

EFFECT OF LEADERSHIP STYLES ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF NARICT ZARIA, KADUNA STATE

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Abstract

This study examined the effect of leadership styles on organizational performance of NARICT, Zaria Kaduna State. It used four independent variables of democratic leadership style, bureaucratic leadership style, autocratic leadership style and laissez-fair leadership style. The study adopted survey research design and it had a population of one hundred and forty two (142) management staff. The sample size of 104 was arrived at using Taro Yamane sample size determination model. Primary method of data collection was used and it was analyzed using simple percentage, descriptive statistics, spearman correlation and ordinary Least Square regression technique. The findings revealed that democratic leadership style and bureaucratic leadership style had positive and significant effect on organizational performance while autocratic leadership style and laissez-fair leadership style had insignificant effect on organizational performance in NARICT Zaria Kaduna State. The study recommended inter alia that top management NARICT Zaria, Kaduna State should be utilizing more of democratic and bureaucratic leadership styles to enhance organizational performance in NARICT Zaria Kaduna State.

Introduction

Leadership plays a major role in ensuring organizational performance because it helps in achieving adequate motivation, planning suitable work environment, compensation, efficient communication between managers and subordinates in attaining the aims and objectives of the organization. Edoa (2012) opined that the most common problems confronting organizational performance in Nigeria businesses and other organizations are poor attitude to work, inefficiency as well as ineffectiveness of leaders in most places. This is because organizations in Nigeria are managed through application of leadership styles that are strange to typical Nigerian culture. Consequently, researchers of management styles in Nigeria have conducted studies to investigate the effect of leadership on organizational performance.

Similarly, as a result of our cultural background, educational qualifications, environmental factors and legal factors it is still not too clear how effective a leader can be if he must combine the four types of leadership styles such as democratic leadership style, bureaucratic leadership style, autocratic leadership style and laissez-fair leadership style as propounded by Hunt (1999) to achieve Organizational performance Usoro (2000). Despite this condition, it is widely believed that organizations can use any of these four leadership styles at any point in time because there is no single style that satisfies all conditions that may confront an organization to achieve organizational performance. Therefore, the main objective of this study is to investigate the effect of leadership styles on National Research Institute for Chemical Technology (NARICT) Zaria, Kaduna State.

In Nigeria there is very scanty empirical evidence to show how effective leadership styles impact on organizational performance. For example, Abbas and Daniel (2019)

investigated Impact of leadership on organisational performance by investigating leadership as a whole and failed to investigate the effect of different leadership styles on organizational performance. Also, Edoka (2012) investigated effective leadership and organizational performance and failed to consider the effect of leadership styles. Few study such as Amofa1, Okronipa and Boateng (2016) in Ghana investigated leadership styles and organizational productivity by focusing on different leadership styles. Consequently, this presents a gap to be filled in this current study by investigating the effect of leadership styles on organizational performance of National Research Institute for Chemical Technology (NARICT) in Zaria, Kaduna State Nigeria

Therefore, the main objective of this study is to examine the effect of leadership styles on organizational performance in NARICT, Zaria Kaduna State with special reference to effect of democratic leadership style, bureaucratic leadership style, autocratic leadership style and laissez-fair leadership style on organizational performance.

In order to achieve the objectives of the study the following hypotheses were formulated in null forms to guide the study.

- H₀₁:** Democratic leadership style has no significant effect on organizational performance of NARICT, Zaria Kaduna State.
- H₀₂:** Bureacratic leadership style has no significant effect on organizational performance of NARICT, Zaria Kaduna State.
- H₀₃:** Autocratic leadership style has no significant effect on organizational performance of NARICT, Zaria Kaduna State.
- H₀₄:** Laissez-fair leadership style has no significant effect on organizational performance of NARICT, Zaria Kaduna State.

This study shall be useful to management of National Research Institute for Chemical Technology (NARICT) which is a parastatal under the Federal Ministry of Science and Technology and other similar organizations in knowing the best leadership style to be adopted to enhance organizational performance.

