

**REPUBLIC OF TURKEY  
ISTANBUL GELISIM UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES**

Department of Business Administration

**LEADERSHIP STYLES AND ITS INFLUENCE ON JOB  
PERFORMANCE IN ORGANIATIONS (THE CASE  
STUDY OF SMALL AND MEDIUM SCALE  
ENTERPRISES IN THE SOUTH EAST NIGERIA)**

Master Thesis

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Supervisor

Asst. Prof. Dr. Özge TURHAN

**Istanbul – 2023**



## THESIS INTRODUCTION FORM

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## **DECLARATION**

I hereby certify that all scientific ethical guidelines were followed in the preparation of this thesis, that all references to the works of others in this thesis were made in accordance with accepted scientific standards, that the data used in this thesis was not falsified, and that no portion of this thesis has been submitted to this university or any other university as a different thesis.

Eleanya Michael Uche Dike

..../..../2023



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**THE DIRECTORATE OF GRADUATE EDUCATION INSTITUTE**

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## SUMMARY

This paper's aim is to analyze and examine "leadership styles and their impact on job performance in the organization: the case of small and medium-sized businesses in South East Nigeria." The scope of the research will be the domestic small and medium-scale enterprises domiciled in the southeastern part of Nigeria. Leadership plays an important role in the actualization of the overall objective of any organization since every organization involves people who work together in order to accomplish goals and bring about productivity. Leadership, therefore, provides the influence that drives individuals or groups to achieve a targeted goal. The objective of this research is to evaluate the various leadership styles and examine their impact on the job performance of employees of small and medium-scale enterprises in the South East of Nigeria. The study was anchored on five (5) objectives, and guided by 5 research questions with 4 hypotheses.

**Key Words:** Leadership Style, Job performance, Organizational performance, Small scale Business, Medium scale enterprises.

## ÖZET

Bu makalenin amacı, "liderlik tarzlarını ve bunların organizasyondaki iş performansı üzerindeki etkilerini: Güney Doğu Nijerya'daki küçük ve orta ölçekli işletmeler örneği"ni değerlendirmek ve analiz etmektir. Araştırmanın kapsamı Nijerya’Nin güneydoğu kesiminde yerleşik küçük ve orta ölçekli yerli işletmeler olacaktır. Liderlik, herhangi bir organizasyonun genel amacının gerçekleştirilmesinde önemli bir rol oynar çünkü her organizasyon, hedeflere ulaşmak ve üretkenliği sağlamak için birlikte çalışan insanları içerir. Bu nedenle liderlik, hedeflenen bir hedefe ulaşmak için bireyleri veya grupları yönlendiren etkiyi sağlar. Bu araştırmanın amacı, çeşitli liderlik tarzlarını değerlendirmek ve Nijerya’Nin Güneydoğusundaki küçük ve orta ölçekli işletmelerin çalışanlarının iş performansı üzerindeki etkilerini incelemektir. Çalışma Bes (5) hedefe dayandırıldı ve 5 araştırma sorusu tarafından yönlendirildi 4 hipotez ile.

**Anahtar Kelimeler:** Liderlik Tarzı, İş performansı, Örgütsel performans, Küçük ölçek İşletme, Orta Ölçekli İşletmeler.



## TABLE OF CONTENTS

|                                |             |
|--------------------------------|-------------|
| <b>SUMMARY</b> .....           | <b>i</b>    |
| <b>ÖZET</b> .....              | <b>ii</b>   |
| <b>TABLE OF CONTENTS</b> ..... | <b>iii</b>  |
| <b>ABBREVIATIONS</b> .....     | <b>v</b>    |
| <b>LIST OF TABLES</b> .....    | <b>vi</b>   |
| <b>LIST OF GRAPHICS</b> .....  | <b>vii</b>  |
| <b>PREFACE</b> .....           | <b>viii</b> |
| <b>INTRODUCTION</b> .....      | <b>1</b>    |

### CHAPTER ONE BACKGROUND

|   |    |
|---|----|
| 1.1. Literature Review .....  | 2  |
| 1.1.1. Historical Background on the South-East Geo-Political Zone ..... | 6  |
| 1.1.2. Brief Profile of States in the Region .....                      | 7  |
| 1.2. The Research Problem .....   | 8  |
| 1.2.1. Specific Research Problem .....                                  | 9  |
| 1.2.2. Research Questions .....   | 9  |
| 1.2.3. Research Hypothesis .....  | 10 |
| 1.3. Methodology .....  | 10 |
| 1.4. Importance of the Study .....                                      | 12 |
| 1.5. Scope of the Study .....   | 13 |

### CHAPTER TWO LEADERSHIP STYLE AND PERFORMANCE OF MEDIUM AND SMALL ENTERPRISES

|   |    |
|---|----|
| 2.1. Introduction .....                         | 14 |
| 2.2. Job Performance .....                      | 14 |
| 2.3. Leadership .....                           | 15 |
| 2.4. Review of Leadership Theories .....        | 17 |
| 2.4.1. Situational and Contingency Theory ..... | 17 |
| 2.4.2. Great Man Theory .....                   | 18 |
| 2.4.3. Likert Leadership Theory .....           | 19 |
| 2.4.4. Participative Theory .....               | 20 |

### CHAPTER THREE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND JOB PERFORMANCE

|                         |    |
|-------------------------|----|
| 3.1. Introduction ..... | 22 |
|-------------------------|----|

|  |    |
|--|----|
| 3.2. Leadership Styles and Job Performance .....   | 24 |
| 3.3. Leadership Styles .....   | 25 |
| 3.4. Types of Leadership Styles .....  | 26 |
| 3.4.1. Transformational Leadership .....   | 26 |
| 3.4.2. Transactional Leadership .....  | 28 |
| 3.4.3. Autocratic Leadership Styles .....  | 29 |
| 3.4.4. Democratic Leadership .....   | 31 |
| 3.4.5. Laissez-faire leadership .....  | 32 |
| 3.4.6. Bureaucratic leadership.....  | 33 |
| 3.5. Empirical Evaluation of Relationship between Leadership Style and the<br>Performance of Small and Medium Scale Enterprises..... | 34 |
| 3.5.1. Empirical Studies Related to the Study .....  | 34 |
| 3.6. Conclusion .....  | 41 |

## **CHAPTER FOUR METHODOLOGY**

|  |    |
|--|----|
| 4.1. Introduction .....                                | 43 |
| 4.2. Sampling Design .....                             | 43 |
| 4.2.1. Sample Size.....                                | 43 |
| 4.2.2. The Universe and Sample .....                   | 44 |
| 4.3. Data Collection Method .....                      | 44 |
| 4.4. Validation and Reliability of the Instrument..... | 45 |
| 4.5. Procedure for Data Collection.....                | 45 |
| 4.6. Research Type.....                                | 46 |

## **CHAPTER FIVE ANALYSIS AND RESULTS**

|                                   |    |
|-----------------------------------|----|
| 5.1. Descriptive Analysis .....   | 47 |
| 5.2. Test of Null Hypotheses..... | 53 |
| 5.3. Summary of Findings .....    | 56 |
| 5.4. Discussion of Findings ..... | 57 |

|   |           |
|---|-----------|
| <b>CONCLUSION AND RECOMMENDATIONS .....</b> | <b>61</b> |
| <b>REFERENCES.....</b>                      | <b>63</b> |
| <b>RESUME.....</b>                          | <b>66</b> |

## **ABBREVIATIONS**

|              |  |
|--------------|--|
| <b>ANOVA</b> | : Analysis of Variance                             |
| <b>HND</b>   | : Higher National Diploma                          |
| <b>OND</b>   | : Ordinary National Diploma                        |
| <b>MLQ</b>   | : The Multifactor Leadership Questionnaire         |
| <b>PPMC</b>  | : Pearson's product moment correlation coefficient |
| <b>SMEs</b>  | : Small and Medium Scale Enterprises               |
| <b>SPSS</b>  | : Statistical Package for the Social Sciences      |
| <b>STD</b>   | : Standard Deviation                               |



