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INTERROGATING DIFFERENT LEADERSHIP EPOCHS IN THE ADMINISTRATION OF THE NATIONAL AGENCY FOR FOOD, DRUGS ADMINISTRATION AND CONTROL, (NAFDAC)

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Abstract
The study examined the different periods of leadership in the National Agency for Food, Drugs Administration and Control, (NAFDAC). For this purpose, two research questions and hypotheses were created to direct the study. The research was based on the Path-Goal theory which was inspired by Martin G. Evans's work in 1970. The researchers chose to use descriptive survey research design. The main data came from the structured questionnaire which were shown and analyzed using tables and percentages. The research questions were answered by using statistically weighted mean and the hypotheses were tested using Pearson Product Moment Correlation Coefficient with the help of SPSS. The study found that the use of transformational and transactional leadership at different times is related to how well employees perform in NAFDAC. According to the findings from the study, it was recommended that organizational leaders should make sure employees' work behaviour is guided by the company's goals and objectives. By communicating well, organizational goals can be turned into employees' goals and leaders should make use of the transactional aspect of employment to benefit both the organization and its employees.

Keywords: Leader, Leadership, Administration, NAFDAC.

INTRODUCTION

Because of globalisation and new technologies, we now face tough competition for excellence and innovation in the way we live, communicate and do business. To handle these difficulties well, today's organisations depend on leaders who can encourage and guide people to solve problems in a better, more efficient and economical way using the resources they have. For this reason, Mamza,

Innocent and Elkanah (2019) stated that leadership starts by encouraging individuals to do their jobs for a period and by using motivational strategies to achieve success. The term "leadership" is used in many areas of human life, including politics, businesses, academics and social works. Earlier, leadership was seen as a personal quality. According to Messick and Kramer (2014), how much leadership a person shows is influenced by their personal traits and also by the situation and environment they are in. People may join an organization to reach their own goals, so their level of involvement depends on how sure they are that their membership will help them achieve what they want. So, a person will back an organization if he feels it can help him achieve his personal goals; if not, his interest will decrease.

The way leaders act in an organization can influence how interested and committed the staff are. How a manager leads can greatly affect the success of an organisation in reaching its goals. All organisations rely on leadership which is demonstrated by individuals through a wide range of talents and skills. It is common for people to link leadership with a single person in charge. Four points are especially important in this regard. The first step in leading is to influence and persuade people. Second, having leaders means there are also followers. Leadership often appears when there is a crisis or a unique problem that needs to be handled. In other words, it usually appears when a new solution is required. Fourth, leaders are those who know what their goals are and why they are important (Legutko, 2020). Therefore, leaders are people who can think and act differently in unusual situations and who try to influence the actions, beliefs and feelings of others. In other words, being a leader is something that is personal to each person. It is shaped by what an individual is like and what they do. At the same time, it is frequently associated with other roles such as manager or expert. This area can be very confusing. Some managers are not leaders and some leaders are not managers.

Yet, being a leader is a key aspect of being a good manager. For some people, the terms manager and leader mean very different things. Leadership is about handling change, whereas management is about handling complexity (Kotter, 2017). For leaders, reaching a vision means encouraging and inspiring, helping people stay on track even when facing big challenges by appealing to their basic but often unnoticed needs, values, emotions and dreams. Leadership can be understood as the act of influencing others in a way that their influences and qualities are absorbed by the leader's influence. People look up to leaders because they are seen as leaders. It is important to realize that some leaders do not manage well and some managers do not lead well. In essence, leadership is about inspiring a group by example, so that the group is encouraged to achieve the objectives set by the leader and the organization. It is necessary to understand the culture of the workplace in this situation. They are important elements of the system they belong to, but they also rely on two-way communication with the people and factors

that influence their circumstances (Boehlije & Bruce, 2017).

Leaders are also responsible for how well the organization or government performs which is influenced by the performance of their staff. The way leaders manage is strongly influenced by the culture of the organization. Leadership helps a person lead others by their actions and inspires a group to work towards a common goal. A leader is a person and leadership is what that person does. An individual in an organization with authority is usually called a leader, regardless of their behavior at work. With this in mind, the study will examine the different leadership periods in the administration of the National Agency for Food, Drugs Administration and Control, (NAFDAC).

