responsibilities in the corporation. It was recommended among others that, management should adopt democratic leadership style and create room for workers' participation in indecision making process in the corporation.

Key Words: Leadership, leadership style, employees, intrinsic job satisfaction

Introduction

The aim of any organization, be it private or public, is to attain some defined goals (Katz & Kahn, 1978; Agba, 2007; Ushie, 2007). In an attempt to reach set goals, organizational managers (leaders) strive to develop, harness and utilize both material and human resources (Etuk, 1990). This process also involves leading people. Thus incidence of organizational failure is tied to the quality and quantity of leadership. It could be poor crop of ancillary or departmental leaders charged with the affairs of their various departments. Organizational failure can also be blamed on workers' attitude to work which is a function

of many factors including motivation, leadership, job satisfaction, workersø alienation and health (Fielder, 1967). Hollander (1978) opined that greater alienation and lower involvement result only when job situation lacks opportunity to satisfy intrinsic needs of employees. This study therefore seeks to investigate the impart of leadership style on employeesø intrinsic job satisfaction in the Cross River State Newspaper Corporation, Calabar.

Traditionally, it was believed that workersø favourable job attitude can readily be induced by simply giving of more money (hygiene factors). Little attempt was made to satisfy their psychological needs. Thus, intrinsic job contents such as recognition, responsibility, challenge, growth and work itself were neglected. Intrinsic job satisfaction here entails the emotional state of well-being and happiness which employees experience on their job resulting from their psychological needs being satisfied (Ushie, 2007). Intrinsic needs of workers can be achieved through good leadership; that is a leader who will be able to put in place such necessary conditions for intrinsic job satisfaction. In Nigeria however, the general notion is that the country lacks good leadership in the management of public offices (Eghagha, 2003). The problem of job dissatisfaction and intrinsic job contents are pertinent issues in Cross River State Newspaper Corporation. Even with the continuous financial commitment of government and salary increase in the corporation, employeesø intrinsic job satisfaction is decreasing. And since intrinsic job satisfaction can best be achieved through leadership style (Murdick, 1971), there is need to investigate the impact of leadership styles on employeesø intrinsic job satisfaction in Cross River Newspaper Corporation, Calabar, Nigeria.

Literature Review
Job Satisfaction

Job Satisfaction is õa fit between organizational demands and individual needsö (Etzioni, 1994:37). When this fit is positive, employeesø satisfaction and job performance will be high. Job satisfaction also involves õan emotional state resulting from appraisal of oneøs job valuesö (Locke, 1969:342). What this means is that an employee is satisfied with his job if he or she experiences high degree of need satisfaction on the job. This is because people work in order to fulfill their desire of certain basic needs which are internally felt-wants of the individuals; the work place provides such external incentives or goals which the individual perceives as possible satisfiers of his internally felt needs (Mayo, 1933; Taylor, 1947; Pratt, 1978).

Factors associated with job satisfaction include incentive to work, reward of achievement, condition of work, advancement, recognition, responsibility, organizational policies, pay, security, interpersonal relationships and leadership style (Hollander, 1978). Others include growth, money and work itself (Herzberg et al, 1959). Money satisfies all kinds of needs and its principal use is to provide physical necessities of life as well as security. Employeeøs social status depends on their earnings. A good income provides one with egoistic senses of accomplishment. Satisfaction therefore, is a function of money

incentive. The more employees' salaries increase, the more they are satisfied. Satisfaction is therefore directly proportional to amount of money (Murray, 1972).

While it is true that employee's needs such as shelter, food, clothing and security can be satisfied through money, his intrinsic job contents such as self confidence, advancement/promotion, recognition and self-actualization cannot be met directly through money (Argyris, 1974). For instance, a worker's salary/wages may increase but he still experiences job dissatisfaction, because he/she is not recognized, promoted or given higher responsibilities. Factors which result in intrinsic job satisfaction are directly under the control of the supervisor or manager whose leadership style has great impact on employee's intrinsic job satisfaction. It therefore follows that, the satisfaction of social needs and self ego are major reasons why people engage in work. This implies that interpersonal relationship between subordinates and their supervisors is cardinal in employees' job satisfaction, because man likes to move and work in team or associate with others. Job dissatisfaction therefore occurs when this gregarious living is disallowed in the work place (Mayo, 1933; Ushie, 2002).