## LIST OF TABLES

|  |    |
|--|----|
| <b>Table 1.</b> Gender of Respondents .....  | 47 |
| <b>Table 2.</b> Academic Qualifications of Respondents .....   | 47 |
| <b>Table 3.</b> Marital Status of Respondents.....   | 48 |
| <b>Table 4.</b> Relationship between transformational and job performance of small scale and medium enterprises in south east, Nigeria.....                          | 49 |
| <b>Table 5.</b> Relationship between transactional leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria ..... | 50 |
| <b>Table 6.</b> Relationship between bureaucratic leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria .....  | 51 |
| <b>Table 7.</b> Relationship between participative leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria ..... | 52 |
| <b>Table 8.</b> PPMC test of relationship between transformational leadership style and job performance of workers in SMEs in southeast Nigeria .....                | 53 |
| <b>Table 9.</b> PPMC test of relationship between transactional leadership style and job performance of workers in SMEs in southeast Nigeria.....                    | 54 |
| <b>Table 10.</b> PPMC test of significant relationship between bureaucratic leadership style and job performance of workers in SMEs in southeast Nigeria .....       | 55 |
| <b>Table 11.</b> PPMC test of relationship between participative leadership style and job performance of workers in SMEs in southeast Nigeria.....                   | 56 |

## LIST OF GRAPHICS

|  |    |
|--|----|
| <b>Graph 1:</b> Pie Chart showing gender demographics of respondents.....        | 47 |
| <b>Graph 2.</b> Bar chart showing Educational Qualifications of Respondents..... | 48 |
| <b>Graph 3.</b> Histogram chart showing marital status of respondents. ....      | 48 |



## **PREFACE**

This thesis represents the completion of my Master's degree journey, exploring the complexities of the concept of leadership, its styles and how it impacts job performances in Organizations. It has been a life-changing experience that has deepened my comprehension and improved my critical thinking abilities. I owe a great deal of gratitude to my advisor/mentor, the academic community, and my family for their unflagging support and encouragement. Throughout this study, I have sought to contribute to the existing body of knowledge, addressing pertinent issues and discovering fresh perspectives throughout my study. This thesis, I hope, will spark additional research in the area and make a significant contribution.



Eleanya Michael UCHE DIKE

## INTRODUCTION

Effective leadership is essential to the success and longevity of organizations in the fast-paced commercial environment of today. Job performance and overall organizational outcomes can be strongly impacted by the way leaders engage with their people and make decisions. In the context of small and medium-sized firms (SMEs) in the South East area of Nigeria, this research study explores leadership styles and their direct and indirect effects on job performance. This thesis' main goal is to examine the various leadership Styles adopted by SME leaders in South East Nigeria and how they relate to measures of Task performance like productivity, employee satisfaction, and organizational effectiveness. The study aims to offer important insights into how different leadership Styles, such as transformational, transactional, democratic, and laissez-faire styles, affect the productivity and motivation of workers in these organizations. The study uses a qualitative research approach, integrating observation, surveys, and interviews to obtain information directly from chosen SMEs' key decision-makers, employees, and leaders. To find patterns and correlations between leadership styles and job performance outcomes, the data analysis will use both descriptive and inferential statistical approaches.

With a particular focus on SMEs in the South East Nigeria region, this thesis aims to add to the body of knowledge on leadership and its effects on job performance through its analysis. The results are anticipated to provide insightful recommendations to SME leaders, HR professionals, and policymakers, empowering them to make defensible choices to improve leadership effectiveness and, ultimately, foster better job performance and sustainable organizational growth in this important sector of the economy.

Overall, this study aims to fill a vacuum in the literature on leadership in Nigerian SMEs while also acting as a useful tool for promoting good changes in leadership practices and, as a result, maximizing job performance in these crucial economic organizations.

# CHAPTER ONE

## BACKGROUND

### 1.1. Literature Review

Organization is made up of groups of people; the foremost objective of any institute is to improve the employee's job performance that it might continue in an environment that is competitive (Chua, Basit and Hassan, 2018). Organizations have been established to address social needs and group activities. The key drivers of organizations as noted by Shafie, Barghersalimi and Barghi (2013) are humans. This is because humans give to the organizations and provide goals. However, the success of any organization hinge on the people leading the organization and the leadership styles adopted by them (Belete, 2020). Every organization requires exceedingly performing individuals to be able to reach the desired goals as well as delivering the goods and services of their specialty, and thereby achieving competitive advantage (Mamza, Abdullahi and Usman, 2020). No doubt, the main focus of each establishment is on how to achieve its major objective and guarantee the advancement of their establishments. The advancement is a function of the leaders of the organization in line with their style of leadership.

According to Olayisade & Awolusi (2021), leading and the art of leadership no doubt existed from creation of mankind. The art of leadership has progressed extensively over a long period of time and the desire for leadership has experienced a momentous surge over the years. Historically, leaders were chosen on the ground of lineage, affluence or by demonstrating unique acts of valor. Leadership is viewed as a way an individual uses to lead other individuals. Leadership is significant for all establishments to achieve their goals. Subsequently, leading is a strategic element for refining the productivity of the different establishment, the accomplishment or disappointment of any institution is a function of the efficiency of leadership at all levels (Shafie, Baghersalem & Barghi, 2013). Leadership which is basically the process of leading has occupied a central position in today's business world. Every institution or organization is established with well spelt out objective that is geared towards attaining the process of executing the stipulated jobs and routines of the organization (Uwandu, 2020). Aghohowa (2021) posit that, to efficiently manage the



undertakings of any institution or organization, leadership remains a determining force. Moreover, “both transactional and transformational style of control is active, vibrant and efficient management approach that inspires employee motivation in proving performance (Fakhri, *et al*, 2020).

Characteristically, Leadership is distinguished by its active symbolic movement where the employees look up to for change when needed. These characteristics as noted by Ukaide (2016) explain the dynamic, sensitive and appropriate positioning of leaders in any organization. In other words, the deficiency of effective leadership is a service problem prevalent in many establishment. In contemporary society, the stream of life rest on active headship in service facets such as the growth of the organization, survival of the immediate community, work task and actual performance (Nawoselng’ollan and Roussel, 2017). Headship is an unavoidable task of the societal ecosphere that humans live. Moreover, it is generally acknowledged that headship is part of the key determinants indicating if a subset of an establishment or even a nation will be prosperous. In the words of Mohammed *et al* (2014) is on the ground that “a leader can have an unusual impact on the behavior and productivity of group members”. In other words, leadership is very significant for the sustainability of any establishment. Leadership is focused on the way and manner that a leaders impacts attitude of subordinates. It comprises the giving of instructions that are visibly realizable. It suggests a recurrent exercise; directives to allow them carry out the specific task in the prevailing condition (Mohammed *et al*, 2014).

Leadership refers to an “interpersonal influence applied in a state or circumstances and engaged through the communication process, with the goal of attaining specific objectives”. Leading involves preparation, recruitment, guiding, supervisory, establishing, and overseeing of several activities. As noted by Uwandu (2020), “it is a multifaceted procedure by which an individual inspires others to complete a task, mission or objectives and points the establishment in a direction that enable it to be more interconnected and understandable”. Even as leadership is a procedure involving certain personalities, people are still required to willingly remain subordinates under the influenced of a leader (Aghahowa, 2021). Leaders are acknowledged as instrument of transformation, because they play a significant role in

leading subordinates in making decisions and give attention to subordinate, and build a relaxed work atmosphere (Fakhri *et al*, 2020).

No doubt, management and leadership style used is believed to have effect on workers results (Oayisade & Awolusi, 2021). Throughout evolution of man, the growths and modifications made by individuals and groups are linked with the existence of someone as a leader. These actions have been undertaken under his guidance; more so, leadership remains one of the supports of human existence. Nevertheless, when leadership is conceived as a task, is an essential constituent of administration (Shafie, Baghersalm & Barghi, 2013). The managing style adopted by the leaders is vital to the achievement of the teamwork. However, in many cases, leaders are not conscious of the core needs and wants of their subordinates or they fail to realize the distinction between the individuals involved in the team (Al-Malki & Juan, 2018).