Literature review

Concepts of Leadership Styles and Organizational Performance

Wolinski (2010) defined leadership based on how you see it to be because some see leadership as a series of specific traits or characteristics while others see it as comprising of certain skills and knowledge and yet others think of leadership as a process. The view of leadership as a process, places a great emphasis on social interactions and relationships based on the idea that leadership is a type of relationship of influencing others in a certain direction. Thus, he concluded by defining leadership as a relationship that approves mobilizing, influencing, and guiding of others toward desired goals. Bennis and Nanus (2005) noted that decades of academic analysis have given us more than 350 definitions of leadership and thus, Leadership has been defined in terms of an individual's traits, behavior, role relationships, follower perceptions, and influence over followers.

Furthermore, Yuki and Vanfleet (1992) defined leadership as a process that includes influencing the task objective and strategies of a group or organization. Consequently, they defined leadership as the act of influencing people in an organization to implement strategies and achieve goals and objectives. Leadership is the process of influencing others to work

willingly toward meeting an organizational goals and objectives with confidence (Edem 2002). Leadership is one of the most important and essential factors that must be in place, if positive results are expected because, it guides behaviors by setting the vision, direction and the key processes. Therefore, leadership can be seen to be a prerequisite in every human endeavour as opined by Muijs (2011) when he attributed the key factor in organizational effectiveness to leadership. Muijs (2011) stated that the key elements that made private companies more effective compared to public ones is due to leadership. In leadership, different styles are usually needed for different situations and each leader has to know when to exhibit a particular approach for the purpose of attaining the goals of the organization. Four of the basic leadership styles according to Stoner and Freeman (1995) are:

Democratic leadership style is an approach where the leader joins a group of subordinates to make a decision on the basis of consensus but the leader makes the final decision. This leadership style is usually used when the leader has part of the information and the subordinates have other parts since being a leader does not mean one should know everything. Democratic leadership style therefore is a leadership style that enhances the sharing of responsibilities, the exercise of delegation and continuous consultation. Similarly, Bureaucratic leadership style is where the manager manages by due process. Here, everything must be done according to procedures or policies

Autocratic leadership style is characterized by one way communication between the managers and subordinates with the manager telling the subordinate what to do. The autocratic leadership style is seen by other people as not just an autocratic style, but it is rather an abusive and unprofessional style called bossing people around. This leadership style has been greatly criticized because many autocratic leaders have higher labour turnover and absenteeism from duty than other organizations using other styles of leadership. Furthermore, Laissez-fair leadership style also known as the "hands-off" style is one in which the manager provides little or no direction and gives employees as much freedom as possible to attain the goals and objectives of the organization. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own most times without resorting to the management.

Having reviewed literatures on concepts of leadership, it can be concluded that leadership is the process of achieving goals and objectives by directing, motivating and influencing others to pursue targets. Leadership is the process by which a person called the leader is involved in the responsibility of directing the activities of people especially subordinates or followers towards the attainment of pre-determined goals and objectives.

Considering Organisational performance Scott and Davis (2015) noted that there is no general agreement in the literature on the standards to be used in measuring organizational performance. However, there is a main dominant approach which is the goal approach. People create organizations for a specific purpose which is determined by the stakeholders. Therefore, organizational performance is the ability of the organization to achieve its goals. An organization is considered to be effective if it finds the balance between the demands of owners, employees, customers, community and the needs of the employers. A leader plays a key role in the orientation and direction of the organization which is the one that sets the vision and mission of the organization for others to follow. Many definitions of organizational performance have been given. For example, Chen and Barnes (2006) opined that organizational

performance means the “transformation of inputs into outputs for achieving certain outcomes to meet the objectives of the organization. Considering its contents, performance is the relationship between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness).

Empirical studies

Several empirical studies have been conducted on the phenomenon of leadership styles on organizational performance. For example, Amofa, Okronipa and Boateng (2016) conducted a study on leadership styles of organizations and their relationship with employee output and the overall organizational productivity. The study adopted Purposive Sampling technique to collect both qualitative and quantitative data in order to achieve the research objectives. A total of forty (40) respondents were used for the study. The findings revealed that leadership is an important ingredient for high organizational performance. It also showed that the leadership styles that involves the subordinates in decision making (democratic style) is the leadership that works while other leadership styles such as bureaucratic style autocratic style and laissez/fare had negative and significant effect on organizational performance. In addition, the study revealed that leadership also helps to increase competences and employees output. In conclusion, leadership will continue to be an important tool that provides competitive advantage for every organization because it makes employees efficient and effective.

