

## **Leadership Styles as Factors Influencing Staff Productivity in Publishing Firms in Southwestern Nigeria**

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### ***Abstract***

*The research investigated leadership styles as factors influencing staff productivity in publishing firms in southwestern Nigeria. The survey method was adopted for the study. Questionnaire was employed for data collection, while one research question was answered and two hypotheses were treated. The population of the study was the ninety six (96) publishing firms registered by Nigerian Publishers Association in southwestern Nigeria. Random sampling technique was used to select thirty publishing firms with 180 managers who were totally enumerated. The data collected were analysed using frequency counts and percentages, while Pearson product moment correlation was used to test the hypotheses. Findings showed that the level of staff productivity in publishing firms in southwestern Nigeria was high, and the prevailing leadership style deployed by managers was transformational leadership. The study recommended that management of publishing firms should constantly review and improve on leadership styles.*

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**Keywords:** *Leadership styles, Staff productivity, Publishing firms*

## 1. Introduction

**P**ublishing, the business of preparing, producing and distributing publications in printed or digital form, is quite pivotal to personal and national development. With its diverse outputs: books, journals, magazine, newspapers, year books, annual reports, newsletters, bulletins, etc., publishing is a potent media of communication. With diverse professionals such as editor, author, typesetter/compositor, graphic artist, illustrator, indexer, printer, marketer, etc. collaborating to carry out publishing activities; staff productivity is of essence for attaining organisational goals and objectives.

Staff productivity is the rate of output of a publishing firm in tandem with the organisational goals. As stated by Otegbayo (2022:2), staff productivity is the quantity of titles or publications released by a publishing firm within a stipulated period of time with the goal of making profit. In other words, staff productivity implies efficiency and effectiveness of publishing staff in completing tasks, achieving goals, and contributing to the overall success of the firm. Efficiency, effectiveness, quality, and innovation are key components of staff productivity. In this study however, staff productivity is indicated by production volume, sales volume, and net profit. Sales productivity can be measured as a ratio of an aggregate output to a unit input or an aggregate input typically over a specified period of time. In a simple term, staff productivity is the output result measured in the context of the input given in terms of effort to measure efficiency. It helps publishing firms to determine the amount of labour needed to complete a job or measures needed to increase the profitability of the organisation.

In the view of Iheriohanma (2014), staff productivity is the total output divided by the total amount of input, which shows the link between the unit of labour input and output. From a business perspective, staff productivity is viewed in term of individual company or firm and the extent to which employees apply the staff productivity concept to their jobs, while some see the concept as a measure of the efficiency level achieved in production. High employee staff productivity can be an essential indication of progress in sales or marketing growth. Although it is acknowledged that employee staff productivity may not necessarily point to the effort of each employee, it provides a useful measure of the labour staff productivity index as a factor in the manufacturing process. Employee staff productivity is very important for the success of any publishing firm in the current globally competitive market, the ability of an employee in a firm to maximise available resources to produce cost effective goods or services has many advantages. As important as staff productivity is in any organisation, publishing firms inclusive, it is only feasible when there is leadership that is well structured to carry out effective administration. Hence, a need to look into organisational leadership style.

Leadership consists of the planning, prioritising, and organising work efforts to accomplish objectives within an organisation. A leadership style is the particular way managers go about accomplishing these objectives. It encompasses the way they make decisions, how they plan and organise tasks, and how they exercise authority (Otegbayo, 2022:5). An individual's leadership style is shaped by many different factors including internal and external business environments, and how one views the role of work in the lives of employees. Leadership style can influence staff productivity, because it impacts on

employee morale. In this study, autocratic, democratic, laissez-faire, transactional, and transformational leadership styles constitute the indicators of leadership style.

Autocratic is a leadership style that operates on a centralised decision-making process. It is a situation whereby one person, usually the leader, wields all the power and exercise absolute control. Usually, an autocratic leader will take decisions without making recourse to their team members. An autocratic leader, in a nutshell, is not a team player but a dictator. An autocratic leader in a publishing firm will take decision by fiat, exhibit limited communication, lacks feedback mechanism, operates by strict rules and regulations, and holds maximum power. While autocratic leadership style enjoys quick decision-making, efficiency, and clear expectations as its advantages, its disadvantages outweighs the benefits. Lack of motivation, limited innovation, and high turnover are some of its disadvantages (Suleman, 2014).