Leaders and Leadership practice as reiterated by Olayisade and Awolusi (2021) “have been in existence since the onsets of mankind”. No doubt, the idea and exercise of leadership has progressed over time and as further noted by Olayisade and Awolusi (2021) the desire for leaders and those in leadership has witness substantial swing for decades now.

The type of style of leadership displayed by superiors to a great degree defines how assured and motivated an employee will be performing his roles (Amofa, Okoronipa & Boateng, 2016). Leaders according to Amussah (2020) are transforming from the traditional leadership style in where decisions are made relying upon the leader’s know-how and perceptions, and it is now focused more on the collective kind of setting within the establishment.

The achievement of any institution is dependent on the capacity of the leaders to enhance workers development and noble leaders knows the significance of workers in attaining the objectives of the organization, as well as inspiring the employees is supreme towards attaining success. As noted by Aghahowa (2021), under the right style of leadership, staff are ever prepared to be proactive in ensuring that their inputs leads to the progress and sustenance of the organization, on the other hand, with the wrong approach to leadership, there will be lack of zeal and motivation on the side of

the workers to put in their best towards attaining organizational goals, and unfailingly, a low productivity will be experienced.

Leaders are viewed as instrument of transformation because they occupy a central place in directing junior workers in making decisions, that will lead to the creation of a comfortable work environment (Fakhriet *et al*, 2020). The setting of organizations in modern times necessitates that leaders and leadership abilities spread all over the organization. Moreover, leadership is fundamental obligation anytime people get together as groups to undertake and achieve certain tasks (Alemayehu & Batista, 2020). Anyango (2015:1) stated that:

“In contemporary society, a good number of individuals are selected or designated to bear the responsibilities of leadership. The act of leading is practiced in colleges, public institutions or agencies, private settings such as banking, manufacturing etc. Therefore, leadership is dynamic because it differs with situations and persons involved” (Lawal & Chukwuebuka, 2007). However, in spite of the consciousness of the effect of styles of leadership on the output of workers in any establishment, even among small scale and medium enterprises, there is this widely accepted notion and even gossips and rumors that leadership styles affects the productivity of staff in private business in south east Nigeria. More so, the leadership approach in most private and micro enterprises in the south east of Nigeria are not well clearly defined. The leadership style which includes autocratic, bureaucratic, laissez-faire, transaction and charismatic seems not to have any empirical correlation with job performance of staff in business organization. Furthermore, the leadership styles used in small scale and micro enterprises remains a source of concern to the owners, staff and operators of the SMEs as a whole. This can be better appreciated when viewed against the backdrop of frequent reports of low performance among staff working in SMEs. What therefore agitates concerned persons is how staff copes with these leadership styles. While this puzzle is on, non-availability of any empirical study or published literature to the knowledge of this researcher on influence of leadership styles on job performance in organization with reference to small and medium scale enterprises in the south east Nigeria. There is therefore an explained correlation linking leadership styles to job productivity in SMEs. Here lies the imperativeness of this study as it is set out to investigate leadership approaches and its influence on job

performance in organization: the case of small and medium scale enterprises in the south east Nigeria as focal point.

### **1.1.1. Historical Background on the South-East Geo-Political Zone**

The first 12 states established during the Nigerian Civil War included the southeast, which later split into the current states of Cross River and Akwaibom. In the 1990s, one of the six geopolitical regions of the nation—which consists of the states of Abia, Anambra, Ebonyi, Enugu, and Imo—became known as the south-east. Igbo is the dialect spoken in this area. Igbo, Ijaw, Ibibo, and Efik were only a few of the ethnic tribes who inhabited southern Nigeria prior to the establishment of the British colonial administration. Most of these communities practiced democracy, and certain kingdoms, such as Nir Akwa Akpa (Calabar), the Aro Confederacy, and Opobo, had significant regional influences.

The defining characteristics of the South East geopolitical zone are critical. First, it is the geopolitical zone with the least volume of landmass, and the fewest number of states in composition. The region accounts for 3.2percent of Nigeria’s land space. Second, it is the geopolitical zone with nearly 95% homogeneous population of Igbo –speaking ethnic persons.

The zone referred to as Ala-Igbo (Igboland), the inhabitants are usually addressed as Ndigbo with close affinity in language and culture spread across the five states. The population of Ndigbo in the zone is put at 16.381 million persons (2006census), accounting for about 11.7% of the national population. But uniquely, the South East region was adjudged the most densely populated area in Nigeria in terms of persons per square kilometers by the National Population Commission. The zone’s dense population, seen in terms of persons per square kilometers, exceeds the national average by 400%.

On the economic note, the region despite being one of the most attractive in agricultural potentials with rich soil forces hand food crops, as well as year – round cultivation activities, with a very high unemployment rate of almost 20%, which far exceeds the national average of 13% (NBS, 2016). The civil war (1967– 1970) led to huge human and infrastructural consequences in the region. This experience makes

the revival of the secessionist interests for a state of Biafra comprising the five states of the South East geo-political zone of Nigeria very worrisome.

### **1.1.2. Brief Profile of States in the Region**

On August 27, 1991, Abia State, with Umuahia as its capital, was formed from the former Imo State. The state comprises 17 Local Government Areas which are Aba-North, Aba-South, Arochukwu, Bende, Ikwuano, Isala-Ngwa North, Isiala-Ngwa South, Isikwato, Umu-Nneochi, Obi Ngwa, Ohafia, Osisoma Ngwa, Ugwunagbo, Ukwa-East, Ukwa-West, Umuahia-North, and Umuahia-South.

Anambra State, with its administrative seat in Enugu, was established in 1976 from the former East Central State. In 1991, the Nigerian federation underwent another restructuring that resulted in the division of the state into the Anambra and Enugu states, with Awka serving as the new capital. Anambra State is an interior state with Awka as its capital. The residents of the state are friendly, welcoming, and incredibly industrious. They are active in trade across the nation. There are 21 Local Government Areas in the state.

Abakaliki serves as Ebonyi State's capital. The state was one of the new additions formed in 1996 by Gen. Sani Abacha, the then-military head of state. It is known as "the Salt of the Nation" because to the enormous salt deposit at the Okposi and Uburu salt lakes. It was created by combining the old Abakaliki division of Enugu State and the old Afikpo division of Abia State. There are 13 Local Government Areas in the state, which is 5,935 square kilometers in size and home to about 5 million people. Igbos and other minorities from neighboring states make up the majority ethnic group in the state.

With its emphasis on agriculture, Ebonyi stands out as a notable leader in the production of rice, yam, potatoes, maize, beans, and cassava. In addition to agricultural resources, the state also has natural gas and crude oil deposits. In Afikpo, fishing is also practiced.

The city of Enugu serves as the capital of Enugu State, which was established on August 27, 1991. Enugu remained the capital of the East Central State of Nigeria, one of the three states split from the former Eastern Region, when the Gowon administration divided Nigeria into twelve states in 1967. The state is an inland state,

and Enugu City serves as its capital. It gets its name from the capital city of the erstwhile Eastern Region of Nigeria, Enugu, which means "top of the hill" and was established in 1912 as a tiny coal mining town. Boundaries with Abia, Imo, Ebonyi, Benue, Kogi, and Anambra are shared by the state.

Gen. Murtala Mohammed established Imo State in 1976; it is often referred to as the "Eastern Heartland" and takes its name from the Imo River. Its capital and largest city is Owerri. There are 27 Local Government Areas in the state. Originally, the region that is currently known as Imo State was a part of the extinct East Central State. The Okigwe/Akwa upland is the source of the Imo River, which gives Imo State its name. With a predicted 5 million residents, the state's population density ranges from 230 to 1,400 persons per square kilometer. The state has a land area of around 5,100 sq km, and its population is culturally homogeneous, predominantly speaking Igbo and exhibiting small dialectal variations. She has a very rich cultural background, which is reflected in how she dresses, how she moves to music and dance, how she celebrates holidays, how she makes things, and how hospitable her people are.