STATEMENT OF THE PROBLEM

Achebe, (1983) sums up the leadership issue in Nigeria by saying that the main problem is a lack of good leadership. Achebe believes that the Nigerian character is not fundamentally flawed. The Nigerian land, climate, water, air and everything else are not the problem. Even after three decades, the statement is still accurate. Even though many organisations, mainly in the public sector, have plenty of resources, their performance has been very poor. Many public sector organisations in Nigeria are still struggling with poor service delivery. Therefore, reforms have been introduced and put into action to help restore public trust and allow the government to address the needs and wishes of its people. NAFDAC was formed by Decree No. 15 of 1993 (as amended) to manage and control the importation, exportation, manufacture, advertisement, distribution, sale and use of food, drugs, cosmetics, medical devices, chemicals/detergents and packaged water. Because of the broad nature of its mandate, the agency is responsible for protecting public health which in turn affects every Nigerian.

The history of NAFDAC from 1993 to now can be divided into three main periods: before Dora Akunyili, during her time and after her. The leadership of late Professor Dora Akunyili was clearly seen in the way NAFDAC was run. This case stands out because it took place when the Nigerian public service was mostly failing. For about 8 years, NAFDAC was operating before Akunyili joined in 2001. For 8 years, Nigerians were hardly aware of NAFDAC and its impact on its mandate was almost nonexistent. In 2001, Nigeria was known for having the highest rate of counterfeit drugs, expired drugs and other unwholesome products which stood at 70 percent; Nigerian drugs were banned in West African countries; the local pharmaceutical industry was in disarray: local manufacturers were losing business while foreign companies like Boots, ICI and Sandoz shut down; and 90 percent of the pure water produced in Nigeria was contaminated (Muo, 2014).

During Dora's time, the situation was transformed

in a big way. By using both transformational and transactional leadership, the Late Prof. Dora Akunyili helped the Nigerian pharmaceutical industry recover and prosper; fake drugs dropped to 20 percent in 2004 and 10 percent in 2006; the number of unregistered drugs fell from 68 percent in 2001 to 19 percent in 2006; loaves of bread with potassium bromate decreased from 95 percent to 1 percent; sachets of pure water became safer, Nigeria was no longer a haven Interestingly, officials from the countries that banned our drugs began to learn from NAFDAC/Nigeria and NAFDAC went on to establish and lead the West African Drug Regulatory Agency (Muo, 2014).

Since Prof. Dora left the agency, there has been less news about the organization's activities related to their main duties and they have not been as active as they were during her time. It is possible that the merchants and importers of fake products are slowly recovering from the grave that she put them in. People are less aware of the dangers of fake and substandard drugs and the rules for food and drug activities appear to have slowed down in the country. Prof. Moji Adeyeye, who took over as Director General after Dora, recently informed newsmen that the agency has cleared a backlog of 6,000 applications for product registration in just six months. She said that some of these applications have been at the Agency for two years, but no action was taken. In short, this demonstrates the end of NAFDAC's most successful period. We believe in this study that when institutions are weak, it is the leader who drives things forward in an organization. That is why this study which looks into different leadership periods in NAFDAC, is asking the following research questions.

1) Is there any relationship between leadership styles and employee performance in the administration of the National Agency for Food and Drug Administration and Control?

2) To what extent can the leader motivate employees for better performance in the administration of the National Agency for Food and Drug Administration and Control?

OBJECTIVES OF THE STUDY

The broad objective of this study is to interrogate different leadership epochs in the administration of the National Agency for Food, Drugs Administration and Control, (NAFDAC). The study was guided by the following specific objectives:

1. To identify the relationship between leadership styles and employee performance in the administration of the National Agency for Food and Drug Administration and Control.

2. To determine the extent to which the leader can motivate employees for better performance in the administration of the National Agency for Food and Drug Administration and Control.

HYPOTHESES

The following hypotheses were formulated for the study:

Ho1: Leadership style has no significant positive relationship with employee performance in the administration of the National Agency for Food and Drug Administration and Control.

Ho2: Leadership motivation has no significant positive relationship with employee performance in the administration of the National Agency for Food and Drug Administration and Control.

REVIEW OF RELATED LITERATURE

Leadership:

Leadership is generally understood as the act of guiding a group to accomplish its goals and handle the desires and expectations of everyone involved. Mansur (2020) explains that leadership involves helping followers understand what is required and how to achieve it and also supporting both group and individual efforts to accomplish a common goal. The definition explains direct and indirect influences, but it does not mention whether the process will be successful or if the goal will be met.

