



NEAR EAST UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCES  
BUSINESS ADMINISTRATION PROGRAM

# **LEADERSHIP STYLES AND ITS IMPACT ON EMPLOYEE PERFORMANCE**

ADEMOLA AMUSSAH

MASTER'S THESIS

NICOSIA  
2020

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THESIS SUPERVISOR  
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NICOSIA  
2020

## ACCEPTANCE/APPROVAL

We as the jury members certify the '**Leadership Styles And Its Impact On Employee Performance**' prepared by the ADEMOLA AMUSSAH defended on 20/01/2020 has been found satisfactory for the award of degree of Master.

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## **DECLARATION**

I, Ademola Amussah, hereby declare that this dissertation entitled 'Leadership Styles and its Impact on Employee Performance' has been prepared myself under the guidance and supervision of 'Prof. Dr. Şerife EYÜPOĞLU' in partial fulfilment of the Near East University, Graduate School of Social Sciences regulations and does not to the best of my knowledge breach and Law of Copyrights and has been tested for plagiarism and a copy of the result can be found in the Thesis.

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ADEMOLA AMUSSAH

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## **ABSTRACT**

### **LEADERSHIP STYLES AND ITS IMPACT ON EMPLOYEE PERFORMANCE**

This study is focused on realizing the different impacts of different styles of leadership (transactional, transformational, authoritative and Laissez-faire leadership styles) on employee performance in Chi limited which has led to a drop in quality of products. In this study, quantitative research design was employed in which 164 valid structured questionnaires were obtained after distributing 334 questionnaires to employees obtained from simple random sampling. Leadership style was ascertained using an adapted version of the Multi-factor Leadership questionnaire developed by Avolio and Bass (1995) to fit the study. The scale of Yousef (2000) was used to measure employee performance. For data analysis, descriptive and inferential statistics were used. Pearson's correlation and regression analysis were used to present the inferential statistics of the data obtained to explain both relationship and effects in line with the hypotheses of this research.

The findings from the data obtained tells the researcher how different forms of leadership explained in this study affects employee performance in the organization, to which they all have significant positive relationship with employee performance except authoritative leadership style which has an insignificant negative relationship with employee performance. The finding helps the researcher confidently recommend transformational leadership to supervisors in the working environment when compared to other types of leadership discussed in this research.

**Keywords:** Leadership, Transformational, Transactional, Laissez-faire, Authoritative, Employee performance, Nigeria.

## ÖZ

### LİDERLİK STİLLERİ VE ÇALIŞAN PERFORMANSINA ETKİSİ

Bu çalışma, farklı sınırlı liderlik stillerinin (işlemsel, dönüşümsel, yetkili ve Laissez-faire liderlik stilleri) Chi sınırlı çalışanların performansı üzerindeki farklı etkilerinin, ürünlerin kalitesinde düşüşe yol açmasına odaklanmıştır. Bu çalışmada, 334 anket basit rastgele örneklemeden elde edilen çalışanlara dağıtıldıktan sonra 164 geçerli yapılandırılmış anketin elde edildiği nicel araştırma tasarımı kullanılmıştır. Liderlik tarzı, çalışmaya uyması için Avolio ve Bass (1995) tarafından geliştirilen Çok Faktörlü Liderlik anketinin uyarlanmış bir versiyonu kullanılarak belirlenmiştir. Çalışan performansını ölçmek için Yousef (2000) ölçeği kullanılmıştır. Veri analizi için tanımlayıcı ve çıkarımsal istatistikler kullanılmıştır. Araştırmanın hipotezleri doğrultusunda hem ilişkiyi hem de etkileri açıklamak için elde edilen verilerin çıkarımsal istatistiklerini sunmak için Pearson korelasyonu ve regresyon analizi kullanıldı.

Elde edilen verilerden elde edilen bulgular, araştırmacıya, bu çalışmada açıklanan farklı liderlik biçimlerinin kuruluştaki çalışan performansını nasıl etkilediğini ve çalışan performansı ile önemsiz bir negatif ilişkisi olan yetkili liderlik tarzı dışında hepsinin çalışan performansı ile anlamlı pozitif ilişkiye sahip olduğunu göstermektedir. Bulgu, araştırmacının bu çalışmada tartışılan diğer liderlik türlerine kıyasla çalışma ortamındaki denetçilere dönüşümcü liderliği güvenle önermesine yardımcı olmaktadır.

**Anahtar Kelimeler:** Liderlik, Dönüşümsel, İşlemsel, Laissez-faire, Yetkili, Çalışan performansı, Nijerya.

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## INTRODUCTION

Companies or organizations are set up with the aim of achieving identified goals, which may include profit margin, consumer satisfaction, environmental or economic reasons, the list is endless. In a bid to reach the goals as well as objectives, the human element is really important. The top of the human component checklist is going to be the leader. Organizational members are affected by a leader to incorporate initiatives willingly about the satisfaction of pre-determined goals in addition to aspirations. Consequently, leadership is to begin with the potential to affect individuals into executing duties over some time utilizing principally motivational approaches (Kotter, 1996; Yammarino & Dubinsky, 1994).

Within our modern society these days, countless people are appointed as or maybe put in power to assume the tasks as well as responsibilities of leadership. The problems of coping with existing unstable business atmosphere have placed quite a few organizations in situations where they are fighting for survival in the heat of competition. The driver of these strategic adjustments towards surviving the competitors is the leadership provided by managers which are expected to have an effect on others in recognizing organizational goals along with improving employee's efficiency. Shafie et al. (2013) describes that the most significant asset that businesses, particularly the employees, who are the most significant resource of any firm because they are the primary drivers and give life to businesses and offer goals, can gain much benefit from is leadership in business

## **CHAPTER 1**

### **BACKGROUND OF RESEARCH PROBLEM**

Leadership continues to be a thing of interest, it has been studied as well as researched as far back as the 19th century. As stated by Kenneth and Heresy “An effective leader must be a good diagnostician and must adopt style to meet the demands of the situation in which they operates.” There's an evolution in the dynamics of work as well as the work place as a result of breakthroughs in technology and also the realization that employees can offer much more than simply take orders and complete tasks but in addition have significant input that could bring about the benefit of the entire organization, leaders are moving far from conventional leadership forms in which decisions are made based upon the leaders expertise and perspectives, they are now concentrating even more on the a collaborative type of environment within the organization. Niccolo Machiavelli (1882), for example, noted that ‘whoever desires constant success must change his conduct with the times’

When it comes to the topic of employee performance and leadership styles in recent times, a number of studies have been carried out in that respect. For example, Raja & Palanichamy (2015), Kehinde & Banjo (2014), Rasool, et al (2015), Tsigu & Rao (2015), Gimuguni, et al (2014), Aboshaqah et al (2015), Ispas (2012), Pradeep & Prabhu (2011) and so on. Raja & Palanichamy (2015) reported that there was clearly positive relationship between employee performance and the duo of transformational and transactional forms of leadership but an adverse relationship with laissez-faire style of leadership, this research gave a general insight on the relationship of employee performance and leadership styles by using a sample of employees from both the public and private sectors in India. Ispas (2012) said inside his report that autocratic leadership style is the form of leadership mainly utilized by

supervisors of the hotel marketplace and also brought up an argument that it's considered a form of leadership that yields probably the most significant results. In the research completed by Aboshaiqah, et al (2015), which was aimed at discovering the effects of leadership styles as well as employee performance of hospital nursing staff, it was actually reported that transactional and transformational leadership types has an effect on employee overall performance far more positively as opposed to an adversely impacting laissez-faire style of leadership. Rasool, et al (2015) in his study, also had an input on the literature concerning leadership styles and employee performance which was focused on the health sector in Pakistan, noted that transformational and transactional forms of leadership has a positive influence on the performance of workers but effects of transformational style of leadership is far more significant when compared with that of transactional leadership. In both transformational and transactional forms of leadership, significant positive relationship were reported by research studies carried out in India by Pradeep & Prabhu (2011), in Ejere & Abasilim (2013) and Kehinde & Banjo (2014) both in Nigeria. Additional African research studies include Gimuguni et al (2014) and Tsigu & Rao (2012) on the Ugandan local government authorities as well as Ethiopian banking industries respectively. Gimuguni et al reports a significant positive relationship between democratic, autocratic and laissez-faire styles of leadership employee performance, meanwhile Tsigu and Rao reported that transformational form of leadership is able to describe the performance of employees much more clearly compared to transaction leadership style.

Most recent studies have concentrated mostly along the leader-follower viewpoint and also recommended two crucial features of leadership styles: transformational and transactional (Bass & Avolio, 1990; Meyer & Botha, 2000). For that particular reason, a leader is assumed to be transformational as he or perhaps she inspires subordinates of theirs to abide by organizational belief as their very own while endeavoring to heighten their values, developmental needs and concerns (Cacioppe, 1997). There is, nonetheless, controversy pertaining towards the respective impacts of transactional and transformational leadership styles on employee overall performance.

In this study, we consider the diverse leadership types as the independent variable along with employee overall performance is going to be considered as the dependent variable. The relationship of theirs with each other is used to shape a conceptual design to assess which leadership style most effectively encourages employee overall performance. As a result, employee performance is regarded as: quality of work as well as work productivity which ought to bring about efficiency, satisfaction on the job as well as surge in work productivity of all of the employees.

The contingency theory by business and management psychologist Fred Fiedler (1957) that proposes that hardly any individual form of leadership style is universally applicable, best supports the notion already hinted at in this particular study to identify likely the most suitable form of leadership between the styles of leadership highlighted as part of this study.

The connection in between the various kinds of leadership with employee general performance is detailed by this study. It discusses the impact on the leadership design over the overall performance of the workers while having to pay a great deal of focus on the staff members. The significance, research questions, purpose, problem statement, scope and hypothesis of all of the research is covered by this section.

### **1.1 Profile of Chi limited**

Chi Limited resumed operations in Nigeria in 1980 and was recently acquired by the Coca-cola Company for an undisclosed amount of money. They are a company that primarily manufactured high quality fruit juice for households in Nigeria but due to rising competition in the industry, the company diversified into dairy products and snacks. They currently have over 2500 direct employees. Due to unknown reasons which the researcher of this study has attributed to employee performance as a result of lack of proper leadership, the quality to which Chi limited boasts of has been inconsistent and declining of recent. This research is aimed at describing the effects of the different leadership styles employed in the working environment at Chi Limited and its effects on the performance of its employees.



## **1.2 Problem statement**

The way in which a company efficiently manages, influences as well as improve the efficiency of employees is needed for the accomplishment of the organizational goals. If not properly carried out, coupled together with the inappropriate leadership style, employee general performance suffers. Chi Limited, in which this particular study is focused on, particularly suffers from lack of consistency in quality, minimal work productivity which in turn can be associated with the style of leadership being utilized by the organization. Good leadership is required to be able to improve output of employee therefore improving employee performance.

Employee overall performance within this analysis is dependent on the caliber of productivity and work. The outcome of leadership operating hand in hand with overall performance must be apparent to check out as a result of the style as well as approach implemented by managers with the intention of stimulating performance which in turn need specific leadership strategies to certain functionality issues in realizing departmental objectives. This certainly will result in efficiency, specialization in addition to excellent organizational relationships as specified by Armstrong (2005).

## **1.3 Research questions**

1. How does transactional leadership style affect employee performance?
2. How does transformational leadership style affect employee performance?
3. How does autocratic leadership style affect employee performance?
4. How does laissez-faire leadership style affect employee performance?

## **1.4 Objectives of the study**

The purpose of the study is to determine what type of leadership style is being employed by Chi Limited and the effects of that leadership style and its components on selected employee performances, represented as productivity and quality of work.

### **1.4.1 Specific objectives**

1. To examine the effects of transformational leadership on employee performance.
2. To examine the effects of transactional leadership on employee performance.
3. To examine the effects of laissez-faire leadership on employee performance.
4. To examine the effects of autocratic leadership on employee performance.