## **1.2. The Research Problem**

In spite of the awareness of the impact of leadership approach on the output of workers in any organization, even small scale and medium enterprises, there is this general notion and even gossips and rumours that leadership styles influences the job productivity of staff in small and medium scale enterprises in south east Nigeria. More so, the approach to leadership in most small and medium scale enterprises in the south east of Nigeria are not well clearly defined. The leadership style which includes autocratic, bureaucratic, laissez-faire, transaction and charismatic seems not to have any empirical correlation with job performance of staff in business organization. Furthermore, the leadership styles used in small scale and medium enterprises (SMEs) has been and is still a source of concern to the owners, staff and operators of the SMEs as a whole. This can be better appreciated when viewed against the backdrop of frequent reports of low performance among staff working in SMEs. What therefore agitates concerned persons is how staff copes with these leadership styles. While this puzzle is on, non-availability of any empirical study or published literature to the knowledge of this researcher on leadership styles and its influence on job performance in organization: the case of small and medium scale enterprises in the south east

Nigeria. There is therefore an explained correlation between leadership styles and job performance in SMEs. Here lies the imperative of this study as it is set out to investigate leadership styles and its influence on job performance in organization: the case of small and medium scale enterprises in the south east Nigeria as a focal point.

### **1.2.1. Specific Research Problem**

This study's goal is to investigate how leadership behaviors affect organizational performance utilizing small and medium-sized businesses in southeast Nigeria.

The specific objectives are:

- i. To examine the relationship between transformative leadership styles and job performance of small scale and medium enterprises in south east, Nigeria.
- ii. To examine the relationship between participative leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria.
- iii. To examine the relationship between autocratic leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria.
- iv. To examine the correlation between bureaucratic leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria.
- v. To examine the correlation between laissez-faire leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria.

### **1.2.2. Research Questions**

The research questions were formulated in line with purpose of the study. The specific research questions are:

- a. What is the relationship between leadership styles and job performance of small scale and medium enterprises in south east, Nigeria?
- b. What is the relationship between participative leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria?
- c. What is the relationship between autocratic leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria?

d. What is the relationship between bureaucratic leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria?

e. What is the relationship between laissez-faire leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria?

### **1.2.3. Research Hypothesis**

The following null hypotheses are formulated to assist in accomplishing the objectives of the study. They are:

**H<sub>01</sub>:** There is no significant relationship between transformational leadership style and job performance of workers in SMEs in southeast Nigeria.

**H<sub>02</sub>:** There is no significant relationship between transactional leadership style and job performance of workers in SMEs in southeast Nigeria.

**H<sub>03</sub>:** There is no significant relationship between bureaucratic leadership style and job performance of workers in SMEs in southeast Nigeria.

**H<sub>04</sub>:** There is no significant relationship between participative leadership style and job performance of workers in SMEs in southeast Nigeria.

### **1.3. Methodology**

Research design refers to a plan which shows the strategy of an inquiry thought appropriate to the research. For the purpose of this study, descriptive survey design was used. The descriptive survey design describes phenomena as they exist. It is used to identify and obtain information on the characteristics of a particular problem or issue. Descriptive research design was selected because it has the advantage of producing good amount of responses from a wide range of people. The design provides a meaningful and accurate picture of events and seeks to explain people perception and behavior on the basis of data collected. The advantage with this design is that it helps to find views as they are in their natural setting. The population of the study consists of all the staff in the selected SMEs understudy. They are made up of professional staff in these organizations. The population of the study is 145 and it is drawn as follows;



The random sampling technique was adopted in selecting small scale business organizations, while the proportionate stratified random sampling technique will be used in selecting the respondents from the chosen small scale and medium enterprise. The proportionate stratified random sampling technique was adopted because the total number of personnel in the business outfits studied differ. The data was gathered from the employees of the selected small scale and medium enterprises.

In this study, the sample size of 267 was determined using statistical formulation provided by Yamanne (1967, p. 280).

The instrument used for data collection was presented to the research supervisors and other experts from the for face validity. The exercise was necessary to ensure that the questionnaire cover major functions of educational research and it also ensure face validity.

Copies of the questionnaire were administered by the researcher to the employees in the selected SMEs in the south-east states of Nigeria. In order to ensure maximum return of questionnaire, the researcher will distribute the instruments personally with the help of trained research assistants. The questionnaire is the instruments that used for data collection. The instrument was developed by the researcher after a thorough review of literature. The questionnaire was constructed using the modified four point Likert rating scale combined with open and closed ended questions.

This study adopted both analytical and descriptive survey. Survey research design is suitable for this research because it enables the researcher to collect standardized information from the sample that are randomly selected upon whose opinions the general characteristics of the entire population are deduced. Survey research design is used because of the application of questionnaire in the collection of data. This makes the intending data to be qualitative, easy to analyze and appropriate deduction of inferences.

The data was analyzed using statistical methods (Principal Component Analysis and the Pearson correlation coefficient). And econometric model (Ordinary least squares) and we used the SPSS version 20 software to regress the data.

#### **1.4. Importance of the Study**

The following individuals and stakeholders would derive value from the outcome of this study: entrepreneurs, business administrators, government and non-governmental agencies, and future researchers. It is hoped that at the completion of this study and its possible publication would be better understood by the beneficiaries. The study would help in creating awareness among operators of small scale business operators on the relevance of leadership styles to organizational performance.

Stakeholders in the small and medium scale business enterprises will benefit from this study, as its findings would provide invaluable information that would assist them in formulating policies on leadership styles to be adopted and implemented in small scale and medium enterprise.

To the government, the study would reveal ways in which the government would be able to help the operators of small and medium scale enterprise operators in effectively by adopting leadership styles in line with government policies and regulations.

Small scale and medium enterprise administrators' will also benefit immensely from this study in that the study will identify leaderships styles that SMEs can adopt in order to promote job performance. This would aid them in designing and formulating a strategic approach to fully, integrate and implement the best leadership styles SMEs. More so, it would serve as an instrument for re-awakening the consciousness of SMEs administrators on the necessity of embracing effective leadership styles as strategy for enhancing job performance of employees.

The study would benefit the Nigerian society because the recommendations from the study would be significant in assisting other related organizations and parastatals in adopting effective leadership styles that would be beneficial to the organization and the public. The leadership styles that would be adopted across various SMEs of the Nigerian society would definitely make positive job performers of workers in these organizations.

Lastly, researchers would not be left out in the derivable benefits of the study. The study would widen the horizons of future researchers' understanding of the subject matter as it relates to the practice of SMEs and job performance. It would also

open up new frontiers for study in the areas of leadership styles as applicable to other types of organization.

### **1.5. Scope of the Study**

Geographically, the study focused on small scale and medium enterprises found in the south-east geo-political zone of Nigeria. The south-east covers Abia, Anambra, Ebonyi, Enugu and Imo states. The researcher would focused on selected small scale business enterprises like Okaka Bottled Water Company; MICCO-LINK Resources etc. The choice of the selected SMEs was based on their peculiarities of being funded and owned by sole proprietors and partners.

The research focuses on leadership styles as predictors of job performance in SMEs in south east of Nigeria. Specifically, it addresses leadership style as a factor variables predicts job performance with emphasis on correlation between participative, autocratic, bureaucratic, laissez-faire, transformational and transactional leadership styles.

## CHAPTER TWO

### LEADERSHIP STYLE AND PERFORMANCE OF MEDIUM AND SMALL ENTERPRISES

#### 2.1. Introduction

In this chapter, the researcher reviewed and organized related literature under the following sub-headings by explaining major concepts of the study such as

#### 2.2. Job Performance

Performance is viewed as a multifaceted concept that involved employees and employees, which often has been linked to productivity. Netro, Araujo and Ferreira (2020) defined “task performance” as the proficiency (competence or mastery) with which an individual executes and implement the ideas that are formally recognized as part of his own work or position. Task performance is the result of actions that contribute to the technical system organizations. Employees’ productivity is essential to the growth, effectiveness and continuity of an organization (Olayisade and Awolusi, 2021).