According to Khuwaja, Ahmed, Abid and Adeel (2020), leadership is a process that involves authority, responsibility and delegating power. Leaders guide, direct and motivate their employees to accomplish both personal and company goals. Therefore, leaders must handle all situations within and outside the organization, address conflicts, support and guide their team and act as a role model for everyone. According to Kundu, Kumar and Gahlawat (2019), leadership means influencing others to achieve a goal and guiding the organization so that it becomes more unified. They are achieved by using leadership qualities such as beliefs, values, ethics, character, knowledge and skills. Leadership means bringing together vision, resources and value to encourage positive changes. It means helping people feel confident and enthusiastic and making them want to be guided. According to Islam, Osman, Othman and Raihan (2019), leadership is about influencing others to participate willingly in achieving organizational objectives, so a leader is someone who assigns or influences others to carry out specific tasks.

According to Khan, Memon and Ramayah (2018), leadership is about a person influencing others' thoughts, attitudes and actions by leading the firm, seeing what is ahead and figuring out how to achieve it. He described leadership style as the way a leader guides, encourages and carries out plans. Leaders use different leadership styles when leading organizations, departments or groups. According to Nishii and Paluch (2018), leadership is about influencing people to willingly accept and follow your guidance or decisions. Alternatively, a leader is someone who attracts followers and guides them in reaching their goals. According to Jameel and Ahmad

(2019), leadership is about getting others to cooperate as a team under his guidance to accomplish a certain goal. Leaders and followers are influenced by leadership to reach the goals of an organization by making changes.

According to Henkel and Bourdeau (2018), the definition consists of five main elements: influence, leader-follower relationship, change, organizational objectives and people. According to Corbett and Spinello (2020), leadership is about encouraging, influencing and directing others in the organization to achieve the organization's goals. According to Fang, Nguyen and Armstrong (2020), leadership is about convincing others to act differently to accomplish the task, with the help of the group. According to Araffat, Ali, Bangsawan, Diarti and Budiono (2020), leadership means listening to others, supporting them, encouraging them and including them in making decisions and solving problems. It focuses on forming teams and helping them improve their decision-making skills. According to Moon, Choi and Armstrong (2018), leaders are people who set a path for a group of workers, gain their commitment and motivate them to achieve the set goals. Every leader tends to lead his followers in his own way. It is known as leadership style. Díaz, Sánchez-Vélez and Santana-Serrano (2019) defined leadership style as a set of behaviors that leaders tend to show and they suggested that leaders' behavior can be divided into two main types: initiation which includes task-oriented leaders and consideration which includes relation-oriented leaders. Lawal and Galtimari (2018) suggest that leaders who look for the best leadership style might discover that using a mix of styles is more effective, since there is no single best style.

THEORETICAL FRAMEWORK

The Path-Goal theory was the main foundation for this study. The Path-Goal theory, based on Martin G. Evans' work (1970), involves leaders choosing behaviors that fit their employees' needs and the environment, so they can guide their employees in reaching their daily work goals (Northouse, 2013). The theory suggests that leaders must use different leadership behaviors based on the situation they are in. It is the leader's job to help employees achieve their goals and to make sure their personal goals are in line with the organization's goals.

The Path-Goal model suggests that a leader should act in a way that fits the employees and the work environment to help achieve a goal. The aim is to boost an employee's motivation, sense of empowerment and satisfaction so they contribute positively to the organization. Leaders should act as both facilitators and coaches and they should reward their employees for doing well. The original Path-Goal theory points out that achievement-oriented, directive, participative and supportive leadership behaviors are found in four (4) leadership styles, namely;

1. **The directive path-goal clarifying leader behavior:** In this approach, the leader makes it clear to employees what is required and how to do their jobs. The theory suggests that this behavior is most helpful when employees' roles and tasks are not clearly defined and bring personal satisfaction.

2. **The achievement-oriented leader behavior:** This means that the leader sets ambitious goals for employees, expects them to perform well and believes they can do it. Technical jobs, sales persons, scientists, engineers and entrepreneurs were the occupations where achievement motives were most common.

3. **The participative leader behaviour:** A leader with this approach will ask employees for their opinions and suggestions before deciding on something. This behavior is most common when employees are deeply invested in what they do.

4. **The supportive leader behavior:** Supportive leaders focus on making sure employees' needs and preferences are met. The leader is concerned about the mental well-being of the employees. This kind of behavior is most important when the situation or relationship is causing stress or discomfort.

A leader who is aware of what the group needs, can change his or her style to fit the situation. For instance, achievement-oriented works well when employees feel unchallenged and bored. Also, directive leadership makes it easier for workers to deal with unclear job duties, while participative leadership is useful when the follower is not making the right decisions or following the right process and the leader can guide them to do better. If a team is new, inexperienced or lacks confidence, supportive leadership is very helpful.