As iterated, autocratic leadership style permits goal setting without input from employees. When the goals are not specific, measurable, attainable, realistic or time-based, employees may have difficulty achieving them, this leads to low morale and absenteeism, which leads to lower staff productivity, increased waste, more errors and lower customer satisfaction thus adversely affecting the publishing firm. Thus, there is the need to set clear goals for the organisation to ensure that the employees know what is expected of them (Gannon, 2018).

Democratic leadership style emphasises involvement and collaboration of team members in the decision-making process. A democratic leader encourages and values the input, ideas, and perspectives of team members, seeking their active participation in important discussions and decision-making. Democratic leadership style is participatory. In a participative leadership style, the leader acts as a facilitator and promotes a democratic and inclusive environment where everyone's opinions are heard and considered. For example, a managing director of a publishing firm will involve publishing director, marketing director, finance director, administrative director, etc. in taking vital decisions for the organisation. In the same vein, a publishing manager will seek the inputs of editorial manager, production manager, managing editor, editors, illustrators, graphic artist, etc. in taking decisions especially as it has to do with their areas of specialisation. Conveniently, a leader can use participative leadership to gather inputs from employees about improvement. While democratic leaders encourage group involvement and seek consensus, they ultimately retain the responsibility of making the final decision. This means that after gathering input and considering various perspectives, the leader retains the authority to determine the best course of action.

Laissez-faire leadership, the third indicator of leadership style, is characterised by minimal interference or direction from the leader. In this approach, the leader provides little guidance or supervision to the team, allowing them to have significant autonomy and freedom in their decision-making and problem-solving processes (Goodnight, 2015). Under laissez-faire leadership, the leader takes a hands-off approach and delegates most responsibilities to team members. The leader may provide minimal input or direction and instead focuses on giving team members the space and independence to carry out their tasks as they deem fit.

Transactional leadership is another style of leadership. It focuses on the exchange or transaction between the leader and the followers. The skills and experience of the employees are utilised to its maximum through a system of reward and punishment for good deeds and otherwise (Suleman, 2014). It is based on a clear structure of rewards and punishments, where the leader sets specific expectations, goals, and standards for performance. Followers are motivated by the external rewards they receive for meeting these expectations, such as promotions, bonuses, or recognition. The leader does not play any substantial role unless objectives are not being accomplished (Ojokuku, 2012).

Transformational leadership style is the last indicator. The concept of transformational leadership was originally introduced by leadership expert James Burns. It is a process where a leader engages his/her followers by motivating them through empowerment, learning, trust, and communication. Transformational leader boosts collaborative approach by which both the leader and followers work together on a shared vision for the present and the future of the organisation. The transformational leader possesses charismatic abilities, induces moral values and tries to develop the capabilities of the employees. This style of leadership gives a kind of vision which increases the working potential and commitment of the followers/employees to achieve the high valued tasks which yield a maximum output (Akram, Alam, Ali and Mughal, 2016). Transformational leadership is innovative, creative to some extent, takes bold decisions and stands strong in collaboration with the popular will of all the units of the concern organisation (Akram, et al., 2016).

The transformational leadership style in publishing involves leaders who inspire and motivate their team members to achieve exceptional results, foster creativity and innovation, and adapt to the changing landscape of the publishing industry. Here are some key characteristics and applications of the transformational leadership style in publishing: Transformational leaders in publishing develop and communicate a compelling vision for the future of the publishing company. They inspire their team members by sharing a clear and inspiring vision that aligns with the company's values and goals. This vision serves as a guiding force and motivates team members to work towards a common purpose. This study will examine these leadership styles in the context of publishing firms.

The study was guided by the following one research question and two null hypotheses which were derived from the objectives of the study.

1. What is the level of staff productivity in publishing firms in southwestern Nigeria?

Ho1: There is no significant relationship between leadership styles and staff productivity in publishing firms in southwestern Nigeria.

Ho2: There is no significant joint influence of leadership styles on staff productivity in the publishing firms in southwestern Nigeria

## **2. Methodology**

This study adopted survey research design. The population of this study comprised all the publishing houses in southwestern Nigeria that specialise in educational titles and were duly registered with the Nigerian Publishers Association (NPA). Southwestern Nigeria consists of

six states namely: Ekiti, Lagos, Ogun, Ondo, Osun and Oyo. The total number of such publishing houses is 54.