Prasctya and Kato (2011) in Chua, Basit and Hassan (2018) conceptualized performance as “a multifaceted theory and an exceptionally vital criterion that determines organizational success or failures”. Furthermore, Niranyana and Pattanyak (2005) views employee’s performance as the impact made by a person in the achievement of organizational objectives.

Ibrahim *et al* (2004) as cited in Chua, Basit and Hassan (2018) defined job performance as vital action taken in order to facilitate both the goals and method of achieving the organizational goals. According to Mamza, Abdulahi and Usman (2020), employee performance is the accomplishment of agreed work at the right time or what employees do. Moreover, the success or failure of any establishment relies on employee performance, also goal setting is a significant factor that affects employee performance and it is a constructive method used to motivate employees who assist in achieving organizational goals. Job performance refers to how workers accomplish

tasks and obligation applied in an organization in connection with implementation of a works at hand carried out to achieve their objectives (Uwandu, 2020)

Mirumbe (2020) citing several authors like Dahie and Oman (2016), Presetye and Kata (2011) and Basil *et al* (2017) explained that performance is the state of recognizing the drive or aftermath level of the actions taken. This displays how the goal or the objective is achieved. Furthermore, it can be seen as the accomplished results of activities with skills of employees working in some situation. Therefore, performance can be referred to as any effort by which employees increase the output and profitability leads to success in organization. Therefore, performance is an essential component of an organization and acts as factors that influence and determine level of high performance within the organization (Ojelade *et al*, 2020).

### **2.3. Leadership**

Leaders are claimed to have a great impact on the productivity of the organization by influencing the team members. As rightly pointed by Al-Malki and Juan (2018), “leaders considerably influence its supporters in the organizations; hence, it is imperative to recognize the style of leadership as well as evaluating their impact on resolving different organizational efficiency.

Leadership boosts output and profitability, but the extent of success is a function of the styles of the leader and the organized setting created for staff functionality (Ukaide, 2016). Leadership is regarded as a social dynamics, and process that one individual can wield influence deliberately over others to configure their behaviours and bond within a group or organizations (Ukaide, 2016).

The concept of leadership is imperative for all organizations to achieve their goals. Shafie, Barghersalimi and Barghi (2013) posit that since leadership is a main force enhancing the productivity of organizations, the achievement or non-performance of an organization has a direct link with the efficiency of leadership at all levels. Al-Malki and Juan (2018) citing Drucker (1989) posit that leadership is not created, thought and learned. No wonder, a great amount of attention was dedicated to understanding the number of characteristic that are found in leaders. Stating further, they affirmed that the trait theory of leadership focused on specific traits of leader that can be learned.

Leadership is relevant to good performance as long as it coordinate the utilizations of human and physical resources of the organizations, responsible leader encourages employees and encouraged employees beyond increasing his or her job performance and obligation within an establishment, to influence job requirements thereby increasing the organizations overall performance and making it more profitable (Nawoseling'Ollan, and Roussel, 2017).

Effective leadership in the words of Mohammed *et al* (2014) is the degree that a leader consistently and gradually points followers to the approved destinations as outlined and established by the whole group). The concept of leadership is very importance to human beings in general and more basically with organizations environment.

Leadership controls job satisfaction. It has great impact on employees' enthusiasm and communication, and this affect the productivity of an organization in the immediate and longer runs (Kebede & Demeke, 2017). Leadership phenomenon as suggested by Alkhayeh (2018), is important in ensuring that employees with directions and psychological gratification to acquire the best of them. Leadership can be interpersonal plan that a leader execute to find followers' potential needs and gratifies them. Mehrad and Fallalri (2014) citing Eagly, Johannesen, Schmidt and Vam Eagen, (2003) views leadership as "a set of important perceptions which increase the tendency and behaviours of others in order to meet shared group purpose and needs that include some styles".

Leadership skill to a no doubt, is the basis of any establishments or agency, in line with this, it is only those that can cope with other individuals of diverse background, that may be seen as exceedingly resourceful and innovative and can positively change the situations in event of difficulties, are worthy to be christened leaders (Aghahowa, 2021).

Effective leadership is widely acknowledged as the main force that drives successful organizations (Amofa, Okronipa & Boateng, 2016). The different kinds of leadership styles have a great influence on how employees accomplish their tasks, to bring about affirmative organizational result (Chowdhury, 2014). According to Lawal and Chukwuebuka (2007), "leadership of any establishment must be given acceptable thoughtfulness if the organization anticipates of achieving its objectives". More so,

the art of leadership as it were includes taking control and restructuring the activities of organization members to ensure that desired results are achieved. As noted by Ojelade *et al* (2020), leadership is a theory that was initially developed by folk in psychology explaining social influence on groups. Moreover, leadership is generally regarded as critical to groups and organizational efficiency.

Leadership is regarded as a procedure through which individuals bring out the best in themselves and others (Loganathan, 2013). Jonas and Rudd (2007) in Loganathan (2013) defined leadership as “a relationship connecting leaders and followers within a group. It involves bringing a vision, crafting power and using the power for individual to understand the vision. Therefore, leadership occurs when the member of the group modifies the skills of others in the group towards a common goal (Netro, Araujo and Ferreira, 2020). According to Policarpo and Borges (2016) as cited in Netro, Araujo and Ferreira (2020), leaders have a high potential to influence workers and organizational actions that can impact on individual and organizational performance.

## **2.4. Review of Leadership Theories**

The theoretical framework for this study is based on the following theories: Situational and contingency theory, Great Man theory, Leadership theory and Participative theory.

### **2.4.1. Situational and Contingency Theory**

The first theory for this study is anchored on “Contingency theory”. This is one among the theories in leadership and was advanced by Fred Fielder in mid (1960). It x-rays leaders in connection with the condition of the leader. It is dependent upon the nexus between the leader’s style and the work condition. The theory is built on leadership that postulates that “the efficiency of leadership” is a function of prevailing connection between individual features of a leader and the characteristics of the situation. The hypothesis of the theory is that, the connection between leadership style and organizational results is moderated by situational factors. These factors identified are those related to environment.

Aligning this to this study, the outcome of SMEs as a group cannot be determined by leadership style but by the prevailing condition. The theory further implies that effectiveness of leadership necessitate that leaders adopt certain leadership style that matches with the prevailing situational analysis. Situational leadership theory contends that any leader can perform well in any environment by transforming their style of leadership accordingly.

The theory is related to the present study as it displays how leadership style can impact performance of employees in small scale and medium business enterprises. The outcomes of organizations are influenced by employees working in that organization. This implies that, the degree to which leadership style impact the productivity of employees depend on the prevailing situation. The settings in which a leader is have influence on leadership style that is selected. This invariably affects performance of employees who in turn affects the overall productivity of an organization.

#### **2.4.2. Great Man Theory**

Great man theory suggests that the capacity for leadership is innate and hereditary. In line with this theory, it is believed that you are born naturally as a leader or you are not. The term ‘great man’ was embraced as it was believed then that leadership was dominantly for males, particularly in the military. The great man theory of leadership was popularized in the 19<sup>th</sup> century. The legends behind some of the world's most famous leaders such as Mahatma Gandhi, Abraham Lincoln, Alexander the Great and Julius Caesar assisted in contributing to the idea that great leaders are given birth to and not made. However, Historian Thomas Carlyle also had a fundamental influence on this theory of leadership, he affirmed that the evolution of the world is about the profile of great men. He buttressed that effective and dynamic leaders are those with creativeness, the right charismas and features.

Historically, there is an unpersuasive contention about leaders being born or made. This idea of distinguishing feature of a leader has been a part of most leadership theories over the ages. Initial studies on leadership observed people who were already successful leaders. These personalities most times included rulers that acquired their positions through heritage. Because people of a lesser social status had fewer



opportunities to achieve leadership roles, it contributed to the idea that leadership is an inherent ability. Nowadays, societies often designate prominent leaders as possessing the exact abilities or characters for the position, suggesting that inborn characteristics are what make these people real leaders.