Leadership Style and Employees' Job Satisfaction

Leadership involves guidance, supervision and control of employees for effective attainment of organizational goals (Sharma & Sharma, 1985). Leadership style in other hand entails those characteristics of individual leaders which are typical across situations. It involves the way in which the leader influences his followers. It includes the types of control leaders exercise in a group and their behavior towards group members. Leadership style varies on the basis of duties the leader feels he alone should perform, the responsibilities the leader expects his followers to accept and the philosophical commitment of the leader to the development and fulfillment of subordinate expectations. It also varies with occasion, types of leaders and followers (Sills, 1968; Denga, 1996). In Nigeria however, the general perception is that the country lacks good leadership in the management of public offices (Eghagha, 2003); and this has negative consequences on workers' productivity and organizational efficiency.

Leadership style may be authoritarian which has to do with the overconcentration of authority, responsibility and accountability in the hands of the leader. It could be democratic which deals with the delegation of authority, while retaining ultimate responsibility; or laissez faire which abdicates authority to the group and denies responsibility. Autocratic leadership style creates two types of behavior. It makes workers to be either aggressive or apathetic and withdrawn (Lippit, 1960; Pugh, 1971). While democratic leadership promotes harmonious working relation between the leader and the employees (Damachi, 1979; Fashoyin, 1999). Most employees are satisfied and work better under democratic leadership than they will under authoritarian leadership (Likert, 1961; Blum, 1965, Sampson, 1971). Laissez-faire leadership style goes with little chaos while workers behave totally in uncontrolled fashion whether or not leaders are present (Pratt, 1978). However, the success of any leadership style depends on the situation as well as the relative characteristics and expectations of the manager and the managed (Fielder, 1967). It

also depends on the work environment; which is directly under the control of the supervisor or manager (Herzberg, 1968; Argyris, 1974).

Theoretical Consideration

Two theoretical approaches to leadership are utilized in this study. These include: the trait oriented approach and the situational approach.

The Trait-Oriented Approach

This is the traditional approach which assumes that õleaders are born, not madeö; for a leader must possess certain qualities of head and heart which make him successful. Stogdill (1974) studied successful leaders and came up with trait theory of leadership. Various traits were studied to find out those that were typical of leaders. These include: objectivity, judgment, initiative, dependability, drive, a liking for understanding people, decisiveness, emotional stability and maturity, drive to achieve; ability to cooperate with others and high degree of integrity.

In a study conducted among 468 administrators in 1960 at the University of Minnesota, certain traits certified for successful administration were found in them (Mamoria, 1993). They were more intelligent, were better educated, had stronger power needs; preferred independent activity, intense thought and some risks; enjoyed relationship with people and disliked detailed work. In another study by Ghiselli (1971), among 306 administrators, it was found that supervisory ability was of primary importance, with the attributes of occupational achievement, intelligence, self-actualization, self-assurance and decisiveness playing moderate roles. Mamoria (1993) also asserted that physical stature, weight, personal appearance, etc. affect ability to influence followers. But research does not prove this. Ghiselli (1971), however, found that leaders who have drive to act independently and are assured or have confidence in their leadership skills, are successful in achieving organizational goals. Fielder (1967), argues that successful leaders may be more perceptive than unsuccessful leaders; and the leaders of more effective groups tend to maintain greater psychological distance between themselves and their followers.

The trait theory has been variously criticized. For instance, there is a considerable overlapping between various traits mentioned. They are seldom mutually exclusive. There are also instances of conflicting incompatible traits. Also, there exists no general rule that assigns weightings to each of the traits and because of this, the relative importance of each of the traits as they attribute to leadership cannot be determined. Again, an analysis of personality traits makes no differentiation between those traits necessary to hold or maintain good leadership. Traits analysis is based upon the rather shaky assumption that personality is composite of discrete traits thus viewing personality as an integrated functioning whole with a continually shifting pattern of characteristics with respect to their importance and other strength (Bavelas, 1970).

Furthermore, while it may be true that, at a particular time and in a particular situation, some of these traits possessed by a person may facilitate his emergence as a leader, it is also likely that at some other times and in different circumstances, the same traits may hinder him from achieving the status of a leader. Trait approach to leadership

therefore ignores situational factors in the environment. The approach does not accommodate leadership styles that can be adopted in modern industrial organization for employeesø job satisfaction.