Also, Abbas and Daniel (2019) conducted a study on impact of leadership on organisational performance of Coca Cola Company in Abuja Nigeria. The study found that leadership style adopted on the organization of any given company has a direct effect on the organizational performance of the employees. The study among others things found that participatory leadership and delegation of duties enhance the employee performance through attainment of corporate goals and objectives. The study therefore concluded that achievement of organizational goal and objective depends solely on the leadership style an organization adopted.

Theoretical Review

This study is supported by the behavioral theory as propounded by Stoner and Freeman (1995) which stated that when it became evident that effective leaders do not seem to have a particular set of distinguishing traits, researchers tried to isolate the behavioral characteristic of an effective leader. In other words rather than try to figure out who effective leaders are, researchers tried to determine what effective leaders normally do, how they delegate tasks, how they carry out their tasks, and so on. Generally, behaviors unlike traits can be learned, so it followed that individuals trained in appropriate leadership behaviors would be able to lead more effectively to attain the objectives of the organization.

Methodology

This study adopted survey design and the population is one hundred and forty two (142) and it comprised all the total number of management staff in Accounting department, Audit department, Marketing department, Human resources department, Procurement department and Research department. This figure was obtained from the human resources units in corporate headquarters of NARICT Zaria Kaduna State. The sample size which consisted of 104 management staff was selected through Taro Yamane Sampling Model. A 28 items structured

questionnaire was used to collect data. The instrument was validated by lecturers in the department of Business Administration and the internal consistency and the reliability of instrument were tested using Pearson –Product Moment Correlation Co-efficient which yielded a maximum score of 0.565. The modified four- point Likert response scale of Strongly Agree, Agree, Disagree and Strongly Disagree was used and were awarded scores ranging from 4,3,2 and 1 respectively.

The data collected for this study were analyzed using different statistical procedures. The Bio-data sections of the respondents were subjected to simple percentages. This was because it could easily be understood with simple percentages than with any other statistical tools. However, the null hypotheses were tested using Ordinary Least Square (OLS) regression through the aid of SPSS (Version) 23 to ascertain if there existed a significant effect or not. For the purpose of finding the strength of the relationship between organizational performance as the dependent variable and democratic leadership style, bureaucratic leadership style, autocratic leadership style and laissez-fair leadership style as independent variables multiple regression analysis was adopted for analyzing the null hypothesis of the study. The functional relationship is given as follows.

$$OGP = f(DLS, BLS, ALS, LLS) \dots \dots \dots (1)$$

With the aid of this equation the study arrived at a model which is presented as follows

$$OGP_t = \beta_0 + \beta_1 DLS_t + \beta_2 BLS_t + \beta_3 ALS_t + \beta_4 LLS_t + U_t \dots \dots \dots (2)$$

Where,

OGP= Organizational Performance and is measured by response from questionnaires.
DLS=Democratic Leadership Style as measured by response from questionnaires. Bureaucratic Leadership Style as measured by response from questionnaires.

ALS= Autocratic Leadership style as measured by response from questionnaires.

LLS= Laissez-fair Leadership Style as measured by response from questionnaires. Bo is the intercept while B1-4 is the coefficient of the independent variables.

Results and Discussion

Table 1 presents a summary of the bio-data of sampled respondents in terms of their demographic (sex, age academic qualifications and working experience) and other related issues. Out of the 104 questionnaires administered, 98 of them was filled and returned representing 94% response rate. The table indicated that out of the 98 valid responses received, 68% were from the male respondents, while the remaining 32% were from the females counterparts. This suggested the predominance of males in NARICT Zaria, Kaduna State. A possible explanation of this could be that males have traditionally been more engaged in education than females in Northern Nigeria.

Table 1 Demographic and other related issues of respondents

S/N	Items		Frequency	%
1	Gender	Male	67	68
		Female	31	32
		Total	98	100
2	Age	15-24 Years	10	10
		25-34 Years	29	30

		35-44 Years	49	50
		45-54 Years	5	4
		Above 54 Years	5	6
	Total		98	100
3	Qualifications	OND/NCE	20	20
		B.Sc/HND	69	70
		Masters and above	9	10
	Total		98	100
4	Work experience	5-10 Years	34	35
		11-15 Years	49	49
		16-20 Years	9	10
		20 and Above	6	6
	Total		98	100

Source: Field work 2021

The table also conveys information on the age distribution of the respondents. It reports that the predominant age group falls between 35-44 years representing 50% of the respondents. The next largest age group was 25-34, representing 30% of the respondents. These statistics suggest that about 80% of the respondents are in their prime age.