According to Cherry (2020), “one of the major problems with the great man theory of leadership is that not all people who possess the so-called natural leadership qualities actually become great leaders. If leadership was merely an inherited quality, then all people who inherited the necessary traits would eventually find themselves in leadership roles”. Cherry(2020) further stressed that research has instead establish that leadership is an unpredictably multifaceted topic, and that many factors impact how successful a leader may be or may not be. Peculiarities of the group, the individual in control and the condition or atmosphere all interact to decide what sort of leadership is needed, and the performance and productivity of this leadership.

### **2.4.3. Likert Leadership Theory**

Likert proposed this theory. According to Likert (1967), fundamental styles used in classifying task orientation and employee orientation were integrated to advance Likert “sprout type of leadership efficiency. Grounded on this model, there are four conceivable leadership methods. They are exploitative and authoritative, benevolent and authoritative, consultative and participative.

The exploitative and authoritative system, the subordinates carry out the tasks while administrator makes all work related decision. Here, administrators seem to set inflexible standard and methods for the assistants to work with. However, retreat from this standard and methods by juniors draw intimidations and chastisements from the manager. The administrators put little confidence in their assistants and in return, the assistants is afraid of their superiors and assumed that they are mediocre or different from them. Benevolent and authoritative leadership style operates with the supervisor in charge and gives orders, while assistants are given some level of flexibility in carrying out their work, nevertheless, within precise boundaries and system. The third system is the consultative style. The supervisor set goals and targets after due consultation with the subordinates. Though assistants can take their own decisions on how to go about their work, however, higher-level

supervisors takes key decisions. Here, intimidation and chastisement is usually replaced by rewards as an instrument of motivating juniors. In this style, assistants are at liberty to deliberate on work related issues with their administrators. In turn the supervisors have that confidence that to a large extent their assistants can be seen as reliable and able to carry out work with minimal supervision and correction.

The fourth style is the participative style. This is the last and most supported leadership style by Likert. Goals and targets are set, while the group makes work related decisions. This is done after integrating the ideas and proposals of all group members. Therefore, set goals and decisions may not be favored on personal or individual grounds. In this context, workers are inspired with pecuniary rewards and a sense of self-worth and importance. This style holds friendly interaction between administrators and assistants. Categorically, Likert "studies demonstrated that leaders in organizational departments used the first and second styles of leadership stated with low productivity. High producing departments in an organization are those managed through consultative and participative leadership style. Based on all these, Likert concluded that system IV of leadership is the best form of leadership in almost all work situations. However, other theorists, who are of the opinion that no leadership style fit all situations, have opposed this assertion.

#### **2.4.4. Participative Theory**

The participative leadership theory is based on a leadership style that encourages input, contributions and participation from employees and team members. The theory's roots can be traced back to the early 1930s when the results of an experiment conducted at the Hawthorne Works in Illinois, US, were analyzed by Elton Mayo and others. The experiment was aimed at finding ways to improve factory productivity, although the findings related more to motivation. The findings relating to participatory leadership saw light in the 1950s when researcher Henry A. Landsberger examined the original experiments led by Mayo. Landsberger found that workers' productivity increased during participation in the experiment because they were being observed. This had been dubbed as the Hawthorne effect. According to Crane, the experiments show that when employees feel supported through observation and participation, they are more satisfied and therefore productivity increases. Participative leaders provide pertinent information to subordinates and encourage

feedback and contributions to facilitate decision-making. Participative leadership results in increased stakeholder participation, collaboration and commitment;

Antagonists of this theory are quick to point out that it utilizes more resources, requires more time to arrive at decisions and is susceptible to bias when the leader is presented with a wide range of alternatives. Participative leadership thrives in organizations with low power distance culture hence its popularity in the United States and other Western-influenced organizations.



## **CHAPTER THREE**

### **RELATIONSHIP BETWEEN LEADERSHIP STYLES AND JOB PERFORMANCE**

#### **3.1. Introduction**

No one approach could be assumed to be very faultless and the mixture of these leadership styles is critical but this depends on the situation. The success or failure of any establishment to a great extent is influenced by the style of leadership adopted in the organization (Uwandu, 2020). As noted by Aghahowa (2021), productivity of the any organization is a function of the leadership approach adopted. Therefore, leader's eagerness, readiness, obligation and self-sacrificing act is done in a particular way to facilitate increase in the profitability of the organization, as well as productivity, performance and effectiveness. Bedoya (2021) from the virtual communication logic posits that innovative leadership styles plays affects employee's awareness of job satisfaction which eventually impacts job performance. This denotes that leadership styles may advance employees' insight of their job and work situation. According to Uwandu (2020), no style of leadership can be assumed to be impeccable and the fusion of these approaches to leadership is indispensable but this is based on the condition. In other words, the accomplishment or non-performance of any establishment is a function of the leadership being adopted in the organization.

Chua, Basit and Hassen (2018) revealed that autocratic and democratic leadership style have both progressive as well major influence on employees' performance thereby resulting on the fact that extreme leadership styles can affect employees performance on either good or bad ways. They further asserted that, the autocratic leadership can only covers the short-term period, because there have been many cases where this leadership style was problematic, whereas, democratic leadership fits in such situations where members of groups are skillful and willing to share their experience.

According to Chua, Basit and Hassan (2018), laissez-faire leadership can be active in certain situations, and this depends on the group members if they are highly skilled, inspired and proficient in working on their own. Netro, Araujo and Ferreira

(2020) posit that in the same organization, there is the tendency to identify difference styles of leadership and among the styles of the new leadership, the transformation has been acknowledge to be prominent representative while laissez-fair and transactional styles are frequently found. Nevertheless, each of them may impact followers and organization differently. Zhu, Chew and Spangler (2005) in Netro, Araujo and Ferrari (2020) indicated that leadership is a valuable resource for organizational results and competitive advantage. It was further verified that transformational leadership has affirmative influence on organization result. Netro, Araujo and Ferreira (2020) in their study revealed that laissez-faire leadership style does not significantly influence the overall task and relative performance A, B and C; however, transformational and transactional leadership influence the performance on the subjects sampled.

Ukaide (2016) averred that leadership approach adopted in the organization will greatly impact the productivity of the organization and its output. In other words, organization will function efficiently when leaders employ a appropriate leadership style. According to AL-Malki and Juan (2018), the managing of the leaders is essential to the success of the team work. Although, it has been established in many cases, Leaders are not conscious of the foremost wants and desires of their assistants, or they fail to appreciate the variance between the individuals involved the team. Khoza, Chelty and Karodia (2016) reaffirmed that employee productivity is influenced by the leadership style, Also, if correct leadership is enforced in certain situations employee and organization performance can be increased.

Mohammed et al (2014) posit that the exceptional accomplishment of a leader is a collective one which shoots from his empathetic appreciation of his co-workers and the link between their different goals to the group objectives. Lor and Hassan (2017) in their study settled that supportive and transformational leadership practices are the greatest and suitable styles that are highly effective in urging employees to advance in their current level of job performance. In other words, supportive leadership has a positive and significant influence on employee productivity. It implies that if managers engage themselves in showing supportive leadership behaviours such as kindnesses, providing affirmative feedback, it will help in building confidence and enabling employees' to record high performance.

Makambe and Moeng (2019) in their study revealed that the leadership style by the leaders of the designated banks have positive influence on sustainable employee performance. They further suggests that the use of transformational leadership style needs to be re-arranged so that its application will have great impacts on employee performance in the long term. Amota, Okronipa & Boateng (2016) contends that most leaders certainly do not make it to optimal level of output. In most cases, they give up before the participative style kicks in and the company starts to escalate. In which case, they see drop in production and cannot wait long enough for true results. According to Belete (2020), organizational success depends on the leaders of the organization and their style of leadership because leaders can influence workers satisfactory obligation and efficiency. In other words, leaders play important role in realizing organizational objectives, thereby boosting employees' productivity by filling them with their jobs and it is the root of concerns in the business environment of modern day. Improper leadership style unarguably is a problem for public organization (Mehrad & Fallali, 2014).