The Situational Approach

In view of the inherent weakness of the trait theory, later studies therefore shifted emphasis towards situational influence in leadership performance. The situation approach holds that leadership is specific and always relative to the particular situation in which it occurs. In other words, leadership is a product of a situation in a particular group. This approach concentrates on subordinatesø attitude and problems as well as the working environment of employees. McGregor (1960) pointed out that, the outstanding characteristics of leadership is occasioned by subordinatesø dependency on the superior for the satisfaction of their security and self-actualization needs.

Tannenbaum and Schmidt (1986), itemized the forces within the manager or superior that influence his subordinates, his own inclination in terms of style and his need for security obtained by the amount of control over decision that he retains, the degree of educational qualification, training of employees, tolerance for ambiguity, interest in work, current problems, understanding and sharing of organizational goals and group values constitute forces that influence his subordinates. Leadership therefore is exercised in different places, in different ways with different subordinates and leaders. As a consequence, there is no single best way to lead people. Rather, there are several appropriate leadership styles or methods depending upon the situation, the leadership and the followers. The condition determines the approach to leadership that is most appropriate. For instance, some men react and thrive under challenge and urgency. Others fall apart in such situation, but perform outstandingly well where there is time for careful thought and planning.

Hollander (1978) observes that leadership and followership are a part of the same process since subordinatesø influence can equally determine the nature of leadership. Vroom (1977) emphasized different situational requirements in the process of leadership. This makes the assumption that no one decision making process is best under all circumstances important in leadership literature. Also, using the contingency model, Fielder (1967) found that human-oriented consideration and democratic leaderøs behavior promote high morale and productivity in certain situations, while in other situations, task-oriented, instrumental and authoritarian leadership promote high morale, productivity and greater employeesø job satisfaction. Bavelas (1970) realized that horizontal or vertical communication pattern is one of the tools often adopted in a good leadership style. Leadership style is dependent on the position of the leader in the communication pattern and not based on personal characteristics.

Situational theory of leadership highlights therefore the non-static nature of leadership style unlike trait theory. It confirms the absence of a perfect leadership style and emphasized that effective leadership can be achieved when a leader is ready to modify his style to meet the needs of the situation. Thus, leadership style is defined by situation, which includes the culture, the context and the customs of a group or organization, personal

attributes and group requirements. What this suggests in this present study is that there are elements of leadership style in the corporation which depend largely on the situations the leaders find themselves, the organizational culture and above all, the personal attributes of the leader vis-à-vis group requirements. What this means with regard to the corporation is that leadership style should not be static, but that the situation leaders find themselves would more naturally define the leadership style to adopt.

Methodology

This study was carried out in the Cross River State Newspaper Corporation, Calabar, Nigeria. The population of the study comprised of 224 staff in the eight departments of the corporation. Random sampling technique was used to draw a sample of 114 respondents which included 42 senior and 72 junior staff. Structured and unstructured questionnaires were used for data collection. Descriptive, inferential and non-parametric statistics were used for data analysis.

Hypotheses

Four research hypotheses were generated for the study. These include:
1. Democratic leadership style does not allow the employees greater satisfaction in their job than autocratic or laissez faire styles
2. In work organization, workers tend to be more satisfied with the leadership style which is more conductive to the attainment of the intrinsic job contents.
3. There is no brighter prospect for workers advancement and growth in the corporation.
4. Management does not allow workers greater delegation of responsibilities in the corporation.

Data Presentation

Examination of the sample reveals that junior employees (63.2 percent) were more than senior staff (36.8 percent). This is because junior staff were directly involved in the production of goods and rendering of services in the corporation. The male respondents (73 percent) were more than female respondents (27 percent). The age range of respondents shows that about 68 percent still have more years of service, while less than 20 percent have fewer years to service in the organization. Also 60 percent of the respondents have less than first degree and 40 percent have first degree and above. Sixty nine percent (59.6%) of the respondents were married, 36.5 percent were single, 2.7 percent were divorced, while 1.2 percent were widowed (see Table 1).

Table 1:   Socio- Demographic Data of Respondents

Description	No. of respondent	Percentage
Respondents by seniority		
Senior staff	42	36.8
Junior staff	72	63.2
Total	**114**	**100**
Sex		
Male	83	73
Female	31	27
Total	**114**	**100**
Educational qualification		
Below first degree	68	60
First degree and above	46	40
Total	**114**	**100**
Age (years)		
21-25	19	17
26-30	25	22
31-35	32	28
36-40	18	16
41-45	14	12
46 and above	6	5
Total	**114**	**100**
Years of working experience		
1-10	43	38
11-20	36	32
21-25	21	18
26-30	11	10
31 and above	2	2
Total	**114**	**100**
Marital status		
Married	68	59.6
Single	42	36.5
Divorced	3	2.7
Widowed	1	1.2
Total	**114**	**100**

Source: Field work, 2009.