### **1.5 Significance of the study**

1. This research and its findings would be useful to future researchers, academics and students trying to better understand the importance and effects of different forms of leadership on employee performance
2. After the insight this study will provide on the relationship between different styles of leadership and employee performance, the company will be able to make use of the results and findings of this study to improve leadership strategies effective for a better organizational performance.
3. This research will also help different individuals who find themselves in a leadership role, in noting the best and most appropriate form of leadership to employ in situations that are most important to increased productivity and quality of work.

### **1.6 Scope and limitations of the study**

This study starts by stating the research problem and questions, the objectives of the study and its hypothesis while going through some notable details on the concept of being a leader and the interest of researchers on the term “Leadership”. The main part of this research comprises of 4 chapters. It is not possible to review all the research that has been done on Leadership due to its vastness. Therefore, this study has restricted the theoretical framework to the most relevant parts of research on Leadership styles and employee performance while paying attention to the history of leadership

studies as a whole. These are all discussed in chapter 2 of this thesis. Chapter 3 describes the methodology and how the data were obtained and analyzed. In chapter 4, findings of the study are presented and chapter 5 is composed of the discussions and conclusions drawn from the previous chapter. Chapter 5 also includes discussions of future implications for further research. The references are found towards the end followed by the appendix with the questionnaires used.

## **CHAPTER 2**

### **REVIEW OF LITERATURE**

#### **2.1 Overview**

A review of the literature relevant to the study is contained in this chapter. Referencing past scientific studies is actually a crucial part of any study since they guide the researcher on many other related subject areas that were performed. From this assessment, using the independent and dependent variables, a conceptual framework is actually produced, the groundwork for the entire study is layered by this particular framework.

#### **2.2 Leadership**

Stogdill (1974) thought that there are basically as many definitions of leadership as individuals that have attempted to illustrate the concept. A good evaluation of the different definitions of leadership uncovers the primary context is the character. Generally there appears to be certain freedom with regard to the contemporary problems. A few examples of leadership definitions are as follows:

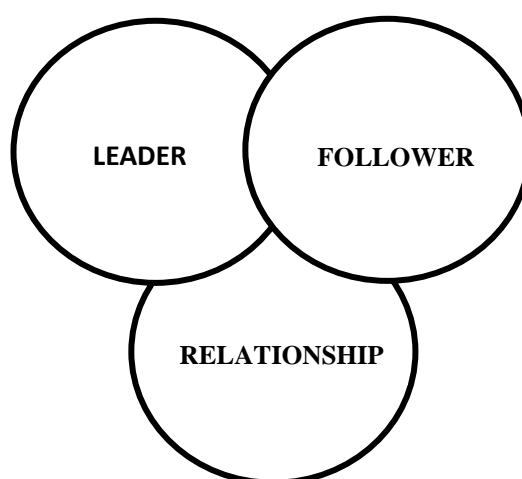
According to Yukl (2006), they see leadership as a process of influencing their followers to understand and agree upon what is needed to be done and how it should be achieved, and the process of facilitating collective and individual efforts to realize a common objective or goal. The definition talks about direct and indirect influences but doesn't imply about the success of the process or achieving the goal. Also, leadership has been described by Memon (2014) as the means by which a person influences the behavior, thoughts and attitudes of others by being responsible for the direction in which the firm heads, as well as the obligation for what others see and also imagine about what lies ahead and how to attain it.

Kumar (2014) states that “leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent”. Kumar believes these are achieved through the application of leadership attributes, including values, belief, character, knowledge, ethics and skills.

Talat et al (2015) is convinced that leadership is actually a prevalent practice which often calls for responsibility, authority and delegation of power. He feels that the principal goal of a leader is to guide, direct and also persuade their supporters towards attaining individual in addition to organizational goals and objectives.

### **2.2.1 Approaches to leadership research**

There are three levels associated with leadership methods and so they include; the leader, the follower, as well as the dyadic partnership between the initial two levels stated (Fig. 2 1) and also leadership analysis needs to address each and every level individually. Centering on the leader, trait as well as behavioral approaches are implemented, in the case of the follower the empowerment approach is employed and also the leader-member exchange concentrates on the relationship. Additionally, situational approach is focused on the blend of the three domains of leadership process (Uhl-Bien and Graen, 1995).



**Figure 2 1:** The Domains of Leadership  
(Graen & Uhl-Bien, 1995)

### **2.2.2 Conceptualization of leadership**

Yukl (2006) reported that the conceptualization of leadership is of four distinct levels that can be referred to as a hierarchy; Organization, Group, Dyadic and Individual.

Studies performed involving the individual procedure is actually focused on the behavioral characteristics of a person out of a motivational, choice producing as well as cognitive perspectives, and just how these single traits & an individual is encouraged by skills to be a leader. The disadvantage to this kind of approach is it does not take into account probably the most significant element of leadership, which is influencing as well as inspiring others (Yukl, 2006).

As regards to the dyadic process, the connection involving the leader as well as follower is analyzed. This research is primarily based upon this kind of process that is going to be even further defined in the upcoming chapters. Leadership study revolving on the group process examines the dynamics of the leadership role within a group and exactly how a leader is able to motivate team efficiency. The key aspects centered on within this process are dedication of the members belonging to the group, self-belief of the group in realizing success on projects, degree of the trust as well as synergy among members of the group and exactly how well work is structured among them (Yukl, 2006).

Compared to the dyadic as well as group processes, organizational processes allows a much wider comprehension of the usefulness of leadership. Such a study is focused on the most effective approach available technologies, resources as well as personnel that are implemented to set up and also execute work to boost efficiency and productivity.

### **2.3 Theoretical research on leadership**

Leadership is actually among the most complicated and varied indicator by which organizational and psychological review has, over the decades, been used to describe. Despite the fact that the term "leader" was detailed as early on as the 1300s in the Oxford English dictionary (1933) and as well conceptualized quite possibly in times before religion, the term leadership can be said to have been in existence just before the early 1800s (Stogdill, 1974). Furthermore, scientific review on the topic did not get started on until we came into the 20<sup>th</sup> century (Bass, 1981). Ever since that time, extensive research on the subject matter has been witnessed by us, trying what best way to describe leadership while viewing it from different perspectives.

Warren Bass (1959) mentioned in his study on leadership that of all the many confounding, unclear facets within social psychology, leadership concept without doubt contends for the top spot. In a twist of irony, almost certainly much more has been written on leadership and significantly less which is known when compared to other subject within the behavioral sciences.

Burns (1978) similarly mentioned that leadership is actually among the most studied and at the same time the very least understood phenomena on the planet. Nonetheless we are even now striving to explain the crucial question: What tends to make up a highly effective leader? This concern has engendered extensive focus largely because leadership brings about powerful images (Meindl, Ehrlich and Dukerich, 1985; Yukl, 1989). As a matter of fact, in these points during the environmental complexity and rapid change, leadership has brought on more significant value than in the past.

Taking into consideration the above content, it appears to be actually beneficial to revisit the historical beginnings of leadership idea and as well analyze the advancement that has been made. The goal of this particular part is to try to examine the important components of leadership research in terms of evolutionary periods. This kind of developmental approach uncovers the route along which leadership theory has developed.

### **2.3.1 The personality period**

This period brought about the emergence of the first formal theories of leadership which rejects the initial understanding of the leadership process. This period gave rise to two distinctive theories of leadership which includes the great man theory and the trait theory. The great man theory suggested, by studying great men, that for a person to become a strong leader, he/she needed to copy the personalities and behaviors of a great men or women (Borgotta, Rouch and Bales, 1954; Galton 1869). Although, the great man eras most significant work which was conducted by Bowden (1927) equates the personality of great men to leadership. Some researchers like Jennings (1960) also tried to relate leadership with inheritance. But all these theories held no basis because it seemed apparent that every leader had very different personalities for example Adolf Hitler, Martin Luther King Jr. And also the realization that personalities are very hard to imitate further debunked that theory.

Leadership theory took another slight step forward when the trait theory which attempted to remove links to specific individuals like the great man theory did by stating that adoption and development of general traits would amplify the leadership potential and performance of an individual. But due to fact that there was no single trait or group of characteristics linked with good leadership proved to be a wrong notion as studies brought to light (Jenkins, 1947). The theories of this era proved to be too simple minded as traits cannot be learnt, so these theories were swept under the rug. Traits, however, proved to be an important explanatory variable in later theories (e.g. Fielder, 1967, 1964; House, 1971), though the focus of these theories were not the traits of a leader.

Peter G. Northouse (2007, p.18) offers a very good summary of the traits as well as qualities which were identified by researchers coming from the trait approach (Table 2 1). It can easily be seen that some of the traits show up as part of a number of research studies, while others appear as part of one or two research studies. Northouse has tailored that comparison from "The Bases of Social Power", by J. R. P. French, B and Jr. Raven, 1962, in D. Cartwright (Ed), Group Dynamics: Research and Theory (pp. 259-269), New York: Harper and Row.



**Table 2.1:**

*Summary of traits and qualities (Northouse, 2007 p.18)*

<b>Stogdill (1948)</b>	<b>Mann (1959)</b>	<b>Stogdill (1954)</b>	<b>Lord, DeVader and Alliger (1986)</b>	<b>Kirkpatrick and Locke (1991)</b>
Intelligence	Intelligence	Achievement	Intelligence	Drive
Alertness	Masculinity	Persistence	Masculinity	Motivation
Insight	Adjustment	Insight	Dominance	Integrity
Responsibility	Dominance	Initiative		Confidence
Initiative	Extroversion	Self-confidence		Cognitive ability
Persistence	Conservatism	Responsibility		Task knowledge
Self- confidence		Cooperativeness		
Sociability		Tolerance		
		Influence		
		Sociability		

### 2.3.2 The influence era

This era recognized the relationship between individuals as leadership, not a solitary leader's characteristic. It addressed the aspects of influence and power giving rise to the power relations and persuasion periods. Attempts have been made to explain a leader's effectiveness in the former period, in terms of the source of power as well as the amount they wielded not to mention the way the power was used. Although, the impact of power is still present in today's leaders (Pfeffer, 1981), the authoritarian and also dictating kind of this specific sort of leadership has no place or perhaps less successful in the modern day setting (French, 1956). In today's business world, there is more consideration

for the wants and needs of employees unlike in previous times where there is a unidirectional flow of power without regards for its effects on followers.

Later, in the persuasion period, the act by which leaders coerce their subordinates was abolished, this didn't change the fact that the leader was still recognized as the dominating factor (Schenk, 1928). Just like the power of lower participants, this approach is still being employed given its limitations. (Mechanic, 1962).

### **2.3.3 The behavior era**

The period in the evolution of leadership theory took a different perspective by laying much more emphases on the actions of leaders, rather than highlighting the traits they exhibit or their source and management of power. Leadership was consequently described as a subset of human behavior (Hunt and Larsson, 1977). This proved to be a major leap in the study of leadership and not just because it had a basis for its claim (Fleishman and Harris, 1962), besides that, practicing leaders could apply this to enhance their effectiveness as leaders. Some of the work done in this era highlighted the differences in behavioral patterns of effective and non-effective leaders (Yukl, 1989), while others focused on the general behavioral patterns of leaders.

In the early parts of this era, more focus was placed on developing behavioral traits rather than studying them. The Ohio and Michigan studies highlighted two significant behavioral traits of leaders: structure initiation and consideration (Griffin, Skivington, and Moorhead, 1987)

In the latter stages of the behavior era, there was an advancement of the theories in the early stages as these theories were adapted for application in managerial settings. The Managerial Grid Model is most likely the best known, it uses a 9 x 9 with consideration behavior marked along an axis and structure initiation behavior marked along the other. This model suggests that the most effective leader will be rated 9 on each of these behaviors (Blake and Mouton, 1964, 1978). Other theories that are widely considered are the Theory X and Y. Theory X states that people must be directed and externally motivated to serve organizational needs because they are passive and Theory Y suggests

there is motivation already inside of people, they just require the right conditions to achieve their goals (McGregor, 1966). After much research has been done, it was realized that employee behavior is as a result of the provision of the conditions and stimulation for its evocation and not because of the leaders. (Bass, 1981).