**Table 1:** Population of the study

State	No of Publishing firm	No of Educational Publishing firms
Lagos	39	11
Ogun	5	1
Ondo	3	2
Osun	5	1
Oyo	41	19
Ekiti	3	1
<b>Total</b>	<b>96</b>	<b>35</b>

*Source: 2022 Directory of the Nigerian Publishers Association*

A stratified random sampling technique based on the probability proportion to size (PPS) was adopted for selecting the respondents for this study. Lagos and Oyo states were purposively selected based on the high concentration of publishing firms in the two states. Thirty educational publishing firms were selected randomly with a total of 180 managers, namely: editorial manager, production manager, marketing manager, finance manager, administrative manager, and sales manager. The total enumeration method was adopted as all the 180 managers constituted the respondents for the study. The sample for the study is presented in Table 2.

**Table 2: Sample size of the study**

S/N	Publishing Firm	Location	No of Respondents
1	African University Press (AUP) Ltd	Oluyole Industrial Estate, Ibadan	6
2.	Bookcraft Limited	New Bodija, Ibadan	6
3	Bounty Press Limited	Orita Challenge, Ibadan	6
4	Childsplay Books Limited	UI/Secretariat Rd., Ibadan	6
5	College Press Ltd	Jericho GRA, Ibadan	6
6	Concept Publications Ltd	Somolu Lagos	6
7	CSS Books Limited	Broad Street , Lagos	6
8	De Cliff Global Ltd	Palm grove Lagos	6
9	Evans Brothers (Nig. Publishers) Ltd	Jericho, Ibadan	6
10	Extension Publications Limited	Molete, Ibadan	6

11	Fountain Publication	New Bodija, Ibadan	6
12	Havilah Books & Publishing Company.	Ikeja, Lagos State	6
13	HEBN publishers PLC	Jericho, Ibadan	6
14	Ibadan University Press Pub. House	University of Ibadan, Ibadan	6
15	International Book Publishers	Old Gbagi, Ibadan	6
16	Learn Africa Plc.	Ikeja, Lagos State	6
17	Learning Solutions	Bodija, Ibadan	6
18	Macmillan Nig. Publishers Ltd	Ilupeju Industrial Estate, Lagos State	6
19	Model Educational Book Publishing Limited	Shomolu, Lagos State	6
20	New Africa Book Publishers	Dalemo, Lagos State	6
21	NPS Educational Publishers Ltd.	Ibadan	6
22	Paperback Publishers Limited	Ring Road, Ibadan	6
23	Penthouse Publications Ltd.	Old Bodija, Ibadan	6
24	Rasmed Publications Limited	Old Gbagi, Ibadan	6
25	Safari Books Ltd	Onireke Ibadan	6
26	Spectrum Books Limited	Ring Road, Ibadan	6
27	Stirling – Horden Publishers Ltd	Orogun, Ibadan	6
28	University of Lagos Press (Publication Division)	University of Lagos	6
29	University Press Plc.	Jericho, Ibadan	6
30	Vantage Publishers Ltd	Samonda, Ibadan	6
	<b>Total</b>		<b>180</b>

Source: Human Relations Unit of the Publishing Houses

The instrument adopted for generating data for this study was questionnaire. Copies of the questionnaire were administered to the managers of the selected publishing houses. For the analysis, Mean and standard deviation were determined for continuous variables while frequencies and percentages were carried out on categorical variables. The results are presented in tables.

### 3. Results and Discussion

This section discusses the results and findings of the study.

#### 3.1 Demographic characteristics of the respondents

The demographic characteristics considered in this study are gender, age, highest educational qualification, and years of experience of the respondents. The following are the frequency distribution tables.

**Table 3:** Distribution of the respondents by gender

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	81	45.0
Female	99	55.0
<b>Total</b>	<b>180</b>	<b>100.0</b>

*Source: Fieldwork, 2023*

Table 3 depicts the gender of the respondents. The table reveals that 81 (45.0%) were male while 99 (55.0%) were female. This shows that there were more female respondents than male.

**Table 4:** Distribution of the respondents by age

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
21-30 years	13	7.2
31-40 years	61	33.9
41-50 years	91	50.9
51 years and above	15	8.3
<b>Total</b>	<b>180</b>	<b>100.0</b>

*Source: Fieldwork, 2023*

Table 4 depicts age of the respondents, 13 (7.2%) were within the ages of 21-30 years, 61 (33.9%) were in age range 31-40 years, 91 (50.9%) were in age range 41-50 years, and 15 (8.3%) were within age range of 51 years and above.