Results
Hypothesis I

Democratic leadership style does not allow the employees greater satisfaction in their job than autocratic or laissez faire styles.

Table 2: Chi-square Analysis Showing Employees Preference of Leadership Styles and Job Satisfaction

Variable	Observed frequency	Degree of freedom	X^2 Cal	X^2 critical
Democratic Leadership				
Versus Autocratic/Laissez Faire Leadership	114	14	47.19*	23.69

* P <0.05

Source: Field Work, 2009.

Table 2 indicates that democratic leadership style allows employees greater job satisfaction than autocratic or laissez faire styles as reflected by the calculated X^2 value of 47.19 against its critical (X^2) value of 23.69 at .05 percent level of significance. This suggests that democratic style of leadership is better and it carries employees along irrespective of their gender, religious or social status.

Hypothesis 2

In work organizations, workers tend to be more satisfied with the leadership style which is more conducive to the attainment of the intrinsic job contents.

Table 3: T-test Analysis Showing Workersø Satisfaction with Leadership Style in the Attainment of Intrinsic Job

Departments											
Workers satisfaction	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**Mean**	**t-cal**	**t-critical**
Yes X1	6	3	4	2	8	3	4	6	4.50		
										-2.68	2.14
No X2	12	7	6	8	10	7	16	12	9.75		

*Note: 1= Admin.; 2 = Account; 3 = Audit; 4 = Editorial; 5 = Marketing; 6 = Planning & Research; 7 = Production; 8= Works. Degree of Freedom = 14, *P< 0.05.*

Source: Field Work, 2009.

Table 3 shows that intrinsic job contents have not been fully attained in the corporation ó reflecting that leadership style was not conducive for the attainment of intrinsic job contents ó as evident in the calculated t-value of -2.68 against its critical value t-critical of 2.14, *p<0.05.

Hypothesis 3

There is no brighter prospect for workers advancement and growth in the corporation.

Table 4: Chi-squared Analysis Showing Prospects for Workersø Advancement and Growth in the Corporation

Variable	Observed frequency	Degree of freedom	Obtained X^2	X^2 critical
Brighter Prospect (yes)				
Versus	114	7	17.78	14.07
No brighter prospect (No)				

* P <0.05

Source: Field Work, 2009.

There is a brighter   prospects for workersø advancement and growth in the corporation as reflected by calculated X^2 value of 17.78 against the X^2 ó critical value of 14.07 , *P < 0.05 (Table 4). It therefore holds that, the growth and advancement of the corporation will depend on certain conceivable factors such as workersø participation in decision-making process in the corporation, opportunities to show-case their latent talents and give them the necessary logistic supports especially those that which affect their working lives *inter alia*.

Hypothesis 4

Management does not allow workers greater delegation of responsibilities in the corporation.

Table 5: The Chi-squared Analysis Showing Management Response Towards Delegation of Responsibilities to Workers

Variable	Observed frequency	Degree of freedom	Obtained X^2	X^2 critical
Management Response				
Versus	114	7	10.57	14.07
Workersø delegation				

* P <0.05

Source: Field Work 2009.

Based on the chi-square analysis, management in the corporation does not allow greater delegation of responsibilities to workers as epitomized in the calculated X^2 values of 10.57 against the X^2 critical value of 14.07 at .05 percent (Table 5). This implies that the management does not respect ethics and dignity of labour. This act frustrates workers, and relegates their growth and organizational efficiency.

Discussion of findings

This research has opened up yet another important dimension to the study of leadership influence on employeesø job satisfaction. Factors associated with job satisfaction include incentive to work, reward of achievement, and condition of work, advancement, recognition, responsibility, organizational policies, pay, security, interpersonal relationship, and leadership styles. But still, we have set out here to consider leadership influence on the intrinsic job contents in the Cross River State Newspaper Corporation, Calabar, Nigeria.