Table 1 also sets out the working experience of the respondents, the dominant group is workers who have between 11-15 years working experience and it makes up 49% of the respondents. This group is closely followed by those with 5-10 years working experience making 35% of the respondents. These statistics reveal that the staff that responded to the questionnaire has working experience and knowledge required to respond to the issues raised in the questionnaires correctly.

Furthermore, the table shows the educational qualifications of the respondents. The highest group was that of respondents having B.Sc (Bachelor of Science) / Higher National Diploma (HND) which is 70% of the respondents. This was followed by those with Ordinary National Diploma (OND) / NCE (National Certificate in Education) which covers 20% of the respondents. The implication of this information is that most of the respondents have University degrees.

Table 2 shows the summary statistics of the dependent and independent variables in terms of the mean, standard deviation, minimum and maximum values.

Table 3 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OGP	98	16	28	21.69	2.891
DLS	98	15	20	16.47	1.670
BLS	98	8	19	14.20	2.828
ALS	98	7	20	14.78	2.794
LLS	98	9	19	15.48	2.434
Valid N (listwise)	98				

Source: SPSS (Version 23) Output

Organizational Performance (OGP) in National Research Institute for Chemical Technology (NARICT) Zaria, Kaduna State has a mean of 21.69 with a standard deviation of 2.891, a minimum of 16 and a maximum of 28 suggesting that there is wide dispersion on organizational performance in NARICT Zaria, Kaduna State. This implies that some of the staffs have different views as to effect of leadership styles on organizational performance in NARICT Zaria, Kaduna State. Also, Democratic leadership style (DLS), Bureaucratic Leadership Style (BLS), Autocratic Leadership Style (ALS) and Laissez-fair Leadership Style (LLS) had means of 16.47, 14.20, 14.78 and 15.48 respectively with corresponding standard deviations values of 1.670, 2.828, 2.794 and 2.434. These values show that there is a wide dispersion between the means and values of standard deviations.

The correlation between the dependent and independent variables are presented in table 3 and it showed that there was a positive and significant correlation between Organizational Performance (OGP) and some of the independent variables of the study such as democratic leadership style, bureaucratic leadership style and autocratic leadership style had positive and significant correlation. This implied that as the utilization of these leadership styles increases, Organizational Performance (OGP) also increases. On the contrary Laissez-fair Leadership Style had negative and insignificant correlation with organizational performance in NARICT Zaria, Kaduna State.

Table 3 Correlation Matrix of Dependent and Independent variables

	OGP	DLS	BLS	ALS	LLS	VIF
Spearman's rho OGP	1.000					
DLS	.549 .000	1.000				1.130
BLS	.565 .000	.122 .116	1.000			1.590
ALS	.501 .000	.409 .000	.495 .000	1.000	.	1.650
LLS	-.093 .181	-.173 .044	.099 .165	-.217 .016	1.000	1.155

Source: SPSS (Version 23) Outputs

Kaplain (1982) as cited in Hussain, Islam and Andrew (2006) suggested that multicollinearity may be a problem when the correlation between independent variables is 0.90 and above. Therefore, it was evident from the above table that the magnitude of the correlation amongst the explanatory variables generally indicates no severe multicollinearity problems in the study because the highest correlation coefficient is 0.565 between BLS and OGP. To determine the presence of collinearity problem, a Variance Inflation Factor (VIF) test was carried out and the results provided evidence of the absence of collinearity because the results of the VIF test ranged from a minimum of 1.130 to a maximum of 1.650 and a mean of 1.381. VIF of 5.00 can still be a proof of absence of collinearity (Neter, Kutner, Nachtsheim & Wasserman 1996). Furthermore, the Durbin Watson statistics of 2.198 indicated the absence of first order serial correlation of the variables inside the error term of the model.