#### **2.3.4 The situation era**

In this era, progress was made in leadership theory by recognizing the significance of the factors that are beyond the bounds of leaders and employees. This included the leader's social status, the combined power of the leader and employees, the type of task being carried out and the nature of external environmental factors (Bass, 1981). These aspects relative to the situation, affect the kinds of traits, skills, behavior and influence the leader exhibits which in turn causes effective leadership.

As regards to the environment, leaders were believed to arise, if only it was the right time and place and in the right circumstances; whatever they do is of no consequence. With respect to this approach, the leader is deemed irrelevant, because, if they were to leave their position, another would take it up. (Hook, 1943). There was empirical studies to back up this claim and also, some researchers have proposed the introduction of more external variables into the leadership context, variables like economic factors. (McCall and Lombardo, 1977)

When viewed from a social status perspective, researchers believed that as members of a group undertake specific tasks towards a defined goal, they emphasize the assumption that each individual will exhibit a manner that is consistent with his or her previous behavior. As a result, the roles of leaders and employees are outlined by mutually established expectations of the behavior as well as interactions they're allowed to contribute to the group (Stogdill, 1959).

Later research actually combined the environmental and social status factors (Bamforth and Trist, 1951) which are actually deemed an advancement over the environmental viewpoint because recognition of the group influences.

### **2.3.5 Contingency Era**

There was clearly a tremendous leap in the evolution of leadership theory in this era as for the very first time, it was proven that leadership was not associated with any of the unadulterated, unidimensional forms that was previously reviewed but that leadership contained features of every one of them. As a result, highly effective leadership relied upon one or perhaps several variables which included personality, behavior, influence and situation. The study accomplished in this era made an effort to decide on variables which best revealed which leadership style to employ given different situations. This brought about a lot of research being carried out in that era because researchers thought they have finally uncovered the source of effective leadership.

A few of the more noteworthy research done by researchers during that period includes the Contingency Theory (Fielder, 1964, 1967), the Path-Goal Theory (Evans, 1970; House, 1971; House and Mitchell, 1974) and the Normative Theory (Vroom and Jago, 1988). Fielders Contingency Theory laid emphasis on leaders needing to be placed in situations being tailored to their capabilities (Fielder, 1967), or training leaders to alter the situation to suit his or her unique style (Fielder, Chemers and Mahar, 1976).

House's Path-Goal Theory talked about a different type of contingency. It talked more about coming up with conditions that are prime to enable the employees rather than the situation or the leaders behavior (House, 1971). The Normative Model is actually different in the sense that it advises the leader on the most suitable decision making behavior, which is dependent on the situation and the need for decision quality and/or acceptance (Vroom and Yetton, 1973). The Normative model commanded a lot of appeal because it had a broader application to leaders. It supports the fact that you could switch your behavior as a leader to increase effectiveness depending on the situation, regardless of your trait or degree of power or influence.

Although the contingency approach to leadership has a lot of empirical evidence backing it up which is not devoid of controversy (Burke, 1965; Dessler and Valenzi, 1977; Field, 1979, 1982; Jago and Ragan, 1986; Peters, Hartke and Pohlman, 1985; Vroom and Jago, 1978), they are not exempt from

drawbacks. These drawbacks include: each theory is different from the other and they each hold a piece of the answer to the question of leadership, what makes an effective leader? Yet none has the complete answer. Also, many are so unmanageable that it'll be a pain to integrate into daily managerial practices.

### **2.3.6 The transactional Era**

The research on leadership took steps forward in this era by implying that leadership probably does not only originate from the person or the situation, but most likely, also in role differentiation and social interaction. This era is thought to be the revisitation of the influence era because it talks about the influence between a leader and his/her employees. But in this era, the influence is not only seen from the leader's perspective but also from the employee's, a sort of reciprocal influence between the leader and his employees.

Theories and approaches that were established in this era include the Vertical Dyad Linkage Theory (Dansereau, Graen and Haga, 1975; Duchon, Green and Taber, 1986), the Leader-Member Exchange Theory (Dienesch and Liden, 1986; Graen, Novak and Sommerkamp, 1982) and the Reciprocal Influence Approach (Greene, 1975). These theories emphasized that leadership involves transactions between the leader and his/her employees which in turn affects their relationship and that depending on the kind of transactions between different employees, there is a different relationship in each instance. Bass (1981) said that leadership only exists after the acknowledgement of the leader by other members of the group. This is where aspects of emergent leadership originates, as it requires the approval of the members in choosing who their leader is. (Hollander, 1958).

Other theories that were proposed in this era which talks more about the relative roles of the leader and employees but hints at elements of exchange include Social Exchange Theory (Jacobs, 1970; Hollander, 1979) and also the Role-Making Model (Graen and Cashman, 1975). These theories talk about how the members of the group gives status to leader in order to acquire the leader's skills towards achieving a goal. This course of leadership brings about

an equality between the leader and the employee, hence there is no one dominant entity in the group (Bass, 1981). With this approach, it can be established that leadership might as well, given the circumstance, rest in the hand of the employee rather than the general idea that leadership stems from the leaders.

### **2.3.7 The Anti-Leadership Era**

A lot of studies have been carried out prior to this era to test the theories on the subject of leadership but all have come up with little or no conclusive results which led to the opinion that perhaps there was no such concept as leadership. Though a lot of variables concerning leadership had been explained, it still seemed like leadership itself remained untouched. This led to the rise of the Anti-leadership era. Mitchell (1979) argued that “leadership is just a perceptual phenomenon in the mind of followers”. Miner (1975) proposed that the concept of leadership should be abandoned and left behind. Meindl et al. (1985), following in that path stated that “leadership is actually a term to describe organizational changes that we do not understand yet”.

Researchers tried to look for a substitute for leadership with the subsequent studies that were carried out. Kerr and James (1978) suggested that the characteristics and duties of the organization and employees respectively, can keep leadership from impacting the employee's effectiveness. In addition, they pointed out substitutes for leaders in the work environment.

### **2.3.8 The Culture Era**

The pessimistic train of thought of the Anti-leadership era was outmoded in this era, when it was suggested that leadership may not be a phenomenon of the dyad, the individual, or a small group but is present throughout the culture of an entire organization. This shifted the focus from the trail of productivity and efficiency to quality of work. This new view included the 7-S Framework (Pascale and Athos, 1981), Theory Z (Ouchi and Jaeger, 1978; Ouchi, 1981) and also the In Search of Excellence attributes (Peters and Waterman, 1982).

This era can also be said to be a continuation of the studies on substitutes for leadership since it proposed that employees will lead themselves as long as the leader can create a strong organizational culture (Manz and Sims, 1987). Schein (1985) also stated that formal leadership is only needed when existing organizational culture is replaced and a new one must be developed. Nevertheless, a leadership paradigm has been made that advocated passive or possibly inadequate leadership except during the initiation as well as change process.

### **2.3.9 The Transformational Era**

This era gives rise to the most promising and latest period in the timeline of the evolution of leadership theory. The huge advancements observed in this era is as a result of intrinsic, as opposed to extrinsic, motivation. Compared to the transactional era, leaders are expected to be proactive and have foresight rather than being reactive in their thought process as situations arise. They also need to be less conservative and more of a radical leader and also open to new ideas while being more creative and innovative (Bass, 1985). Leadership needed here aims to cultivate enthusiastic commitment by employees rather than indifferent compliance or reluctant obedience (Yukl, 1989). It was also reported by Tichy and Ulrich (1984) that transformational leadership is critical in the course of organizational transitions by shaping visions of possible opportunities and imbuing commitment to change in employees. Early analysis of this era highlighted that leaders are required to be visionary. Individuals who see the vision should be developed by providing them a new and stronger sense of purpose and meaning. This particular era builds on the culture era by looking at leadership as a process of the collective action of a group (Robert, 1985).

Adams (1984) stated that leadership does not rest on the shoulders of an individual but on all who share the same vision and mission, thereby, leadership is not perceived as a personality trait or set of skills but a state of consciousness. This era also resulted in the Charisma Leadership Theory in which comprehensively explains the combination of traits, influence, behavior and situational factors leading to a rise in the employees' reception to

ideological appeals (Conger and Kanungo, 1987; House, 1977). Howell and Frost (1989) also provided empirical evidence showing that charisma can be trained.

The self-fulfilling prophecy phenomenon which was theorized by Field (1989) discusses the transformation of individual self-concepts and also improves on older theories by looking at the transformation as occurring from the leader to the employees and vice versa. This process does not only work in group and organizational situations but also in dyadic contexts. Field and Van Seters (1988) further explained the key success factor responsible for that leadership type is building positive and realistic expectations.

Bass (1985) suggests that work groups most likely would elect leaders who they expect will make sure tasks are accomplished, enable group cohesion and maintain strategic focus. Thereby moving concerns of employees away from affiliation and security to recognition, achievement and self-actualization.

Although this era has not experienced scrutiny and empirical testing as other eras have, it shows great promise because it weaves many aspects of previous eras into each other in a comprehensible manner.

## **2.4 Employee performance**

Employee performance can be described as the ability of an employee, assigned to specific tasks, to carry out all those tasks in line with the expectations of the organization. The effectiveness of a leader, regardless of whether positive or negative, may be assessed through employee performance and organizational growth. Pattanayak (2005) states that the overall performance of an employee can be as a consequence of his or perhaps her behavior on the job that can easily be observed as well as assessed. Basically, Pattanayak views employee performance as “the contribution of an individual towards the realization of organizational goals and objectives”.

Objectively, the performance of employees is able to be quantified through profit margins, productivity, return on investment, quality of work completed, market share etc. from the subjective viewpoint, employee performance may



be assessed through alteration in the demeanor of the employee, the level to which an employee can easily master and improve, commitment etc. (Erkutlu, 2008). It can certainly be said that leadership and organizational effectiveness is as a result of employee performance. The chief aim of each and every organization is stimulating work overall performance of its employees to its highest point as a way for it to make it through in a naturally competitive market that is unrelenting.

#### **2.4.1 Leadership styles and employee performance**

Leadership styles just about translates to the conduct of a leader towards his employees which often motivates or even coerces them towards attaining a clear purpose. Luthans (1977) described it as the way in which a leader influences his/her followers. Podsakoff et al (1990) thought that leadership behavior has the capacity to have an effect on satisfaction and trust of staff members in the organization as well as organizational citizenship conduct even further increases the relationship among leadership style and organizational dedication directly. There are a variety of approaches to leadership depending on the situation and every leader has his own style, whether you've used a single approach or integrating different styles. In accordance along with the Oladipo et al (2013) study, the success or failure of business organizations, nations together with other social units is primarily acknowledged to be dependent on the form of their leadership style. The majority of research has established that leadership style features an essential relationship with employee performance, and depending on the variables employed by researchers, unique leadership styles could have a beneficial correlation or perhaps undesirable correlation with employee performance (Fu-Jin et al., 2010).

McGrath and MacMillan (2000) report vital relationships can be found between styles of management and performance of the employees and ultimately, the organization. Highly effective leadership style is viewed as an excellent way to obtain management development along with a consistent competitive benefit. Leadership style makes it possible for organizations acquire their existing goals and objectives better by linking employee performance to valuable

benefits and also making certain that employees have got the essential resources to accomplish the work.

Broadly speaking, performance in leadership is the exact same with performance within the organization. Business administrators attributes the achievements of theirs to leadership effectiveness, i.e., administrative supervisors' leadership style has a significant influence on organizational overall performance (Sun, 2002). Fu-Jin et al. (2010) believe that when managers take advantage of their leadership style to exhibit concern, care and also respect for employees, employees' desire in their work would improve and also permit them to do the job much better, and in so doing positively influencing their job satisfaction and ultimately affect organizational goals and objectives.

#### **2.4.1.1 Autocratic leadership style and employee performance**

It is recognized as one in which the leader retains as much power along with decision-making power as possibly can. Milgron (1991) previously mentioned autocratic way of leadership evidently defines the division in between leaders and employees. This form of leadership does not accommodate suggestions from the employees and also they are required to follow orders without any form of explanation concerning exactly why the task needs to be completed. The motivation that is given is in a form of rewards and punishment.