Uwandu (2020) in her study revealed that there is a strong connection linking leadership styles and job productivity of librarians in academic libraries with reference to university libraries. The study shows that autocratic leadership style and laissez-faire leadership style significantly affect job productivity of the librarians. Adapting a leadership that works for an establishment and its workforce is a major focus in with their goals and that of employee's satisfaction (Babalola, 2020). Leadership style is a central component of the accomplishment of any enterprise because of its impacts on employees' productivity (Mirumbe, 2020).

Mirumbe (2020) further espoused that different approaches adopted for leadership has its benefits and drawbacks in promotion productivity of the workers based on various aspects of life and societies which may be socially, politically, economically and culturally inclined (Liu, Liu & Zeng, 2011 as cited in Mirumbe, 2020).

### **3.2. Leadership Styles and Job Performance**

There is no doubt that leadership approach influence employers, employees and the organization as a whole (Amofa, Okronipa & Boating, 2016). Belete (2020) posits

that active leadership is paramount in guaranteeing organizational performance. More so, leadership has changed over time, with these changes in employee resulting to the request for modification in the relationship between a leader and his subjects. As rightly pointed out by Mamza, Abdullahi and Usman (2020), leadership approaches must be carefully chosen and modified to suit different organizations, circumstances, and individuals, hence, it is pertinent to have a full comprehension of the diverse approach as such knowledge increases the apparatuses accessible to lead successfully.

As evidently pointed and by Ukaide (2016), democratic leadership style influences organizational productivity more than the autocratic and laissez-faire style. This was attributed to the fact that democratic leadership shares decision making with the group. Democratic style of leadership brings about improved output and job gratification (Jooste 2009 in Khoza, Chelty and Karodia, 2016). In the words of Nawoselng'Ollan and Roussel (2017), despite the profits related with democratic leadership style, it still has some drawbacks. It was stressed that the democratic leadership is characterized by numerous pitfalls which should be addressed accordingly to guarantee efficacy in the organization. Here, five elementary challenges were pointed out, these include: competency, crisis, consensus, pseudo-participation and adherence.

### **3.3. Leadership Styles**

There are several types of leadership styles that can be applied in an organization which can enhance job performance of those in small and medium scale business enterprises. According to Uwandu (2020), the autocratic leader dominates the decision making process, taking decision all alone. In this context, matters that disturbs staff, apparatus or organizations are based on individual choices and unyielding use of rules and regulations. However, under the correct leadership style, workers may be willing to go the put in their best to the progress and sustainability of the organization. However, with the wrong style of leadership, the enthusiasm and inspiration to contribute positively to the organization will be lacking, and invariably, a low output is become the order of the day.

Leadership style is the pattern of behaviours used by leaders when relating with their subjects (Mohammed *et al*, 2014). The efficiency of the leadership style differs

in line with the setting and circumstances (Lor and Hassan, 2017). Leadership style is the most predominant force impacting on employee's attitudes and behaviours including organizational obligation (Chua, Basit and Hassan, 2018).

Effective leadership refers to the degree to which a leader persistently and gradually leads and points his/her followers to the approved endpoint as defined by the entire group (Mohammed *et al*, 2011). Leadership styles translate to the behavior of a leader towards his subjects which often inspires or even forces them to work towards achieving set objectives (Amussah, 2020). According to Mehrad and Fallahi (2014), leadership styles are as an indispensable forecaster and have a central role to play towards achieving set goals at public educational institutes and organizations. Leadership in their view determine goal, direction and staff program at organization. According to Idowu (2019), workers or subjects do not always see leadership style as the way a leader sees it, they only explain it from the viewpoint of how it favours them". Moreover, subjects can only recognize the motive behind a leader choose a specific leadership style at any point in time, except they are in leadership position. Ojelade *et al* (2020) citing Daniel(2002) affirmed that different leadership can be categorized and clarified autocratic through democratic to participative to show the degree of authority and decision making power of leaders and employees. Leadership styles remain the utmost dominant dynamics that impact employees' attitude, behaviours and organizational commitment (China, Basit and Hassan, 2018). According to Adair (2002) as cited in Chua, Basit and Hassan (2018), "leadership is the capacity to inspire others to seek out and define goals willingly".

### **3.4. Types of Leadership Styles**

#### **3.4.1. Transformational Leadership**

The transformational leader inspires the assistants by ensuring that they are conscious of the consequence of task results, compelling them to exceed their own egocentricity for the sake of the establishment and activating their higher order-needs (Aghahowa, 2021). The transformational leader depicts a robust link connecting supporters and leaders, resulting to strong understanding of the motivational levels, values and interests. According to Bass and Avolio (1994) as cited in Aghahowa (2021), "transformational leaders are active and industrious because of some reasons



which include the leaders many be charming in terms of inspiring the employees, transformational leaders may meet up with the responsive necessity of the employees or they may stimulate the employees mentally”.

Transformational leaders strategically enhance job satisfaction levels by impacting a clear mission, vision and values to their followers. They have the ability to inspire and motivate behaviours, enhancing their performance levels (Lor and Hassam, 2017). As rightly noted by Lor and Hassan (2017), the transformational leader need to exploit the requisite skills needed to efficiently link the goals and entreat the attention of supporters. When faced with issues of disagreement, a transformational leader takes a firm stand and shows confidence concerning the attainment of specific objectives (Lor and Hassan, 2017).

Transformational leadership according to Netro, Araujo and Ferreira (2020) takes place when both leader and follower, increase the motivation of each other. They further affirm that a transforming leader can increase the level of awareness of his followers in relation to the importance and value of the established results about the means to achieve them.

Raptieopoulos and Silvia (2018) as cited in Neto, Araujo and Ferreira (2020) affirmed that the transformational leadership style biggest challenges were as follows: motivating employees, giving sustainability to the organization reputation, creating collaborative environments to increase organizational performance and retain human capital. Makambe and Moeng (2019) posits that transformational leaders attain transformation by helping subjects to understand the criticality of the shared outcomes and how it positively influence employees’ productivity. Transformational leadership style emphasizes on team-building, enthusiasm and partnership with subjects at different levels of an organization to accomplish transformation for the better (Mamza, Abdulahi & Usman, 2020). Transactional style of leadership encompasses the constituents of idealized influence, motivation, logical stimulation and personalized thoughtfulness and is suggested extensively as the best style for handling change (Chowdhury, 2014).

Shafie, Barghersalim and Barghi (2013) in their study revealed that transformational leadership and pragmatic leadership influenced staff productivity and this will bring about upsurge, out of the two, transformational leadership approach

is linked with advanced relevant. However, it must be noted here that a high reliance on transformational leadership and poor provision of rewards and direction may create confusion and ambiguity among the employees. Moreover, transformational leadership using institutional mechanism such as compensations, communication, organizational policies and procedure and method cause to create dynamic enabling philosophy with active, robust dynamic and resourceful characteristics.

Nawoseing'ollan and Roussel (2017), averred that transformational leadership assists changing the status quo by expressing to the subjects the difficulties in the modern systems and a persuasive vision of what a new organization can accomplished. They promoted further that transformation leadership is observed when leaders encouraged followers to boost the level of their motivic beliefs, perceptions, and coalition with the objectives of the organization.

### **3.4.2. Transactional Leadership**

Transactional leadership style is also defined as a leadership style that attracts the encouragement of his supporters' by calling for their own. Leadership behavior emphasizes on the effect of the responsibilities and connection of the responsible workers in give-and-take for desired reward (Fakhriet *al*, 2020). Transactional leadership style dwelt on creating roles and responsibilities and by a scheme of reward and punishment to inspire supporters. Transactional leaders are result-driven and achieve their objective by monitoring of subordinates interventions, gratifying anticipated behaviours and results while punishing objectionable attitudes. As pointed out by Olayisade & Awolusi (2021), transactional leadership is founded on double ideas namely contingent reward and management by exception. Contingent reward happens when leaders provides reward to the subjects for showing (previously agreed) behaviours and/ or attaining a pre-agreed objectives. In this setting, the incentive comes in numerous systems and could be monetary, emotional, or materialistic.