The regression results of the dependent variable Organizational Performance (OGP) and the independent variables of Democratic leadership style (DLS), Bureaucratic Leadership Style (BLS), Autocratic Leadership Style (ALS) and Laissez-fair Leadership Style (LLS) are presented in table 4.

Table 4 Regression Results

Ind. Variables	Coefficients	T. Statistics	P-Values
Constants	2.378	-.309	.758
DLS	.577	9.061	.000
BLS	.318	4.216	.000
ALS	.149	1.940	.055
LLS	-.050	-.776	.440
No of Obs	98	98	98
R-Squared	.667		
Adjusted R-Squared	.652		
F-Statistic	46.491		0.0000

Source: SPSS (Version 23) Outputs

From the p-value which is statistically significant at 1%, the validity of the model estimations is evident. The R-squared of 66.7% shows that the changes in organizational performance are substantially accounted for by the explanatory variables. This implies that the independent variables can explain 66.7% of the changes in the dependent variable. This position is further explained by adjusted R-squared of 65.2%. Furthermore, the regression result shows F-statistics value of 46.491 and p-value of 0.000. These, confirm the fitness of the model by indicating that there was a significant linear relationship between organizational performance in NARICT Zaria Kaduna State and the explanatory variables of democratic leadership style, bureaucratic leadership style, autocratic leadership style and laissez-fair leadership style.

The regression results in table 4 showed that democratic leadership style has a positive coefficient and p-values of 0.577 and 0.000 respectively indicating that democratic leadership style has a positive and significant effect on organizational performance in NARICT, Zaria Kaduna State. The implication of this is that as utilization of democratic leadership style increases organizational performance in NARICT, Zaria Kaduna State also increases significantly. Thus, on the basis of this finding the study rejected the null hypothesis which stated that utilization of democratic leadership style has no significant effect on organizational performance in NARICT, Zaria Kaduna State. This is because the table shows that probability value of 0.00% is less than 0.05% level of significance ($0.00\% < 0.05\%$). This finding supports the study of Amofa, Okronipa and Boateng (2016) who documented that democratic leadership style had positive and significant effect on organizational performance.

Similarly, considering bureaucratic leadership style in table 4, the results estimated that bureaucratic leadership style has a positive and significant effect on organizational performance in NARICT, Zaria Kaduna State with coefficients and p-values of 0.318 and 0.000 respectively. The implication of this is that as the use of bureaucratic leadership style increases, there is also an increase in organizational performance at a significant level. Based on this finding the study rejected the null hypothesis which stated that utilization of bureaucratic leadership style has no

significant effect on organizational performance in NARICT, Zaria Kaduna State because the table shows that probability value of 0.000% is less than 5% level of significance ($0.000\% < 0.05\%$). This finding is not in tandem with that of Amofa, Okronipa and Boateng (2016) who documented that bureaucratic leadership style had negative and significant effect on organizational performance.

Furthermore, the regression results in table 4 agreed that autocratic leadership style has a positive and insignificant effect on organizational performance in NARICT, Zaria Kaduna State at 5% level of significance with coefficient and p-values 0.149 and 0.055 respectively. This implied that as use of autocratic leadership style increases, the organizational performance also increases insignificantly at 5% level of significance. Therefore, on the basis of this finding the study failed to reject the null hypothesis which stated that utilization of autocratic leadership style has no significant effect on organizational performance in NARICT Zaria Kaduna State because probability value of 0.055 is more than 5% level of significance ($0.055 > 5\%$). This finding is in line with that of Amofa, Okronipa and Boateng (2016) who documented that autocratic leadership style had negative and significant effect on organizational performance.

Considering laissez-fair leadership style, the regression results in table 4 estimated that it has a positive and significant effect on organizational performance in NARICT Zaria Kaduna State, at 5% level of significance with coefficient and p-values of -0.050 and 0.440 respectively. This implies that as the use of laissez-fair leadership style decreases, the organizational performance in NARICT Zaria Kaduna State also increases. On the strength of this finding the study failed to reject the null hypothesis which stated that laissez-fair leadership style has no significant effect on organizational performance in NARICT Zaria Kaduna State because the table shows that probability value of 0.440% is more than 5% level of significance ($0.440\% > 5\%$). This finding confirms that of Amofa, Okronipa and Boateng (2016) who documented that laissez-fair leadership style had negative and insignificant effect on organizational performance.