Despite the fact that this style of leadership is widely rejected, it is practical when there is limited time frame for decision making. In recent times, such style of leadership can easily still be seen in nations being ruled by a dictator or even in the military of various governments. Michael (2010) is convinced that the majority of supporters of autocratic rulers as individuals who are just biding their time, waiting for the unavoidable collapse that this governance yields, eliminating the leader that follows.

In a study carried out by Peter (2013) which had been centered on relating management styles to job performance of employees of selected Nigerian breweries. The outcome of this research revealed that there was clearly a significant relationship in between management styles and job performance.

This study likewise indicated that the employees were discovered to be a great deal more responsive to the autocratic form of leadership in comparison with other styles management as a result of the nature of the work in the industry.

Peterson and Smith (1988) came to the realization in their study that a highly effective manager is influenced by the criterion in which leadership was being assessed. Thereby, in the event that leadership is seen from the point of work productivity, subsequently autocratic style is most effective, however, if the goal is maintaining excellent morals as well as a consistent measure of work, democratic approach is effective.

Cole (2000) even claims that autocratic leadership style is very effective in situations where modification needs to be fostered, there are times when in ending disputes like strikes, confidence implementation, plus a great deal more. If applied in its appropriate position, it brings about performance efficiency. Ispas (2012) conducted a survey on perceived leadership type as well as overall performance of employees in the hotel industry, discovering that autocratic management type is regarded by supervisors as the most frequently used form to guarantee anticipated end results. Additionally, they highlighted the reality that managers need to discover the appropriate approach to aid employees improve their performance individually.

#### **2.4.1.2 Laissez-Faire leadership style and employee performance**

The French phrase Laissez-faire, made use of mostly in economics and political sciences to mean a policy of the very least governmental interference within the economic concerns of society and individuals (Encyclopedia Britannica, nd). In relation to leadership literature, laissez faire undoubtedly is the saying for a "hands off of", permit things to ride method (Northouse, 2010) to influencing those in the workplace. Bass and Avolio (1990) described laissez-faire leadership as absence of any sort of leadership type or even distancing themselves from having to be involved in leadership activities. Lewin et al (1939) explains that supervisors who are appointed, pay absolutely no interest to their responsibilities together with responsibilities that have been given to them. Laissez-faire leadership could be referred to as a form of leadership that is non-existent or "zero-leadership".

Workforce overall performance in this particular form hinges entirely on the potential, abilities and capabilities of the team member (Reid and Adler, 2008). Associates are absolutely free to make choices on their own, and leaders provide subordinates full liberty to operate on their own manner and also make major decisions (Coyle Shapiro, 2013). A few renowned researchers have suggested that Laissez-Faire style has resulted in enhanced job satisfaction and also more desirable employee performance, but may very well be detrimental in case staff is not managing their time effectively or perhaps in the event that they're not self-motivated to carry out their job effectively (Martin, 2013).

Einarsen et al (2007) argue that laissez faire leadership violates the genuine passions of the organizations including their employees by undermining organizational ambitions as well as /or subordinates well-being. Bass and Avolio (1997) also, regards laissez faire leadership as a terrible leadership style coupled with active remedial leadership (leading by observing as well as paying attention to mistakes) plus passive remedial leadership (waiting for issues to arise ahead of intervening). Laissez-Faire leadership style for the most part ends up in increased chaos within the organization as every individual feel him or her as very own leader (Monzani, 2015).

Kerns (2004) addressed the values to organizational leadership and also his research was notably supportive of the laissez-faire approach of bridging the divide between employer and worker where by his worry was primarily that laissez-faire will yield a favorable environment by way of which staff as well as families will truly feel like a community regardless of the various roles they play in the organization. Alan (2013) indicated that if performance is monitored by the leader and offers suggestions to workers on a regular basis, a laissez-faire management style could be productive. Most probably, leadership style will be effective when individual staff are seasoned, extremely qualified, trustworthy, motivated, and also competent to get the job done on their own. He argues that the chief benefit of laissez-faire leadership style is the fact that it offers a good deal of autonomy to staff members; it is able to play a role in greater job satisfaction together with enhanced organizational productivity. The issue with the afore mentioned in the African context is that laissez-faire was seldom

practiced in its entirety due to political interference given that the employees need to be monitored and also the degree of personal drive and discipline is questioned.

#### **2.4.1.3 Transformational leadership style and employee performance**

Transformational leadership method concentrates on the development of followers which includes their needs. Ismail et al (2009) feels that leaders with transformational leadership style entirely pay attention to the growth and also continuing development of value process of employees, their motivational level as well as moralities along with their abilities. Bass (1997) states that the intention by which transformational leadership is centered around is transforming individuals and organizations pretty much - by altering their heart and minds, widen their vision, insight and their knowledge and also clarifying their motive to produce conduct appropriate for values along with principles. And in the long run bring about unwavering change and self-perpetuity.

A wide variety of empirical research has revealed that employee performance is influenced by leadership styles which highly effective leaders outshine weak leaders and transformation leadership offers significantly greater performance (Hater and Bass 1985; Burns 1978; Avolio and Howell 1993; Bass1990). Research studies in organizational conduct (Kotter, 1988 and Meyer & Botha, 2000; Bass & Avolio, 1994) has highlighted the transformational leadership as the most suited to organization nowadays. As indicated by Brand, Heyl & Maritz (2000) research continues to be carried out throughout the service, retail along with production sectors and also in the U.S., Canadian and German armed forces which point towards the little influence of leaders practicing transactional style of leadership have on the performance of their subordinates when compared to the effective accomplishments of transformational leaders. On the grounds of the literature, transformation leadership in contrast to transactional management may very well be advised to generally be more pronounced in its effectiveness in attaining significantly greater standards of employee performance.

Employees are able to attain individualized focus coming from the leader under transformational leaders. As a direct result, they have an inclination to react

favorably by selling the agenda of the leader as well as performing beyond expectations. Transformation leaders can as a result produce high-quality leader-member interactions with employees and in turn influencing the efficiency of employees (see Wang et al, 2005).

Also, transformational leadership appears to have been observed to have a really favorable partnership with employee performance within the laboratory (Frost and Howell, 1989) and field (Bass, 1985) scenarios. As indicated by Avolio and Bass (1990), leaders who actually undertake the transformational approach of leadership encourages their employees to understand challenges via a different perspective, while giving support and encouragement and also communicating a vision plus rousing emotion and identification. Suharto (2005) shows that setup of even more standard transformational leadership activities is going to have considerable favorable effect on bettering subordinate performance of psychological empowerment.

In line with the research performed by Kehinde & Banjo (2014), transformational leadership would draw positive and effective end results in an organization on account of the fact that this form of leadership encourages employees to rise above expectations. The commitment and passion of followers is created for the intention of achieving organizational goals and objectives, facilitating resourceful thinking along with follower's inspiration to willingly agree to challenging goals and objectives while simultaneously stimulating subordinates intellectually. They went even further to advice transformational leadership as a good choice for organizations that mean to be competitive successfully. Latest research studies of leadership have carried on to confirm the beneficial correlation between transformation leadership and overall performance at different levels (e.g., Dumdum et al. 2002; Dvir et al. 2002; Howell et al. 2005)

#### **2.4.1.4 Transactional leadership and employee performance**

Trottier et al. (2008) specifies transactional leadership as a form of leadership which usually is dependent on trades involving the leader and employees of an organization where the employee is compensated for meeting defined goals

or quota or performance conditions. Riggio and Bass (2006) described transactional leaders as motivators of their subordinates through the employment of contingent rewards and management by exception. Contingent reward basically means that the leader assures the followers a specific amount of reward in exchange for accomplishment of a defined task or job. Management-by-exception (MBE) is made up of two variants: active (MBEA) and passive (MBEP), however, the one that is linked with transactional leadership is MBEA. With active MBE, the leader actively makes an attempt to stop mistakes and deviances from specifications by observing and taking measures to take care of errors.

The relation between employee performance and leadership design, over the past one or two decades, has been given extensive scholarly interest. A lot of research studies on the relationship between transactional leadership, quite often complimented by transformational leadership, and employee performance have yielded equally significant and insignificant outcomes. Although, little or no work has been completed exclusively on the effectiveness of transactional leadership on employee performance in Nigeria, this study is focused towards incorporating additional literature to that particular respect. According to Bass (1985), Transactional leadership describes expectations for the quality of employee performances and extends benefits to employees on a contingent basis which in turn drives followers to meet expected performance standards and satisfy their part to be rewarded accordingly. Empirical proof has been realized that firmly supports the connection between employee performance and contingent reward (Podsakoff & McKenzie, 2006). Bass (1985), reported that different styles of leadership which includes the transactional style of leadership, transformational style of leadership and laissez-faire leadership style plays a major part in management.

By clarifying their employee's requirements, the self-confidence required to carry out their jobs is built by transactional leaders. The transaction process, nonetheless, is a vital aspect of complete spectrum of good leadership. Highly effective leaders are able to transform the self-interest of others for the gain of their organization or group (Bass and Avolio, 2004).

Transactional leadership has a tendency to shift towards transformation when specific requirements are attained. Due to the transactional leadership system, employees' perceptions of their very own effectiveness or development potential are improved upon. Transactional leadership by itself is unfinished as changes centered on transactions are too small but from time to time notable developments in the performance and also efforts of employees are observed. Transformation comes about when subordinates discover they're keen on their work and even desire to play a role in their own self-development. (Avolio & Bass, 2004)

McGrath and MacMillan (2000) previously mentioned that highly effective types of leadership give rise to increased performance in times of completely new challenges. Gumusluoglu and Ilsev (2009); Mahdinezad, Suandi, bin Silong and Omar (2013); Zhu, Chew not to mention Spangler (2005) likewise supports this notion that transactional leadership positively impacts employee performance. In numerous research studies that have been completed by scholars on the relationship involving performance of an organization and its managerial leadership, it is apparent that there is a strong relationship. Which in turn drives home the notion that leadership is vital at pretty much all levels within an organization since to obtain the very best out of employees, the proper structure of leadership, considering the scenario, need to be put into use.

As research studies have revealed the beneficial relationship which is associated with transactional leadership style and the performance of employees, a few studies have in addition depicted the adverse effect of this style of leadership on the overall performance of employees. A number of the studies include Lowe, Sivasubramaniam and Kroeck (1996); MacKenzie, Podsakoff as well as Rich (2001); Steyrer and Geyer (1998); Proctor-Thomson and Parry (2002), virtually all individuals who provided results on the negative impact of transactional leadership on employee performance.

Hence the confusion which often continues to linger on the matter of the implications of transactional leadership on employee efficiency as a consequence of the diverse outcomes attained involving the two. I personally am convinced this may be associated with the circumstances or maybe



condition in that this particular leadership design was used within every one of the experiments talked about previously. This particular existing analysis is designed to take a look at, the recommended impact of leadership types as well as worker overall performance within the food market of Nigeria.

Chan (2010) notes that a number of scholars that have performed study on different styles of leadership have yet to come up with a distinctive approach suited to distinct concerns, but Chan suggests it is vital to bear in mind, the unique styles which are employed are necessary when it comes to unique circumstances and that leaders only need to be aware of when they ought to implement a particular strategy and make use of ideal management styles, employee satisfaction, engagement, efficiency and ultimately the performance of the organization by means of its employees can be impacted by leaders. The level of leadership and guidance a leader offers to followers relies heavily on the styles they employ to match the circumstance.

## **2.5 Empirical analysis of leadership theory in Africa**

With regard to Africa, Nuhu (2010) performed an analysis of the effects of different leadership style on the performance of employees within Kampala city Council, revealing empirical data which supports laissez-faire leadership type being put into use in higher offices and also particularly in lower offices. As indicated by Nuhu, authoritative leadership has a beneficial influence on employee performance and the employees thought that increased performance was as a result of coercion though alternative types of leadership will be a much more humane approach for the employees.

Nuhu (2010) additionally mentioned his belief, stating that laissez-faire style of leadership has a beneficial influence on the performance of employees. In line with the employees, they would preferably function in a tension clear work environment as opposed to getting bossed around with other.