**Table 5:** Distribution of the respondents by highest educational qualification

<b>Highest educational qualification</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	48	26.6
First degree	90	50.0
Master degree	38	21.1
Ph.D.	4	2.3
<b>Total</b>	<b>180</b>	<b>100.0</b>

*Source: Fieldwork, 2023*

Table 5 depicts highest educational qualification of the respondents, 48(26.6%) had diploma, 90(50.0%) first degree, while 38(21.1%) masters and 4(2.3%) had PhD as highest educational qualification respectively.

**Table 6:** Distribution of the respondents by years of experience

Years of experience	Frequency	Percentage
Less than 1 year	13	7.2
1-5 years	129	71.7
6-10 years	29	16.1
11-15 years	9	5.0
<b>Total</b>	<b>180</b>	<b>100.0</b>

Source: Fieldwork, 2023

Table 6 shows years of experience of the respondents. It was revealed that 13(7.2%) had spent less than 1 year, 129(71.1%) 1-5 years, 29(16.1%) 6-10 years, while 9(5.0%) had spent 11-15 years as staff of the publishing firms respectively.

### 3.2: Research Questions

This section presents the results to the research questions and the hypotheses tested.

Research question 1: What is the level of staff productivity in publishing firms in southwestern Nigeria?

**Table 7:** Level of staff productivity in publishing firms in southwestern Nigeria (N=180)

S/N	Item	VL (%)	L (%)	A (%)	H (%)	VH (%)	Mean	Std. Dev.
1	Quality of your contribution to the staff productivity of your organisation	0 (0.0)	9 (5.0)	15 (8.4)	150 (83.3)	6 (3.3)	<b>3.85</b>	<b>0.54</b>
2	Your staff productivity on the job	0 (0.0)	4 (2.2)	60 (33.3)	113 (62.8)	3 (1.7)	<b>3.64</b>	<b>0.58</b>
3	Your overall contribution to the staff productivity of your organisation	4 (2.2)	18 (10.0)	20 (11.1)	138 (76.7)	0 (0.0)	<b>3.62</b>	<b>0.76</b>
4	Staff productivity of your peers at their jobs compared with yourself doing the same kind of work	18 (10.0)	0 (0.0)	38 (21.1)	124 (68.9)	0 (0.0)	<b>3.49</b>	<b>0.92</b>

S/N	Item	VL (%)	L (%)	A (%)	H (%)	VH (%)	Mean	Std. Dev.
5	Productivity of yourself at your job compared with your peers doing the same kind of work	28 (15.6)	0 (0.0)	44 (24.4)	108 (60.0)	0 (0.0)	3.29	1.07
6	Overall staff productivity when compared to your peers doing the same work	6 (3.3)	0 (0.0)	56 (31.1)	109 (60.6)	9 (5.0)	3.67	0.62
	<b>Overall</b>			<b>Mean = 22.74, Std. Dev. = 1.79</b>				

Keys: VL = Very Low, L = Low, A = Average, H = High, VH = Very High

The level of staff productivity in publishing firms in southwestern Nigeria was defined by five items (1 – Very Low, 2 – Low, 3 – Average, 4 – High, and 5 – Very High). Descriptive statistics was used to analyse the data collected and the results are presented in Table 7. From the test norm of the level of staff productivity in publishing firms in southwestern Nigeria scale, the total maximum score of 30 is permissible. A score of 1–14 points show low level of staff productivity in publishing firms in southwestern Nigeria, while 15–30 points indicate high level of staff productivity. Since the mean( $\pm$ SD) score of the respondents is 22.74( $\pm$ 1.79) as shown in Table 7 which falls within the range of 15–30, it can then be concluded that there was a high level of staff productivity in publishing firms in southwestern Nigeria.

The study also revealed that out of the six items listed to determine the level of staff productivity in publishing firms, all the items yielded high mean scores between 3.29 and 3.85. These results were also pointers that there was a high level of staff productivity in publishing firms in southwestern Nigeria.