Conclusion and Recommendations

This study examined the effect of leadership styles on organizational performance in NARICT Zaria, Kaduna State. The conclusion has a clear policy implication on organizational performance in NARICT Zaria, Kaduna State based on the results of the descriptive statistics, correlation matrix and the regression results of the study. The study concluded that democratic leadership styles and bureaucratic leadership styles had positive and significant effect on organizational performance in NARICT Zaria, Kaduna State. Furthermore, the study also concluded that autocratic leadership style and laissez-fair leadership style had insignificant effect on organizational performance in NARICT Zaria, Kaduna State.

Based on the findings of the study, the study recommended that top management of NARICT Zaria, Kaduna State should be utilizing more of democratic leadership styles and bureaucratic leadership styles than autocratic leadership style and laissez-fair leadership style to enhance organizational performance in NARICT Zaria, Kaduna State.

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DATA SET OF THE STUDY

OGP	DLS	BLS	ALS	LLS
21	15	16	15	16
21	15	16	15	16
21	15	16	15	16
21	15	16	15	16
21	15	14	15	14
21	15	16	15	16
21	15	16	15	16
20	17	12	16	15
26	20	15	17	18

21	17	9	12	15
22	18	16	13	17
22	17	12	16	15
26	17	12	16	15
26	20	18	17	18
27	18	19	18	19
26	18	19	18	19
22	18	17	17	18
27	20	15	11	18
24	16	14	14	15
18	16	11	7	15
20	16	10	9	15
21	15	16	13	15
20	15	8	8	15
18	15	11	12	15
20	16	11	16	15
19	16	10	15	14
21	16	12	15	18
23	16	14	20	11
28	20	17	19	13
21	15	16	16	15
21	15	16	15	15
21	15	16	15	19
21	15	16	15	18
21	15	16	15	18
21	15	14	15	19
21	15	16	15	13
19	15	16	15	16
18	17	12	16	16
26	20	15	17	16
21	17	9	12	14
21	18	16	13	16
21	17	12	16	16
24	17	12	16	12
24	20	18	17	15
26	18	19	18	9
27	18	19	18	16
21	18	17	17	12

28	20	15	11	12
25	16	14	14	18
16	16	11	7	19
19	16	10	9	19
19	15	16	13	17
18	15	8	8	12
18	15	11	12	13
19	16	11	16	10
18	15	11	12	15
20	16	11	16	15
19	16	10	15	14
21	16	12	15	18
23	16	14	20	11
28	20	17	19	13
21	15	16	16	15
21	15	16	15	15
21	15	16	15	19
21	15	16	15	18
21	15	16	15	18
21	15	14	15	19
21	15	16	15	13
19	15	16	15	16
18	17	12	16	16
26	20	15	17	16
21	17	9	12	14
21	18	16	13	16
21	17	12	16	16
24	17	12	16	12
24	20	18	17	15
26	18	19	18	9
27	18	19	18	16
21	18	17	17	12
28	20	15	11	12
25	16	14	14	18
16	16	11	7	19
19	16	10	9	19
18	15	11	12	15
20	16	11	16	15

19	16	10	15	14
21	16	12	15	18
23	16	14	20	11
28	20	17	19	13
21	15	16	16	15
21	15	16	15	15
21	15	16	15	19
21	15	16	15	18
21	15	16	15	18
21	15	14	15	19
21	15	16	15	13
19	15	16	15	16
18	17	12	16	16

Source: Field Survey 2021

Section A: Bio Data

Instruction: Please tick in the appropriate box as provided

- Sex: Male () F ()
- Age: 15-24 () 25-34 () 34-44 () 45-54 () above 54 ()
- Academic Qualification: OND/NCE () B.Sc/HND () Masters and Above ()
- Work experience: 5-10 years () 11-15 years () 16-20 years () 20 years and above ()

SECTION B:

Please indicate the extent to which you agree or disagree with the following statements by ticking in the appropriate column.