Hayward et al (2003) in the study of his, discovered that transformational leadership design has a far more beneficial impact compared to transactional leadership design inside a South African pharmaceutical business. A good linear connection between transformational leadership as well as worker

general performance but absolutely no substantial good connection within the situation of transactional leadership and employee general performance were found by the research of his.

Tsigu & Rao (2015) in their research carried out within the Ethiopian banking sector showed that transformational leadership design described the variation that is found in performance of employees far better compared to transactional leadership design. They recommended that for the banks to satisfy their employees and acquire greater performance from them, their leadership style needs to lean somewhat more towards transformational.

Gimuguni et al (2014) in their study of Mbale district, Uganda on effects of leadership style on overall performance of local governments revealed that the district leaders applied an autocratic kind of leadership to coerce their employees into completing their duties, meanwhile a laissez-faire form of leadership is far more pronounced within the district. The study additionally unveiled that Mbale district, by way of democratic leadership style, noticed a certain amount of performance in terms of greater labor force, effectiveness, timeliness and high speed of completion of work. The study as a result came to the conclusion that Mbale district put into use a variety of style of leadership by attempting combining them though autocratic and laissez-faire leadership design was much more evident.

## **2.6 Research gaps of the study**

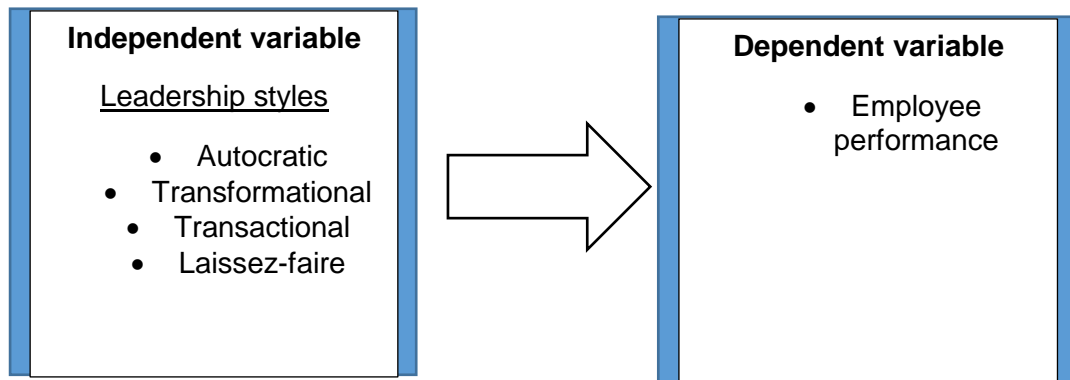
The content in literature on the impacts observed by numerous scholars on employee performance by leadership styles is scattered across different industries and countries making the evidence of these impacts varied. Most of the literature that has been reviewed points to the fact that transformational and transactional styles of leadership are best suited to stimulate a positive effect on employee performance, while placing more emphasis on transformational leadership style (Kehinde & Banjo, 2014; Rasool et al, 2015). There has also been evidence showing varied effects of laissez faire leadership style on employee performance. Some studies reveal a positive effect (Gimuguni et al, 2014) while others report a negative effect on employee

performance (Aboushaqah et al (2015), making it obvious that evidence from studies on leadership style in relation to employee performance lacks consistency. Research for literature is also limited as not a lot of research has been conducted on the impacts of Laissez-faire on the performance of employees. Also, not all sectors of an economy, countries or regions are covered in the available literature. Most of the literature was rooted in Africa, while the industries represented in the review include the health sector, banking sector, arms of government, petroleum industry and hotel industries.

From the review of the above literature, it reveals that empirical data on the effects of the different leadership style on performance of employees is able to describe numerous performance outcomes, irrespective of whether at the organizational levels or individual levels. It is equally apparent that study data is inadequate within the foods sector. It is as a result of this that the drive for this study is available as a way to increase empirical evidence of the effects of different leadership styles on employee performance in the Nigerian foods industry.

## **2.7 Conceptual framework**

This study is aimed at identifying different types of features which are relating to transactional leadership which is offered by Chi limited to its employees and how it affects their performance. Also, this research is focused on understanding how features of transformational leadership might impact employee performance of employees at Chi limited. The research also sought to identify the existence of laissez-faire style of leadership and testing it to know whether it has a positive or negative impact on employee performance. Finally, this study seeks to understand how employee of Chi limited will be affected by authoritative leadership and also how their performances will be affected by the coercion of this kind of leadership style. To have a better understanding of the research, data on the demographic will be obtained, which include the age, gender, level of education and occupational position.



**Figure 2.2:** Conceptual framework

### 2.8 Statement of the hypothesis

- H1. Employee performance is positively affected by the transactional leadership style.
- H2. Employee performance is positively affected by the transformational leadership style.
- H3. Employee performance is positively affected by the autocratic leadership style.
- H4. Employee performance is positively affected by the laissez-faire leadership style.

## **CHAPTER 3**

### **METHOD OF RESEARCH**

#### **3.1 Introduction**

This chapter contains the method of research that was employed by the researcher in the completion of the study in specific details. This chapter gives information on the methods that were employed by the researcher towards collecting primary data that is required in the completion of this research. In this study, the research design that was adopted and study population which the researcher had to work with was discussed. The researcher also talks about how the data that was collected and interpreted, giving details of any models used in the analysis coupled with the reasons why the models were selected and applied by the researcher.

#### **3.2 Research design**

The researcher used a survey research design towards the completion of this study. According to Amin (2005), a survey research design would be an important tool to the researcher towards the collection of systematic data on different respondents of different gender, educational level and age at the same time at Chi limited. Simple random sampling of respondents was used to make sure that there was no bias in the selection of respondents during the study. Quantitative research design was used by the researcher in order to permit the analysis in a descriptive and deductive manner.

##### **3.2.1 Study population**

The researcher conducted the study with a population which consists of production line workers, team leaders and supervisors of Chi limited Nigeria. These categories that were chosen by the researcher were believed to be key

in the production process, management and making of decisions in the organization. This study population that the researcher had to conduct the study was 2500 employees of Chi Limited located in Lagos, Nigeria. The researcher was given permission to approach the employees through the Human Resource department at Chi Limited.

### 3.3 Research Area

The study was conducted in Chi limited in Lagos, Nigeria which by population size of employees can be regarded as a large organization with employees numbering 2500. These 2500 employees were the focus of the survey, as they are in the best position to help with recognizing the leadership pattern of the organization and how it affects their performances. The region was chosen because that is the only known location of Chi Limited in Lagos.

### 3.4 Sample size and sampling technique

It would be a very difficult task to conduct a study using the whole population of Chi limited, Nigeria. Due to that fact, the researcher chose the direct employees as the sample representing the total population of the organization. In order to get a representative sample for the study, simple random sampling method was employed to get the employees who were studied. The researcher sent the survey to a sample of 334 respondents, drawn randomly from a pool of 2500 Chi limited staff which was acquired through the human resource department.

$$s = \frac{X^2NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}.$$

Where;

$s$  = required sample size.

$X^2$  = the table value of chi square for 1 degree of freedom at the desired confidence level of 3.841.

$N$  = the population size.

$P$  = the population proportion (assumed to be .50 because it would provide us with maximum sample size).

$d$  = the degree of accuracy expressed as a proportion (.05).

The sample size was determined using a formulae for determining needed sample sizes by Krejcie, R.V., & Morgan D.W. (1970) which is explained on the previous page.

Since these direct employees are permanent staff of the organization and have been at the company for at least a year, the researcher deemed them fit to represent the entire study population at Chi limited, reason being they would have a reliable assessment of leadership styles employed and also have an insight on their own performance on the job as well as their colleagues. The 334 employees selected at random by the researcher from a pool of 2500 include, supervisors and employees including customer care attendants, production line workers, retail officers and delivery workers.

The researcher sent the link to the research questionnaire to the randomly selected 334 employees and 164 responses were gotten of which all were valid

### **3.5 Measurement Procedures and Variables**

The researcher adapted open access questionnaires from Avolio & Bass (1995) and Yousef (2000) to acquire information on the age of respondents, their gender, academic levels together with position in the company which was useful in finding out the respondent's demographics. The key variables which include the independent variable, consisting of leadership styles (transactional, transformational, autocratic and laissez-faire). The scale implemented to ascertain leadership styles was the Multi factor leadership questionnaire designed by Avolio and Bass (1995) that had been modified to fit the context of the study. The other key variable assessed in the study, was the dependent variable that was the overall performance of the employees, this was assessed with the assistance of a scale designed by Yousef (2000).

### **3.6 Method of data collection**

The researcher obtained data from the study population by using a structured research questionnaire that was sent to the target population through the Human resource department in the form of a link to a webpage that allows the study population to easily fill out the questionnaires in a stress free and timely manner. Collection of the data lasted a week in the month of February 2019.

This was because the researcher did not want the responses gotten from each employee to be affected by other employees' opinions. The data that was collected from the study population was primary data. The questionnaire that was adapted and used in the study was divided into 4 parts: Part A as participation information sheet, Part B was to collect demographic variables, Part C was a series of statements aimed at capturing the perception of employees with respect to leadership style while Part D was aimed at obtaining employees perception of their performance and their perception of their performance with comparison to other employees. These questionnaires were sent by the researcher to the human resource department of the study organization. Out of the 334 employees which the webpage link was shared to, 164 responded and all 164 filled questionnaires were valid.

### **3.7 Validity and reliability stats of the instrument**

This study adopted scales with prior validation. To measure the different types of leadership styles, this study adapted the Multi-Factor Leadership Questionnaire (MLQ) which was developed by Avolio & Bass (1995), then edited to suit the context of the study. In measuring the employee performance, this study used the scale of Yousef (2000).



**Table 3.1:**  
*Reliability Statistics*

Scale	N	Alpha
Transformational leadership	12	0.876
Transactional leadership	6	0.795
Authoritative leadership	6	0.708
Laissez-faire leadership	6	0.794
Employee performance	2	0.818
Overall reliability of questionnaires used	32	0.873

In obtaining the consistency of the study instrument, Cronbach's alpha was implemented in a scale evaluation and was put in comparison to the standard acceptable point of 0.7. Field (2005) and Pallant (2013) in their research studies explained that a Cronbach's alpha that is better than 0.7 shows internal consistency of the study instrument. The questionnaire used to measure each style of leadership and employee performance were put to the reliability test and the Cronbach's alpha figures that were gotten were in the range of 0.708 and 0.876 which signifies a very acceptable level of internal consistency of the questionnaires used for each leadership style and employee performance and the results are presented in Table 3.1. Also, the researcher subjected the questionnaires to an internal consistency test as a whole and the Cronbach alpha gotten was 0.873 which signifies internal consistency of the questionnaire used in this study as a whole.

### **3.8 Processing and analysis of data**

After the data was retrieved on google docs by the researcher, it was coded and inputted into SPSS for analysis. The correctness of the data entry was cross checked. The internal consistency of the scale based variables were also checked before the scores were aggregated to realize mean scores for each respondent per scale variable measure.

Descriptive and inferential statistical techniques were employed for analysis of data obtained. Amin (2005) in his study, said that descriptive stats can help with the ways of numerically and graphically representing information which presents a general image of the info obtained. In inferential statistics, Pearson's correlation and multiple regression analysis have been used to ascertain the effects and connection of the variables, as per the hypothesis of the study.

## **CHAPTER 4**

### **RESULTS**

#### **4.1. Introduction**

In this chapter, we present the results of the study. This chapter comprises of the description of the sample and section presents the findings according to the research objectives and section contains the discussion of the findings.

#### **4.2. Sample description**

Demographic data on the respondents, acquired by using the scaling instruments were collated and analyzed. The variables include age, gender and educational level. The results are as follows:

#### **4.3. Demographic data of respondents**

In the table below, the results of the respondents ages. It shows clearly that the majority of respondents were in the age range of Below 25, making up 53.7% of respondents. They were followed by respondents in the 25-30 age range with 37.8%, and then followed by the 31-35 age range with 6.1% and then followed by the 36-40 and 41-45 age range who have 1.2% respectively. According to this data, the majority of respondents who were part of the study were aged 24 years and lower. There were no representations for the 46 and above age range among the respondents.