Path–Goal theory believes that leaders are able to adjust their leadership style to fit the situation. It suggests that environment and employee characteristics act as moderators between a leader's behavior and the results. Environment is not influenced by the follower-task structure, authority system or work group. The environment affects the kind of leadership needed to achieve the best results from employees. The main aspects of follower characteristics are their sense of control, experience and how able they feel. How employees see the environment and the leader is influenced by their personal traits. Leaders guide their employees by explaining the best way to reach their goals and by removing obstacles along the way. It has been shown that when a leader addresses the weaknesses in either the employee or the work environment, both performance and satisfaction increase.

Application of the Theory

As mentioned before, Path-Goal Theory considers the leaders' behavior as the independent variable, so it assumes that people (leaders) can adapt their behavior to fit the situation. This is in line with studies that show genes guide us, but it is our experiences that ultimately decide our actions (Ridley, 2013). In short, the Path-Goal theory is helpful because it points out that leaders should focus on helping employees set and achieve their goals in the most efficient way. In our study, we noticed that different leadership styles can lead the same group of workers to act differently.

METHODOLOGY

The research design used in this study is descriptive survey. It is possible to employ the descriptive survey research design to study both large and small populations by choosing samples from them to find out the relative frequency, distribution and relationships among variables.

The primary data collected was through a structured Likert scale questionnaire. The instrument used five response ratings: Strongly agree (5), agree (4), Undecided (3), Disagree (2) and strongly disagree (1). The participants were asked to rate how much they agreed or disagreed with each item in every section. The mean for each item in the instrument was judged against a theoretical mean value of 3.0. Other data was gathered from books, articles, newspapers and internet websites.

DATAANALYSIS

Test of hypotheses using SPSS version 23

If the probability is less than the alpha threshold, the alternative hypothesis is rejected and the null hypothesis is accepted. The significance level is set at 0.05.

Hypotheses One

Ho1: Leadership style has no significant positive relationship with employee performance in the administration of the National Agency for Food and Drug Administration and Control.

Correlation

		Leadership style	Employee Performance
Leadership style	Pearson Correlation	1	.272
	Sig. (2 -tailed)		.035
	N	250	250
Employee Performance	Pearson Correlation	.272	1
	Sig. (2 -tailed)	.035	
	N	250	250

The Pearson Product Moment Correlation Coefficient is 0.272 which means that leadership style is positively related to employee performance in the administration of the National Agency for Food and Drug Administration and Control.

Decision Rule: The Probability value at 0.035 is less than the 0.05 level of significance, as shown by the computation. Thus, we conclude that leadership style is positively related to employee performance in the administration of the National Agency for Food and Drug Administration and

Control.

Hypothesis Two

Ho2: Leadership motivation has no significant positive relationship with employee performance in the administration of the National Agency for Food and Drug Administration and Control.

Correlations

		Leadership motivation	Employee Performance
Leadership motivation	Pearson Correlation	1	.356
	Sig. (2tailed)		.043
	N	250	250
Employee Performance	Pearson Correlation	.356	1
	Sig. (2tailed)	.043	
	N	250	250

The correlation coefficient for hypothesis one, as shown by SPSS, is 0.356 which means that leadership motivation is positively related to employee performance in the administration of the National Agency for Food and Drug Administration and Control.

Decision Rule: The Probability value of 0.043 is less than the 0.05 level of significance. Thus, we conclude that leadership motivation is positively related to employee performance in the administration of the National Agency for Food and Drug Administration and Control.

CONCLUSION AND WAY FORWARD

If there is no leadership, organisation is like a sheep without a shepherd. For this reason, we conclude that leadership is crucial in organisations and effective leadership ensures tasks are completed successfully. Leadership, when effective, is shown through different behaviors which are known as leadership styles. Since employees' performance depends on leadership, those in charge should find the best ways to interact with them to create a peaceful, positive and motivating workplace. It is important to find a balance between being open and being too open. To ensure a good work environment, organizational leaders should keep their control, influence, supervisory and administrative powers so that the main aspects of the employee-management/employer relationship are not overlooked. To reach this balance, we suggest you try the following. Based on the results and conclusions of this study, we suggest the following:

1) Organisational leaders should make sure that employees' work behavior is guided by the organisation's goals and objectives. Good communication can change organizational goals into objectives that employees can work towards. For this reason, the organisation needs to focus on improving and expanding its communication channels.
2) The main part of every employment relationship is a deal between employers or management and employees or a group of employees. Organizational leaders should make use of the transactional aspect of employment to help both the organization and its employees. Frederic Taylor's method of using rewards and punishments is a good illustration.

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