The study revealed that workers see democratic leadership style as the key to their satisfaction as far as the intrinsic job contents were concerned. This goes to buttress Likertøs (1961) contention that employees will be more satisfied and work better under democratic leadership style than they would under autocratic or laissez faire styles. Equally, this study has lent credence to the works of Hertzberg et al (1966) and Likert (1961) which supported empirically the influence of democratic leadership, and participatory management on workersø efficiency and job satisfaction. More so, it reveals that factors which result in intrinsic job satisfaction are directly related to the environment (Hertzberg, 1968) and the job environment or climate is directly under the control of the supervisor or manager whose leadership style has great impact on employeesø intrinsic job satisfaction. It further shows that, democratic leadership style gives workers the sense of belonging and commitment and makes them identify with the corporation as their own and work for its success. It is in this type of work environment that workersø intrinsic job contents could be attained. In order words, workers showed strong dislike for autocratic leadership style. They maintained that such style of leadership alienates them in the work situation and do not give them the opportunity to achieve their intrinsic job contents. This collaborates Lippit, (1960) who held that autocratic leadership causes two types of behaviour among workers; some become highly aggressive while others become apathetic and withdrawn. Under such state, employeesø intrinsic job content which is directly under the supervisor or manger will not be adequately attained.

The study shows that, leaders in the corporation were more interested in developing the workers in the job as evident in the calculated X^2 - value of 17.78 against X^2 - critical value of 14.07 at 5 percent level of significance. This is consistent with earlier theoretical approach (situational approach) which sees leadership style as a function of a given situation (Tannenbaum & Schmidt, 1986). In this instance, the situation on the part of the leader and the led demands a democratic and co-operative focus and this was reflected in the training of the employees for grater achievement in the future. The workers from the eight departments in the corporation indicated that their training needs were well met. Some staff were sent on in-service training in their respective fields and computer courses.

Delegation of responsibilities in the corporation was not encouraged by leaders. Rather, the workers reported cases of close supervision even with old staff. Close supervision is normally best used with new staff in order to guard against serious errors. Most of the workers indicated strong disapproval of this style of supervision particularly among old workers who had put in many years of proven experience in the corporation. However, the study revealed that, there are elements of democratic leadership style in the

corporation, which depends largely on the situation the leaders find themselves and the personal attributes of the leaders and the group requirements.

Conclusion

Various leadership styles and their basic characteristics were exhaustively discussed. The effects of these leadership styles on workers' intrinsic job satisfaction were also treated. It was discovered that autocratic leadership style reduces workers' willingness to work as well as impede their ability to attain intrinsic job contents. Democratic leadership style on the other hand offers workers greater opportunity to attain their intrinsic job satisfaction. Employees were more satisfied under democratic leadership than under autocratic or laissez faire styles. The study further revealed that democratic leadership style which is more disposed to the attainment of intrinsic job contents was not fully practiced in the corporation; rather management was more disposed to applying autocratic leadership style in the administration of the corporation.

Recommendations

Operationally, leadership was seen in this study as an interpersonal influence exercised in situations and directed through the communication process towards the attainment of specific goal or goals. It follows that whatever leadership style that is put in place and how the subordinates perceive it will be a function of the prevailing communication process vis-à-vis the needs of the situation. It is therefore recommended that the communication pattern in the Cross River State Newspaper Corporation should be strengthened. In other words, the communication pattern should have a two-way (upward and downward) flow. This kind of communication pattern will help promote the kind of democratic leadership style that is widely supported in the corporation, but was not adequately practiced. Once a sound communication pattern has been developed, there is need to also develop the human factor in the corporation. Since the aim of any business organization is to increase its productivity and profit margin, this cannot be achieved if the human factor in the organization is not adequately taken care of in line with human relations techniques.

It is recommended further, that managers/supervisors should adopt democratic leadership style in the running of the affairs of the corporation. This is based on the understanding that it is under democratic leadership that the workers are motivated to put in their best and hence attain their intrinsic job satisfaction.

In addition, since workers indicated that their intrinsic job contents were not met, efforts should be made to enable workers attain such intrinsic job contents. This could be achieved by granting them some level of participation in decision making, especially in matters affecting their job, and giving the workers more responsibilities.

Management should try as much as possible to use general supervision instead of close supervision particularly among old staff that have put in many years of proven experience in the organization. Because close supervision does not encourage the kind of democratic leadership style that has been generally subscribed to by workers in the corporation.

More financial subvention should be made available to the corporation to enable it carry out most of its programmes that promote workers intrinsic job satisfaction. For instance, money is needed to train and develop the workers, and in most cases additional responsibilities go with some financial reward or benefit.

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