The table below also shows a representation of the distribution of respondents by gender is displayed. Majority of the respondents were male with a total of 84 (51.2%) when compared to females who were 80 (48.8%). This tells us that in general, the gap between men and women is actually very little. The inference of this outcome would be that there was a reasonably equal representation of the male and female employees in Chi limited.

Table 4.1 also represents the distribution of the respondents by educational level. The results, according to the table below, shows that majority of the respondents were bachelor degree holders with 96 (58.5%) respondents, followed by certificate or diploma holders with 44 (26.8%) respondents. Followed by the master degree holders with 24 (14.6%) respondents. This shows that the majority of respondents were in a position to provide an incredibly considerable evaluation of the leadership style of their immediate supervisor and also that of their performance.

**Table 4.1:**

Respondents Demographic Table (Field data, 2019)

<b>Age in Years</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Below 25	88	53.7	53.7	53.7
25-30	62	37.8	37.8	91.5
31-35	10	6.1	6.1	97.6
36-40	2	1.2	1.2	98.8
41-45	2	1.2	1.2	100.0
Total	164	100.0	100.0	
<b>Gender</b>				
Male	84	51.2	51.2	51.2
Female	80	48.8	48.8	100.0
Total	164	100.0	100.0	
<b>Educational Distribution</b>				
Certificate/Diploma	44	26.8	26.8	26.8
Bachelors	96	58.5	58.5	58.5
Master	24	14.6	14.6	14.6
Total	164	100.0	100.0	100.0

#### 4.4. Findings

This section comprises of different subsections presenting the results as per the research objective.

#### 4.5. Research objective one: Analysis of leadership style

This subsection is actually geared towards presenting results of the evaluation of leadership types. There were four major forms of leadership styles that were reviewed. They include the transformational leadership style with four parts, transactional leadership style with two parts. Laissez-Faire and authoritative leadership styles having six parts each. Descriptive statistics were put into use to assess the results.

**Table 4.2:**

*Descriptive statistics on Transformational Leadership (Field data, 2019)*

	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>S.D.</b>
Idealized Influence	164	1	5	3.87	0.76
Inspirational motivation	164	1	5	3.80	0.60
Intellectual stimulation	164	1	5	3.76	0.65
Individual consideration	164	1	5	3.80	0.60
Transformational leadership (overall)	164	1	5	3.80	0.60
Valid N (list wise)	164				

Table 4.2 is a representation of the results obtained from transformational leadership style. The four components of transformational leadership style had their mean standard deviation (S.D). A Likert-scale of 1-5 was used with each number representing “strongly disagree”, “disagree”, “neutral”, “agree” and “strongly agree” in their ascending order.

The results shown in Table 4 indicates the idealized influence recorded the highest mean of 3.87 and S.D of 0.76, the researcher observed that mean response gotten from the employees indicates that a higher percentage are in agreement that they believe and trust in their immediate supervisors. Individual consideration with a mean of 3.82 and S.D of 0.62, from this the researcher observed that the average response gotten from employees tends toward agreement more than disagreement and that the responses are of low variation too. Inspirational motivation follows the lot with a mean of 3.7988 and S.D of 0.59836, the researcher also observed that the mean response tends more towards agreement than disagreement. Also the variation in response of the employees are low and the least with also a mean of 3.76 is the intellectual stimulation, which indicates that the employee agree more to their immediate supervisors exhibiting characteristics of intellectual stimulation. it carries a standard deviation of 0.65.

Table 4.3 shows the mean and S.D of responses from the employees on questions aimed at determining whether their immediate supervisors exhibits transactional leadership style.

**Table 4.3:**

Descriptive Statistics on Transactional Leadership (Field Data, 2019)

	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>S.D.</b>
Contingent reward	164	1	5	3.72	0.72
Management by exception	164	1	5	3.89	0.55
Transactional leadership (overall)	164	1	5	3.80	0.57
Valid N (list wise)	164				

The Management by exception (MBE) component of transactional leadership had the highest mean of 3.89 and a standard deviation of 0.55, from this statistical figure, the researcher observed that the employees response were more in agreement of their supervisor exhibiting characteristics of MBE. The

contingent reward component follows with a mean of 3.72, a standard deviation of 0.72, the researcher observed from these figures that employees were more in agreement that their immediate supervisors exhibit characteristics of contingent rewarding.

Table 4.4 shows the descriptive analysis (mean and standard deviation) of the respondents' assessment of the presence of Authoritative leadership style in Chi limited. The statement 'my supervisor gives orders and clarifies procedures' had the highest mean and S.D of 3.78 and 0.91 respectively, indicating employee's agreement to the statement.

**Table 4.4:**

*Descriptive Stats on Authoritative Leadership (Field Data, 2019)*

	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>S.D.</b>
My supervisor believes employees need to be supervised closely they are not likely to do their work.	164	1	5	3.34	1.03
As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.	164	1	5	3.38	1.07
I feel insecure about my work and need direction.	164	1	5	2.72	1.11
My supervisor is the chief judge of the achievements of employees.	164	1	5	3.33	0.86
My supervisor gives orders and clarifies procedures	164	1	5	3.78	0.91
My supervisor believes that most employees in the general population are lazy.	164	1	5	3.00	1.09
Authoritative Leadership (overall)	164	1	5	3.26	0.65
Valid N (list wise)	164				

This is followed by the statement 'As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives' with a mean of 3.38 and a standard deviation of 1.07. These figures indicate to the researcher that the average employees are in agreement of the statement above.

The statement 'my supervisor believes employees need to be supervised closely they are not likely to do their work' follows with a mean and S.D of 3.34 and 1.03 respectively. The researcher, from these statistics observed that, the average response of the employees lean towards agreement to the statement. This statement is followed by the statement 'My supervisor is the chief judge of the achievements of employees' which has a mean of 3.33 and a standard deviation of 0.86, indicating that the average response tends towards agreement of the statement. The statements that follow include 'my supervisor believes that most employees in the general population are lazy' and 'I feel insecure about my work and need direction' with means and standard deviations of 3.00, 1.085 indicating that the average employee are on the fence about the statement and 2.72, 1.11 which tells the researcher that the average employee is in disagreement to the statement.

Table 4.5 shows the descriptive stats obtained from respondents about their immediate supervisors on laissez-faire leadership style which was analyzed using 6 items. The statement 'In most situations I prefer little input from my supervisor' had the highest mean and S.D of 3.43 and 0.996 respectively. The researcher observed from these statistics that the average employee agrees with the statement. This is followed by the statement 'My supervisor gives me complete freedom to solve problems on my own' which has a mean of 3.36 and a standard deviation of 0.988, indicating that the average response of the employee is in agreement of the statement. Following that is the statement 'As a rule, my supervisor allows me to appraise my own work' with a mean of 3.30 and S.D of 0.936, which indicates agreement with the statement by the average employee.

The next highest statement after that is 'In complex situations my supervisor allows me to work my problems out on my own way' with a mean Of 3.29 which



tells the researcher that the average response of employees tends towards agreement of the statement and S.D of 0.920.

**Table 4.5:**

*Descriptive Stats on Laissez-Faire Leadership (Field Data, 2019)*

	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>S.D.</b>
In complex situations my supervisor allows me to work my problems out on my own way	164	1	5	3.29	0.920
My supervisor stays out of the way as I do my Work	164	1	5	3.23	0.931
As a rule, my supervisor allows me to appraise my own work.	164	1	5	3.30	0.936
My supervisor gives me complete freedom to solve problems on my own.	162	1	5	3.36	0.988
In most situations I prefer little input from my supervisor.	162	1	5	3.43	0.996
In general my supervisor feels it's best to leave subordinates alone.	164	1	5	2.99	0.997
Laissez-Fair Leadership (overall)	164	1	5	3.268	0.667
Valid N (list wise)	160				

And lastly is the statement 'My supervisor stays out of the way as I do my work' which has a mean of 3.23 and a standard deviation of 0.931, indicating an agreement from the average employee on the above statement. Overall,

laissez-faire leadership style with six statements used in assessing it has a mean of 3.2683 and a standard deviation of 0.66718.

The overall mean and standard deviation of responses gotten from all styles of leadership including the employee performance scale were also taken. For leadership style, transformational leadership resulted in a mean of 3.80, standard deviation of 0.6 which indicates that the average employee agrees more than disagree that their immediate supervisor exhibits characteristics synonymous with transformational leadership. Transactional leadership style resulted in a mean of 3.8, SD of 0.57 which is observed by the researcher as agreement by the average employee, to the scale suggesting that their immediate supervisor exhibit characteristics relating to a transactional leader. Authoritative leadership resulted in a mean of 3.26 and S.D of 0.65, from this the researcher observed that the average employee agrees that their immediate supervisor exhibits qualities of an authoritarian even though not as much as transformational and transactional leadership styles. Laissez faire leadership style produced a mean of 3.26, standard deviation of 0.67 which tells the researcher that the average employee also agrees that their immediate supervisor exhibits characteristics of a Laissez faire leader.

#### **4.6. Research Objective two: Analysis of employee performance**

In evaluating employee overall performance, four constructs, each one evaluating self-assessment of the respondents' quality on the job and productivity and comparison of each of those variables against other employees doing the very same sort of work. A scale evaluation was run on the four items and a below standard Cronbach's alpha was generated. Subsequent to reverse coding the third and fourth statement, the researcher got an expected negative Cronbach's alpha. The two assertions ended up being dropped from the scale test and the first two statements yielded a Cronbach's alpha of 0.819 and was integrated to the scale. This led to use of two items rather than four in analyzing employee performance.

Table 4.6 describes the results of the analysis of employee performance. Productivity was rated well above the average with a mean of 3.93 and a standard deviation of 0.764, indicating an average employee rates their quality

of performance on the job above the average and the response of employees are also low in variation. The quality of performance was rated with a mean of 3.88 and S.D of 0.725. The researcher observed that the average employee rated productivity on the job above average

**Table 4.6:**

*Descriptive Statistics on Employee Performance (Field Data, 2019)*

	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>S.D.</b>
Rate the quality of your performance?	164	2	5	3.88	0.725
How do you rate your productivity on the job?	164	2	5	3.93	0.764
Employee performance (overall)	164	2	5	3.902	0.685
Valid N ( List wise)	164				

Overall, employee performance resulted in a mean score and S.D of 3.9024 and 0.6848 respectively. With these results, further analysis will be carried out in the section to come to conclude whether employee performance is affected by the perception of the employee on the leadership style exhibited by their immediate supervisor.

#### **4.7. Research Objective Three: The Effect of the Different Leadership Styles on Employee Performance**

##### **4.7.1. Correlation Analysis**

The table below represents the results of the bivariate correlation based on Pearson's correlation statistics. Transformational leadership had a significant and weak positive correlation with overall employee performance,  $r(164) = 0.372$ ,  $p < 0.05$ . There was also a significant and very weak positive correlation between transformational leadership and employees' quality of performance

on the job  $r(164)=0.287$ ,  $p<0.05$ . Between transformational leadership style and productivity of the employees, there was a significant and weak positive correlation  $r(164) = 0.394$ ,  $p<0.05$ .

Idealized influence had a significant and weak positive correlation with overall employee performance  $r(164) = 0.396$ ,  $p<0.05$ . Also, idealized influence had a significant and weak positive correlation with employee's quality of performance on the job,  $r(164) = 0.386$ ,  $p<0.05$  and also a significant and weak positive correlation with productivity of the employees,  $r(164) = 0.386$ ,  $p<0.05$ .

With inspirational motivation, it has a very weak positive correlation with overall employee performance,  $r(164) = 0.241$ ,  $p<0.05$  although it had an even weaker but insignificant positive correlation with quality of performance of the employees,  $r(164) = 0.141$ ,  $p>0.05$ . The correlation inspirational motivation has with productivity of the employees is also a significant and very weak but positive one,  $r(164) = 0.299$ ,  $p<0.05$ .