### 3.3: Research Hypotheses

**Hypothesis 1:** There is no significant relationship between leadership styles and staff productivity in publishing firms in southwestern Nigeria

**Table 8:** (PPMC) Correlation matrix showing significant relationship between leadership styles and staff productivity in publishing firms in southwestern Nigeria (N= 180)

Variable	Productivity	AL	DL	LFL	TsL	TfL
<b>Productivity</b>	1					
<b>AL</b>	.419**	1				
<b>DL</b>	.187**	.228**	1			
<b>LFL</b>	.270**	.410**	.688**	1		
<b>TsL</b>	.601**	.399**	.302**	.458**	1	
<b>TfL</b>	.407**	.515**	.691**	.520**	.566**	1
<b>Mean</b>	22.74	20.96	24.82	19.21	20.56	16.79
<b>Standard Deviation</b>	1.79	3.16	3.87	2.29	2.93	2.08

Source: Field work, 2023

\*\* Sig. at 0.05level

Keys: \*(AL) Autocratic Leadership, (DL) Democratic Leadership (LFL) Laissez-Faire Leadership, (TsL) Transactional Leadership, (TfL) Transformational Leadership

The correlation matrix result in Table 8 shows correlation coefficients between the five indicators of leadership styles (Autocratic, Democratic, Laissez-Faire, Transactional, and Transformational) and staff productivity in publishing firms in southwestern Nigeria. The result in the Table show that Transactional Leadership (TsL) is mostly correlated with staff productivity in publishing firms with correlation coefficient (r = 0.601). This implies that Transactional Leadership (TsL) is perceived as the dominant of the indicators and is significantly positively correlated with staff productivity in publishing firms while Democratic Leadership (DL) with the least coefficient (r= 0.187) was also significant and positively correlated with staff productivity in publishing firms. Hence, staff productivity in publishing firms is associated with the five indicators.

**Hypothesis 2:** There is no significant joint influence of leadership styles on staff productivity in the publishing firms in southwestern Nigeria

**Table 9:** Summary of regression analysis of the significant joint influence of independent variables (Leadership styles) on dependent variable (productivity) in the publishing firms in southwestern Nigeria

<b>.R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>			
0.594	0.352	0.334	1.465			
<b>Summary Regression ANOVA</b>						
	Sum of Squares	df	Mean Square	F	P	Remark
Regression	203.030	5	40.606	18.931	0.000	Sig.
Residual	373.214	174	2.145			
Total	576.244	179				

Table 9 reveals that there was a significant relationship of the independent variable (Autocratic, Democratic, Laissez-Faire, Transactional and Transformational) leadership on dependent variable (productivity). Staff productivity correlated positively with the independent variables (Autocratic, Democratic, Laissez-Faire, Transactional, and Transformational) leadership. The Table also shows a coefficient of multiple correlations (R) of 0.594 and a multiple R square of 0.352. This means that 35.2% ( $R^2=0.352$ ) of the variance in the staff productivity is accounted for by the independent variables, when taken together. The significance of joint relationship was tested at  $p<0.05$  using the F- ratio at the degree of freedom ( $df=5/174$ ). The Table also show that the analysis of variance for the regression yielded an F-ratio of 18.931 (significant at 0.05 level). Thus, the five indicators of the independent variables (leadership styles) are good predictors of productivity in publishing firms.

### 3.4 Discussion of Findings

The findings from the research question and the hypotheses tested are discussed in this section.

#### 3.4.1: The level of staff productivity in publishing firms in southwestern Nigeria

The study found out that the level of staff productivity in publishing firms in southwestern Nigeria was high. The finding of the study affirms that of Ojokuku (2012) on determinants of employee productivity in listed manufacturing firms in southwestern Nigeria. The study adopted the descriptive survey design. A sample of 394 respondents was selected using a simple random sampling technique. Data collected using a structured questionnaire was analysed using descriptive and inferential statistics. The study showed that majority of the respondents (58.33%) had average productivity levels. This finding is partly consistent with that of (Lewin, and White, 2013) that the productivity of employees in some Nigerian companies was low. In another study, Tahir, et al. (2014) discovered high employee

productivity in the banking industry in Pakistan, and the research of Sal (2016) conducted in Jordan agreed with that of Tahir, et al. (2014). These discrepancies may be due to the levels of availability of certain factors encouraging productivity in the selected industries and countries.

### **3.4.2 Relationship between leadership styles and staff productivity in publishing firms in southwestern Nigeria**

The study found out that there was a significant relationship between leadership styles and staff productivity in publishing firms in southwestern Nigeria, with Transactional Leadership (TsL) mostly correlated. This shows that Transactional Leadership (TsL) is perceived as the dominant of independent variables and is significantly positively correlated with staff productivity in publishing firms, while Democratic Leadership (DL) which has the least coefficient ( $r= 0.187$ ) was also significant and positively correlated with staff productivity in publishing firms. Hence, staff productivity in publishing firms is associated with the five independent variables. The above finding is in line with Bass (2018) who submitted that good leadership accelerates most organisations' development. It thus plays a vital role in organisational success. In contrast, employee performance is an important cornerstone of an organisation, and organisations must analyse the factors which provide the basis for high performance. Performance is a major multidimensional structure to achieve results, strongly linked. Leaders are not real leaders unless they have an emotional appeal, i.e., they must have followers which they influence over a long period. Leadership builds on confidence, and confidence builds on the skill, honesty, integrity, openness, reaction, concern, and goodwill.