Copy of Questionnaires

Key: Strongly Agree (SA-4); Agree (A-3); Disagree (D-2) Strongly Disagree (SD-1)

a) Use of Democratic leadership style in organizational performance

Items	SA	A	D	SD
1. Manager seeks consultation on all major issues and decisions.				
2. Managers effectively delegate tasks to subordinates and give them full control and responsibility for those tasks.				
• Management welcomes feedback on the result of initiatives and work environment.				
• Manager encourages others to become leaders and involved in leadership development.				
• Allows employees to establish goals				

b) Use of the Bureaucratic leadership style in organizational performance

Items	SA	A	D	SD
3.0 Employees are performing routine tasks over and over.				
4.0 Employees need to understand certain standards or procedures.				
5.0 Employees do only what is expected of them and no more				

6.0 Work habits formed are hard to break, especially if they are no longer useful.				
7.0 Employees cannot be innovative				

c) Use of autocratic leadership style in organizational performance

Items	SA	A	D	SD
1. Management does not trust employees				
2. Rely on threats and punishment to influence employees				
3. Do not allow for employee input or feedback				
4. Effective supervision can be provided only through detailed orders and instructions				
5. Employees do not respond to any other leadership style				

d) Use of laissez-fair leadership style in organizational performance

Items	SA	A	D	SD
3.0 The manager doesn't understand his or her responsibilities and is hoping the employees can cover for him or her.				
4.0 The manger cannot provide regular feedback to let employees				
5.0 the management provides little or no direction				
6.0 Employees have pride in their work and have the drive or urge to do it successfully				
7.0 Employees are trustworthy and experienced.				

e) leadership styles in organizational performance

Items	SA	A	D	SD
1. Use of the democratic leadership styles in organizational performance is helpful.				
2. Use of the bureaucratic leadership styles in organizational performance is helpful..				
3. Use of the autocratic leadership styles in organizational performance is helpful.				
4. Use of the laissez-fair leadership styles in organizational performance is helpful.				
5. Clear definition and description of leadership styles in NARICT				
6. Leadership styles in NARICT is a choice				
7. Frequent stakeholders meeting and consultation is helpful for organizational performance.				
8. Decision making processes involving all stakeholders can increase organizational performance				

Source: Field Survey 2021

SPSS Output of the Study

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OGP	98	16	28	21.69	2.891
DLS	98	15	20	16.47	1.670
BLS	98	8	19	14.20	2.828
ALS	98	7	20	14.78	2.794
LLS	98	9	19	15.48	2.434

Valid N (listwise)	98				
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Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.816 ^a	.667	.652	1.705	.667	46.491	4	93	.000	2.198

a. Predictors: (Constant), LLS, BLS, DLS, ALS

b. Dependent Variable: OGP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	540.509	4	135.127	46.491	.000 ^b
	Residual	270.307	93	2.907		
	Total	810.816	97			

a. Dependent Variable: OGP

b. Predictors: (Constant), LLS, BLS, DLS, ALS

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1 (Constant)	-.735	2.378		-.309	.758	-5.458	3.988						
	DLS	.999	.110	.577	9.061	.000	.780	1.217	.709	.685	.542	.885	1.130
	BLS	.325	.077	.318	4.216	.000	.172	.479	.550	.401	.252	.629	1.590
	ALS	.154	.080	.149	1.940	.055	-.004	.312	.496	.197	.116	.606	1.650
	LLS	-.059	.076	-.050	-7.776	.440	-.211	.093	-.175	-.080	-.046	.866	1.155

a. Dependent Variable: OGP

Correlations^c

			OGP	DLS	BLS	ALS	LLS
Spearman's rho	OGP	Correlation Coefficient	1.000	.549**	.565**	.501**	-.093
		Sig. (2-tailed)	.	.000	.000	.000	.362
	DLS	Correlation Coefficient	.549**	1.000	.122	.409**	-.173
		Sig. (2-tailed)	.000	.	.233	.000	.088
	BLS	Correlation Coefficient	.565**	.122	1.000	.495**	.099
		Sig. (2-tailed)	.000	.233	.	.000	.330
	ALS	Correlation Coefficient	.501**	.409**	.495**	1.000	-.217*
		Sig. (2-tailed)	.000	.000	.000	.	.032
	LLS	Correlation Coefficient	-.093	-.173	.099	-.217*	1.000
		Sig. (2-tailed)	.362	.088	.330	.032	.

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

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

c. Listwise N = 98