Intellectual stimulation has significant and a very weak positive correlation with overall employee performance,  $r(164) = 0.272$ ,  $p<0.05$ , just like the inspirational motivation and a significant and weaker positive correlation with employee's quality of performance,  $r(164) = 0.215$ ,  $p<0.05$ . It also has a significant and very weak positive correlation with productivity of employees,  $r(164) = 0.284$ ,  $p<0.05$ .

Individual consideration has a significant and weak positive correlation with overall employee performance,  $r(164) = 0.301$ ,  $p<0.05$  but a significant and very weak positive correlation with the quality of performance of the employees,  $r(164) = 0.227$ ,  $p<0.05$ . Also, individual consideration has a significant and weak positive correlation with the productivity of employees,  $r(164) = 0.325$ ,  $p<0.05$ .

Transactional leadership style has a weak positive correlation with overall employee performance,  $r(164) = 0.327$ ,  $p<0.05$  but has a significant and very weak positive correlation with employees' quality on the job,  $r(164) = 0.255$ ,  $p<0.05$ . Also, transactional leadership has a significant and weak positive correlation with employees' productivity,  $r(164) = 0.345$ ,  $p<0.05$ .

Contingent rewards has a significant and very weak positive correlation with overall employee performance,  $r(164) = 0.279$ ,  $p < 0.05$  and also a significant and very weak positive correlation with quality of performance of the employees,  $r(164) = 0.215$ ,  $p < 0.05$ . Contingent rewards has a significant and very weak positive correlation with productivity of the employees also,  $r(164) = 0.296$ ,  $p < 0.05$ .

Management by exception has a significant and weak positive correlation with overall employee performance,  $r(164) = 0.311$ ,  $p < 0.05$  but a significant and very weak positive correlation with employees' quality of performance,  $r(164) = 0.245$ ,  $p < 0.05$ . Management by exception has a significant and weak positive correlation with productivity of employees,  $r(164) = 0.324$ ,  $p < 0.05$ .

Authoritative leadership style has an insignificant and very weak negative correlation on overall employee performance,  $r(164) = -0.128$ ,  $p > 0.05$ . Also, it has an insignificant and very weak negative correlation with employees' quality of performance on the job,  $r(164) = -0.138$ ,  $p > 0.05$ . Authoritative leadership also has a very weak and insignificant negative correlation with productivity on the job,  $r(164) = -0.098$ ,  $p > 0.05$ .

Table 4.7:

*Correlation between Leadership Styles and Employee Performance Field data, 2019)*

Correlations													
	transformational leadership	idealized influence	inspirational motivation	intellectual stimulation	individual consideration	transactional leadership	contingent reward	MBC	authoritative leadership	laissez-faire leadership	Employee performance	How do you rate your performance?	How do you rate your productivity on the job?
transformational leadership	1	.828	.804	.844	.888	.563	.540	.453	-.047	.403	.372	.287	.384
Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.551	.000	.000	.000	.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164
idealized influence		1	.857	.536	.596	.319	.276	.298	-.165	.387	.396	.343	.396
Sig. (2-tailed)			.000	.000	.000	.000	.000	.000	.046	.000	.000	.000	.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164
inspirational motivation			1	.582	.577	.460	.438	.375	.012	.317	.241	.141	.299
Sig. (2-tailed)				.000	.000	.000	.000	.000	.883	.000	.002	.071	.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164
intellectual stimulation				1	.716	.572	.553	.443	.038	.382	.272	.215	.284
Sig. (2-tailed)					.000	.000	.000	.000	.627	.000	.000	.006	.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164
individual consideration					1	.559	.582	.418	-.020	.274	.301	.227	.325
Sig. (2-tailed)						.000	.000	.000	.799	.000	.000	.003	.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164
transactional leadership						1	.521	.857	.166	.409	.327	.255	.345
Sig. (2-tailed)							.000	.000	.034	.000	.000	.001	.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164
contingent reward							1	.589	.134	.385	.275	.215	.296
Sig. (2-tailed)								.000	.088	.000	.000	.006	.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164
MBC								1	.167	.339	.311	.245	.324
Sig. (2-tailed)									.032	.000	.000	.002	.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164
authoritative leadership									1	.398	-.123	-.138	-.098
Sig. (2-tailed)										.000	.102	.078	.210
N	164	164	164	164	164	164	164	164	164	164	164	164	164
laissez-faire leadership										1	.240	.209	.232
Sig. (2-tailed)											.002	.007	.003
N	164	164	164	164	164	164	164	164	164	164	164	164	164
Employee performance											1	.916	.924
Sig. (2-tailed)												.000	.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164
How do you rate quality of your performance?												1	.693
Sig. (2-tailed)													.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164
How do you rate your productivity on the job?													1
Sig. (2-tailed)													.000
N	164	164	164	164	164	164	164	164	164	164	164	164	164

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

\*. Correlation is significant at the 0.05 level (2-tailed).

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Laissez-faire style of leadership has a very weak and significant positive correlation with overall employee performance,  $r(164) = 0.240$ ,  $p < 0.05$  and a very and significant weak positive correlation with employees' quality of

performance on the job,  $r(164) = 0.209$ ,  $p < 0.05$ . Also, it has a very weak and significant positive correlation with employees' productivity,  $r(164) = 0.232$ ,  $p < 0.05$ .

In summary, according to the results obtained from the correlation analysis, transformational leadership had a significant but weak positive correlation with overall employee performance, also had a significant but weak positive correlation with the two components of employee performance, however, IM had an insignificant and weak positive correlation with the quality dimension of employee performance but a significant but weak correlation when it came to the other dimension (productivity) and overall employee performance. All other dimensions of transformational leadership; individual consideration, idealized influence and intellectual stimulation; all had a significant and weak positive correlation with employee performance and its dimensions. Transactional leadership and its components had a significant and weak positive correlation with employee performance and all its dimensions. Authoritative leadership had an insignificant and weak negative correlation with employee performance and its dimensions. Laissez-faire leadership had a significant and positive correlation with employee performance and its dimensions.

#### **4.8. Multiple Regression Analysis**

In order to fully assess the relationship between the dependent and independent variables, which are employee performance and the different styles of leadership respectively, the multiple regression analysis on the different styles of leadership was carried out independently and the results are presented in the tables below

The table below looks to discuss the percentage at which transformational leadership style affects the variation in the performance of employees at Chi limited. The figure that best represents this is the adjusted R squared which for transformational leadership style is .133 and interprets as transformational leadership style being responsible for 13.3% of variation in employee performance.

**Table 4.8:***Model summary (Field data, 2019)*

<b>Leadership style</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>
Transformational	.372 <sup>a</sup>	.138	.133	.63765	1.946
Transactional	.327 <sup>a</sup>	.107	.102	.64909	1.973
Laissez-faire	.240 <sup>a</sup>	.058	.052	.66679	1.955
Authoritative	.128 <sup>a</sup>	.016	.010	.68126	1.900

a. Predictors: (Constant), Transformational, Transactional, Laissez-faire, Authoritative leadership styles

b. Dependent Variable: Employee performance

For transactional leadership, the figure is .102 and this means that transactional leadership style is responsible for 10.2% of the variation in employee performance. In the case of authoritative leadership style, it accounts for 1.0% of the variation of employee performance with an adjusted R square of .010. Lastly, Laissez-faire leadership style accounts for 5.2% of variation in employee performance with an adjusted R square figure of .052.

This table presents us with figures which describe the way leadership style predicts employee performance. In order to interpret this table, the researcher is concerned with the standardized Beta coefficient which is .372 (given  $p < 0.05$ ) and this figure suggests that with every increase of one standard deviation in transformational leadership, employees will have their performance increase by 37.2%. The transactional leadership style has a standardized Beta coefficient of .327 ( $p < 0.05$ ) which suggests that for every unit increase in standard deviation of transformational leadership, employees will have their employees increase by 32.7%. This table also shows that laissez faire style of leadership with a standardized Beta coefficient of .240 ( $p < 0.05$ )



affects the performance of employees positively by 24% when one unit of standard deviation of laissez faire leadership is added.

**Table 4.9:**

*Model Coefficient and co-linearity (Field data, 2019)*

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.126	.352		6.040	.000		
Transformational leadership	.466	.091	.372	5.099	.000	1.000	1.000
(Constant)	2.397	.345		6.942	.000		
Transactional leadership	.396	.090	.327	4.408	.000	1.000	1.000
(Constant)	3.096	.261		11.860	.000		
Laissez-faire leadership	.247	.078	.240	3.150	.002	1.000	1.000
(Constant)	4.344	.274		15.856	.000		
Authoritative leadership	-.136	.083	-.128	-1.642	.102	1.000	1.000

a. Dependent Variable: Employee performance

The authoritative leadership style, according to the results has a standardized Beta coefficient of  $-.128$  ( $p > 0.05$ ) which suggests that for every unit of standard deviation of an authoritative style of leadership, employee's performance will have a decrease of 12.8%.

#### **4.9. Discussion of the Results**

First off, we need recognize that the organization in which the researcher has chosen for his study employs the different styles of leadership chosen to be in this study. This might be as a result of the organization using multiple leadership styles to bring out the best in their employees or it is that there is no defined leadership style which is being used by the organization. The latter might be the reason for the drop in quality of their products.

The mean, standard deviation and correlation of variance of responses gotten for each leadership style and employee performance gives an insight into what the average employee agree to or disagree to regarding their immediate supervisors style of leadership, also these descriptive statistical figures were aimed at making the researcher understand the variation in responses gotten from the employees using CV. Although the mean and standard deviation figures can be affected by outliers, employees were more certain that their immediate supervisor exhibited transactional and transformational leadership styles, and the less certain styles of include the laissez-faire style of leadership and the least certain of leadership styles exhibited by their immediate supervisors is the authoritative style of leadership. The correlation of variance of the responses indicated that Transactional leadership has the least varied responses, followed by Transformational leadership style, then Authoritative leadership style and lastly, Laissez-faire leadership style.

With employee performance, the objective of the researcher was to determine whether the different leadership style affects the performance of the employees and this was viewed by the researcher as quality of work and productivity. The average performance of the employees was above average and there was a low variation in the employees' self-evaluation of themselves.

Using the bivariate correlation based on Pearson's correlation statistics, the researcher was able to deduce the significance and correlation of each leadership style against employee performance. Transformational leadership showed it had a significant but weak positive correlation with employee performance. This supports the first hypothesis which says "Transformational leadership style positively affects employee performance". The correlation analysis for transactional leadership style against employee performance also

yields a significant but weak positive correlation with employee performance which supports the second hypothesis that says “Transactional leadership style positively affects employee performance”. Authoritative leadership style has an insignificant and weak negative correlation with employee performance although this not support the third hypothesis which states “Authoritative leadership style positively affects employee performance”. Lastly, the correlation analysis carried out on laissez faire leadership style against employee performance has a weak and significantly positive correlation with overall employee performance which is in support of the 4<sup>th</sup> hypothesis that states Laissez-faire leadership style positively affects employee performance”.

Using the multiple regression analysis, the R-squared was obtained which was used to determine the strength of the relationship between the different leadership styles and employee performance by indicating the percentage of the variance in employee performance that the leadership styles explains collectively. From the tables, transformational leadership is responsible for 13.3% of the variation in employee performance. Transactional style of leadership is responsible for 10.2% of the variation in employee performance while Authoritative leadership is responsible for 1%. And Laissez- Faire is responsible for 5.2% of the variation in employee performance.

Lastly, the multiple regression analysis was also used to obtain the table which describes the way in which the different leadership styles predict employee performance using the standard Beta coefficient. For every unit standard deviation increase in transformational leadership style, according to the figures obtained by the researcher, there is a 37.2% increase in employee performance. Transactional leadership predicts employee performance with an increase of 32.7% for every unit increase in the leadership styles standard deviation. Employee performance will also increase by 24% for every unit increase in the standard deviation of Laissez-faire leadership style. And lastly, for every unit increase in the SD of Authoritative leadership, there is a decrease of 12.8% in employee performance.