The findings also supported a case study of a municipality in South Africa's Western Cape as stated by (Sifuna, 2012). A questionnaire was utilised to collect data, and descriptive and correlational methods were employed to analyse it. The research which examined the connection between the calibre of services given and the leadership style employed found out that leadership style is pivotal to organisational productivity. Leaders who inspire their employees are more likely to give high-quality services to their clients, according to a study ( $r = 0.821$ ;  $p = 0.0000$ ) that examined the relationship between leadership style and service quality. Motivated employees are those whose voices are heard and whose input is included in decision-making at all the levels of the organisation. People are more motivated to do their jobs when their employer cares about their well-being. Strong leadership is essential to improve the quality of service delivery, as evidenced by the correlation between leadership and service quality found in literature. According to Suleman (2014), employees are more likely to commit themselves to providing high-quality services and invest in their organisation if they sense that they are respected. The finding of the study revealed that personnel motivation and quality of service increase in direct proportion to how well municipal leaders treat their personnel as human beings.

### **3.4.3: Joint relationship between independent variables (Autocratic, Democratic, Laissez-Faire, Transactional, and Transformational) Leadership on staff productivity in the publishing firms in southwestern Nigeria**

The study found out that there was joint relationship of the independent variables (Autocratic, Democratic, Laissez-Faire, Transactional, and Transformational leaderships) on staff productivity in the publishing firms, and it was quite significant. About 82% of the variation was accounted for by the independent variables. The finding is in support of the study conducted by Rowold, Duehr and Judge (2014) which investigated the influence of leadership on the performance of employers in the education ministry and higher education of Somaliland. The study analysed the effects of leadership styles on employee efficiency. The findings show that the autocratic leadership model has a detrimental effect on the department's efficiency, which is reflected in high absenteeism, poor morale, decline of job satisfaction, and rotation.

The study explored the impact of leadership styles on employee achievement in Somaliland Ministry of Education. Consequently, it is possible to assume that democratic, transactional and transformational leadership style have a positive connection to employee performance. In contrast, autocratic models often have a negative relation to employee results.

## **4. Summary of the Findings**

The study examined leadership styles as factors influencing staff productivity in publishing firms in southwestern Nigeria. The major findings of the study are:

1. The level of staff productivity in publishing firms in southwestern Nigeria was high.
2. There was a significant relationship between leadership styles and staff productivity in publishing firms in southwestern Nigeria.
3. There was joint significant relationship between independent variables (Autocratic, Democratic, Laissez-Faire, Transactional, and Transformational) Leadership styles and staff productivity in the publishing firms was significant ( $F(4, 174) = 18.931$ ;  $R = .594$ ,  $R^2 = .824$ ;  $P < .05$ ). About 82% of the variation was accounted for by the independent variables.

## **5. Conclusion**

In conclusion, leadership styles have significant influence on staff productivity in publishing firms in southwestern Nigeria. This suggests that the study identified transactional leadership and democratic leadership styles, among others as the key indices of leadership styles. These leadership styles are vital to good working condition, job satisfaction, increase in motivation, removal of obstacles against work flow, achieving set goals, creation of strong team, among others. It also influences the production volume, sales volume and net profit which will pay back the efforts and inputs, in terms of financial and otherwise which the publisher has expended. Therefore, the leadership style employed has direct impact on the level of staff productivity on publishing firms in southwestern Nigeria.

## **6. Recommendations**

Based on the findings of this study, the following recommendations were made:

1. Although staff productivity in publishing firms is high, management of these firms must work on ways such as training, motivation/encouragement, encouraging active participation of staff in organisation matters to sustain staff productivity.
2. Management of publishing firms should constantly review and improve on leadership styles. It is also recommended managers should be flexible in the adoption of leadership styles.
3. Training and retraining programmes must be carried out from time to time for staff and management team in publishing firms to inculcate good leadership qualities in their staff.

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