This research contributed to the development of knowledge in the discipline of human resources, accentuating the way in which leadership techniques may be engineered to realize more effective employee performance. The

researcher also aimed at using this study to fill up the trench in literature surrounding research in the food sector due to the fact that it has not been fully and efficiently explored. Therefore, this research has added much needed empirical evidence on the topic of leadership and its effect on employees.

## CONCLUSIONS

### Overview

The intention of this unique research was finding out the influences of various leadership styles (transformational, transactional, autocratic and laissez-faire leadership styles) on employees' performance using Chi limited as a case study.. A cross section descriptive survey research approach was put to use in which a sample size of 334 employees ended up being sampled randomly from a study population of 2500 employees. The sample size included employees holding different positions in the organization, including supervisors, retail officers, production line workers, customer service representative, logistics officers and sales representatives. Primary data was collected from the sample using an adapted structured questionnaire.

The independent variable, which comprises of the leadership styles mentioned above were measured using an adapted version of the Multi Factor Leadership Questionnaire by Avolio & Bass (1995). Employee performance, which was depicted as quality on the job and productivity, was measured by employing the scale of Yousef (2000). Descriptive and inferential statistical measures were employed by the researcher to analyze the data obtained from these questionnaires. Pearson's correlation and regression analysis came in handy for the researcher in inferential statistics, using it to assess both the relationships and effects as per hypotheses of the study. This chapter is aimed at presenting conclusions, implications and recommendations based on the result obtained from this study.

### Key Findings

The findings from this study tells us that the different styles of leadership mentioned in this study (authoritative, laissez-faire, transactional and transformational), after being analyzed for its effectiveness of employee performance, have significant positive correlation with one another except the authoritative leadership style which has an insignificant negative relationship with employee performance. The transformational style of leadership is the most effective style of leadership at Chi limited followed by the transactional,

then laissez-faire leadership style. Overall, scores in transformational leadership style were found to be significantly and positively correlated with both measures of employee performance except for inspirational motivation which had an insignificant but positive correlation with the quality of performance of employees.

Transactional leadership was also found to be significantly and positively correlated with all dimensions of employee performance and overall performance. Authoritative style of leadership had an insignificant and negative correlation with all dimensions of employee performance as well as overall. Laissez-faire also had a significant positive correlation with dimensions of employee performance and employee performance as a whole.

Transformational, transactional and Laissez-faire styles of leadership, all significantly affected employee performance in a positive way. Authoritative leadership style had a significant but negative effect on employees' performance

### **Conclusions and Implications of the Study**

From the findings in this study, it can be concluded that supervisors who intend to derive the best out of their employees should try and exhibit characteristics related to transactional style of leadership followed by the transformational style and then laissez-faire style of leadership while avoiding to exhibit characteristics related to authoritative styles of leadership.

## **Recommendations**

Any organization has a set of goals and objectives they wish to achieve and in order to attain that, the management need to exhibit characteristics of leadership that will bring out the best in their employees. What this study has shown us is the different ways employees react to different types of leadership styles in the way they perform their duties. What the researcher would recommend to the management of the organization is to use this research to know which leadership style employees respond to the most and apply more of that leadership style, this can also help to develop future strategies and also accomplish organizational goals through the development of leadership behavior on the part of the supervisors. Based on the results acquired from this study, the researcher recommends that transformational leadership is the most suitable form of leadership to be exhibited by supervisors due to the fact that the employees responded more favorably to transformational leadership style when compared to other mentioned styles of leadership employee performance was tested against. The supervisors need to be vigilante and pay attention to the things or factors that affect the performance of the employees and exploit it to help in the completion of departmental or organizational goals. The supervisor should also motivate the resilience and creativity in his employees so that innovation within the organization comes easily.

Exhibiting more of the characteristics of a transformational leader, especially the idealized influence trait of a transformational leader. Supervisors should look beyond their own self-interest and connect to their employees by promoting their faith in them and this would in turn surely increase employee performance.

Exhibition of authoritative style of leadership as the results from this study show negatively impacts the performance of employees and therefore should not be employed by supervisors who intend to bring the best out of their employees. Supervisors should clarify organizational standards and goals to the employees and not wait for a problem to arise before tackling it. The best leaders anticipate and predict to the best of their ability and experience to avoid not reaching certain organizational goals and objectives. Also, in a lot of cases, employees tend to look forward to the rewards they will be getting for the work

they have done and they tend to do no more than is needed to achieve the minimum objective or quota. The researcher's recommendation to employees in regards to this sense is to be more innovative in the place of work, provided that the management allows for innovation among employees.

Also, the organization can develop certain training programs for supervisors and managers in order to make them better leaders and this in turn will definitely lead to much more productivity and quality of performance from the employees. The organization can also involve the employees in decision making and provide training for employees on the basis of teamwork.

Lastly, the researcher, from the findings above, noticed a trend of supervisors and managers exhibiting different styles of leadership and this might be the cause of the drop in quality of products. The researcher would recommend a structured pattern of leadership styles that suit different departments which will bring out the best in their employees.



### **Limitations and Suggestions for Future Research**

First off, quantitative research method usually involves a structured questionnaire that have close ended questions and statements. This leads to limited outcomes and the result gotten in this study may have not correctly represented the actual occurring, in a generalized form. The respondents also have a limited option of responses, based on the researcher's selection.

Also, because this is a quantitative study, it required extensive statistical analysis, which was difficult for the researcher who hails from a biological background and only had to deal with very basic statistical analysis.

The researcher also faced an issue of time constraint in getting filled questionnaires from participants and out of the 334 questionnaires sent out, 164 were filled in the time frame the researcher set for the data collection.

Lastly, lack of commitment from participants also posed a limitation to the researcher. In the country where the study was performed, Nigeria, a lot of participants were unwilling at first to participate in the study as they thought this study was a ploy by their organization, carried out to weed out participants who thought little of the leadership in the organization.

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## APPENDIX A – PARTICIPANT INFORMATION SHEET



NEAR EAST UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCES

### PARTICIPANT INFORMATION SHEET

**Dear Respondent,**

I am Ademola Amussah, a Master student at Yakin Dogu University, TRNC. I am conducting a research on the “Effects of leadership styles on Employee Performance: A case Study of Chi Limited” under the supervision of Prof. Dr. Serife Eyupoglu. This study is a requirement for the award of Master of Business Administration of Yakin Dogu University. The purpose of this study is to determine the effects of leadership style on employee performance

For this reason, I request you to kindly answer a few questions on this questionnaire as sincerely as possible. The questions that will be asked includes questions about the type of leadership style that your organization employs and also questions about your quality of work and productivity. The completion of this study is essential to the design of this study and should take you less than 10 minutes. Completing this questionnaire and returning them in a timely manner will be regarded as a continuation of your kind support to the development of academics everywhere.

The participation in this study is voluntary and you can withdraw your consent at any time during or after answering the questionnaire. All the data you provide will be strictly confidential and used for the stated intention only.

Once again, I thank you for your support and participation. If there are any questions regarding this questionnaire, do not hesitate to contact me by mail at [samussah99@gmail.com](mailto:samussah99@gmail.com)

Sincerely,

Ademola Amussah

Student, Master of Business Administration

Yakin Dogu University.

## APPENDIX B - QUESTIONNAIRE

### DEMOGRAPHIC

Please place a mark (x) in the box that best represents you.

1. What is your age?

Below 25 years ( )      25-30 years ( )      31-35 years ( )      36-40 years ( )  
41-45 years ( )      46 and above ( )

2. What is your gender?

Male ( )      Female ( )

3. What is your highest education qualification?

Certificate/diploma ( )      Bachelor ( )      Master ( )      Doctorate ( )

4. What is your position in the company?

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### LEADERSHIP STYLE SCALE (Adopted from Bass & Avolio, 1992)

The following questions are aimed at helping you assess your perceptions of the leadership style of your immediate supervisor. Kindly rate yourself against each statement, indicating your level of agreement or disagreement with what the statement is suggesting.

1 = Strongly Disagree      2 = Disagree      3 = Neutral      4 = Agree      5 = Strongly Agree

Please place a mark (x) in the box that represents your level of agreement with each statement.

<b>TRANSFORMATIONAL LEADERSHIP</b>					
<b>Idealized Influence (II)</b>	1	2	3	4	5
1. My supervisor makes others feel good to be around him / her					
2. I have complete faith in my supervisor					
3. I am proud to be associated with my supervisor					
<b>Inspirational Motivation (IM)</b>	1	2	3	4	5
1. My supervisor expresses in a few simple words what we could and should do					
2. My supervisor provides appealing images about what we can do					
3. My supervisor helps me find meaning in my work					
<b>Intellectual Simulation (IS)</b>	1	2	3	4	5
1. My supervisor enables others to think about old problems in new ways					
2. My supervisor provides others with new ways of looking at puzzling things					
3. My supervisor gets others to rethink ideas that they had never questioned before.					
<b>Individual Consideration (IC)</b>	1	2	3	4	5
1. My supervisor helps others develop themselves					
2. My supervisor lets others know how he /she thinks we are doing					
3. My supervisor gives personal attention to others who seem rejected					
<b>TRANSACTIONAL LEADERSHIP</b>					
<b>Contingent Reward (CR)</b>	1	2	3	4	5

1. My supervisor tells others what to do if they want to be rewarded for their work					
2. My supervisor provides recognition/rewards when others reach their goals.					
3. My supervisor calls attention to what others can get for what they accomplish					
<b>Management by exception (MBE)</b>	1	2	3	4	5
1. My supervisor is always satisfied when others meet agreed-upon standards					
2. As long as things are working, my supervisor do not try to change anything					
3. My supervisor tells us the standards we have to know to carry out our work					
<b>AUTHORITATIVE LEADERSHIP</b>	1	2	3	4	5
1. My supervisor believes employees need to be supervised closely they are not likely to do their work.					
2. As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives					
3. I feel insecure about my work and need direction.					
4. My supervisor is the chief judge of the achievements of employees					
5. My supervisor gives orders and clarifies procedures					
6. My supervisor believes that most employees in the general population are lazy					
<b>LAISSEZ FAIRE LEADERSHIP</b>	1	2	3	4	5
1. In complex situations my supervisor allows me to work my problems out on my own way					
2. My supervisor stays out of the way as I do my work					
3. As a rule, my supervisor allows me to appraise my own work.					
4. My supervisor gives me complete freedom to solve problems on my own					



5. In most situations I prefer little input from my supervisor					
6. In general my supervisor feels it's best to leave subordinates alone					

### **EMPLOYEE PERFORMANCE SCALE (Adopted from Yousef, 2000)**

This part of the questionnaire contains a set of questions focused on helping you assess your performance at your job in the company. You are requested to assess yourself using each question, indicating your self-assessment of your own performance.

1 = very low    2 = low        3 = average    4 = high        5 = very high

Please mark **(x)** in the box that best represents your appropriate level of performance rating.

<b>Quality of your performance and productivity.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. How do you rate quality of your performance?					
2. How do you rate your productivity on the job					
<b>Individual's quality of performance and productivity compared with other's doing similar jobs.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. How do you evaluate the performance of <b>your peers</b> at their jobs compared with yourself doing the same kind of work?					
2. How do you evaluate the performance of <b>yourself</b> at your job compared with your peers doing the same kind of work?					

## PLAGIARISM REPORT

### LEADERSHIP STYLES AND ITS IMPACT ON EMPLOYEE PERFORMANCE ADEMOLA AMUSSAH

#### ORIGINALITY REPORT

<b>15%</b>	<b>14%</b>	<b>5%</b>	<b>%</b>
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<b>9</b>	<b>Albert S King. "Evolution of Leadership Theory",</b>	

## ETHICS COMMITTEE APPROVAL



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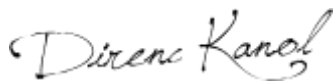
12.07.2019

Dear Ademola Seleem Amussah

Your application titled **“Effect of Leadership Styles on Employee Performance: A Case Study of Chi Limited, Nigeria”** with the application number YDÜ/SB/2019/480 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee



**Note:** If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.