According to Neto, Arauyo and Ferreira (2020), transactional leadership emphasizes the give-and-take that takes place among leaders and their subjects. This exchange to them involved direction of the leader or mutual discussion with the followers about the requirement to achieve the direct goals, and the reward can be psychologically or materially.

Makambe and Moeng (2019) citing Groves (2014), Kuznin & Walker (2017) contends that a leader is said to be transactional if he/she offers something to interchange affirmative behavior. To them, this might include rewards such as promotions, wage increase, performance reviews, and long-drawn-out work responsibilities. However, one distinguishing feature of the transactional leadership is the reward expectations; In other words it is known as the interchange of targets and rewards between the administration and employees at the lower level. The position of the transactional leaders is on give-and-take. Each party to the exchange knows the worth of the relationship (Chowdhury, 2014). However, it must be stated that transactional leaders anticipate definite job behaviors from their subjects who are recompensed for these attitudes using both financial and non-monetary rewards.

As noted by Mirumbe (2020), contrasting transformational leaders, those using the transactional approach are not considering changing the future; they aim at keeping things the same. In this context, leaders using transactional leadership as an exemplary approach give consideration to subjects in order to discover flaws and deviations. In transactional leadership, though the system, based on reward is used to inspire the supporters, the inspiration given through this approach does not last long. Transactional leaders show behaviors related to both positive and counteractive aspects. The positive-constructive behavior style is characterized by contingent reward and the corrective style is branded “management by exception”. Contingent reward encompasses obtaining rewards and the use of incentives and contingent reward to exert influence (NawoseIng’ollan and Roussel, 2017).

### **3.4.3. Autocratic Leadership Styles**

The autocratic leadership approach is acknowledged as authoritative style. The authoritarian as noted by Aghahowa (2021) outlines clear directions, watched the progress thoroughly and announces to subordinates the locus they wish them to accept by explaining why certain things are anticipated, done or requires and how singular activities adjust into the bigger picture. Autocratic leadership is unique and among the primordial leadership styles in reality. This style according to Olayisade & Awolusi (2021) is task centered and focuses on getting tasks done. The autocratic leadership style is best suitable for circumstances where the leader enjoys professional understanding or where the leader is a specialist whose authority is absolute (e.g. a

superior officer in the army). The main benefit of the autocratic leadership style is that jobs get completed quickly and it guarantees the sovereignty of the leader.

Autocratic Leadership style include the leader building the framework for all the decisions, exercising complete power, allocating task to followers in the group and upholding a master-servant relationship with group members. This leadership style is often recognized as domineering or difficult methods, such leaders use terror, threat, authority setting, this style of leadership is reliable with production-centered supervisors. Here, the leaders mainly seek submission from subjects (Mohammed, 2014.)

As espoused by Belete (2020), the autocratic leadership is a classical leadership approach that is synonymous with dictatorship and tyranny. This leadership is anchored on Douglas McGregor's Theory X that contemplates employee's intrinsically indolent and detesting work, and believe they seek to evade work as far as conceivable. According to Mirumbe (2020), when and where the authoritarian style is most useful depend on factors such as the circumstances, the kind or job the group is working on, and features of the team members. He prompted out further that the benefit of autocratic leadership. It allows fast resolution to be made and it's improved overall communication and productivity, also it reduces workers stress.

This is one of the ancient leadership styles in life, whereby power is focused in the hands of the leader who makes all the decisions, offers direction and allocates the jobs to subordinate (Kagwiria, 2016 in Olayisade and Awolusi, 2021).

According to Ukaide (2016), in autocratic leadership style, the leader is very conscious of his position. In this context, there is little confidence in his subjects and he feels that "pay" is the just recompense for effort and is the only remuneration that will inspire a subjects. In autocratic leadership, orders are given out and they are expected to be carried out. Here, no questions are allowed and no explanation given. However, production is good when the leader is present, but drops in his absence. The authoritarian leader is at the center of attraction and typically exercises authority with a sliver of confidence or assurance in the followers, according to Khoza, Chetty, and Karrodia (2016), referencing Jooste (2009), Mullins (2007), and Du Brin (2006). Here, the followers of the organization do fear and distrust their boss. However, in emergency situations or in circumstances requiring prompt action, authoritarian

leadership is necessary. They further affirmed that autocratic leaders are considered tasks-oriented because they place heavy emphases on getting task accomplished.

In autocratic leadership style, the leaders mainly seek obedience from subordinates, in this content they play the dominant role in making decisions and determined the activities of all group members. Mohammed *et al* (2014) however noted some dangers to this method for instance, if the leader is quarrelsome and aggressive, his subordinates ay react negative to his dominant leadership and may react by restricting output. Besides this pattern of leadership that forces group members to be dependent upon the leader for direction may reduce their effectiveness when he is absent.

#### **3.4.4. Democratic Leadership**

This method of leadership gives subjects superior job gratification and allows them collaborate well. In this context, there is the acknowledgment of the fact that if democracy is to progress and if organization within free societies are to advance towards the actualization of the goals in an progressively compound social conditions of the next years, the noble leadership of in terms quantity and quality is immediately needed in this regard (Mohammed *et al*, 2014).

Democratic leadership has been designated as one of the utmost operative leadership approach, even though it does have some possibilities downsides. In circumstances where responsibilities are not clear or time is of the principle, sometime the democratic leadership would lead to failure in communication and unfinished projects (Chua, Basit and Hassem, 2018). As noted by Belete (2020), the democratic leadership style is very vulnerable because of the interconnected style of running a team. Here, everybody is presented with a chair at the table and dialogue is comparatively free-flowing, which implies that thoughts that flow easily among the group are debated openly. According to Chua, Basit, and Hassan (2018) and Anderson (1991), democratic leadership is one of the most effective forms of leadership that leads to higher productivity, better contributions from group members, and higher morale among the members of the group.

### 3.4.5. Laissez-faire leadership

This leadership style which is also identified as delegative leadership is popular in organizations/teams comprising of highly knowledgeable workers and is characterized by marginal management participation. Laissez-faire leaders applies minimal control over their subjects, once employees have been given with the required tool and means to finish given tasks, they are left alone to handle matters on their own (Chowdhury, 2014 in Olaisade & Awolusi, 2021).

Laissez-faire leadership style encompasses non-interference policy, also permits ample liberty to all workers and has no particular way of accomplishing goals (Mohammed *et al*, 2014). This type of leader often gets engrossed with some paper-work and so stays away from their subordinate. This type of leaders, as rightly noted by Mohammed *et al* (2014), sets no objective, hardly takes decision and acts he is the “respectable colleague”. Laissez-faire can be effective in some situations, depending on the group members that are highly skilled, inspired and capable of working on their own.

According to Al-Mulki and Juan (2018), the laissez-faire leaders provide a good environment to subordinates as well as empower them to take decisions themselves. Characteristically, it is established that as the subordinates have full authority on making decisions, laissez-faire leaders do not give feedback on the accomplished tasks. According to Khoza, Chetty and Karodia (2016), laissez-faire leadership style is a low supportive style in which the task and the work does not progress. Evidently, frustration among members is common, this creates apprehension amongst members of the group. It was noted that this style is operative in among individuals with high degree of cooperation, inspiration, and self-directedness. As pointed out by Nawoselg'Ollan and Roussel (2017), the laissez-faire leadership style is being critiqued for its adverse consequence in organizations. However, the foremost advantage of laissez-faire leadership style is that it gives team members great authority; it can bring about high job satisfaction and also increased performance and outputs in the organization. This however, implies that employees under laissez-faire leadership feel fulfilled on their job, it shows that such a leadership style could advance employees productivity.

NavvoseIng’ollan and Roussel (2017) posit that laissez-faire leadership style is hardly adapted in Africa as a result of the intervention of governments because the workers must be supervised and the level of personal drive and discipline is challenged.

#### **3.4.6. Bureaucratic leadership**

According to Olayisade & Awousi (2021), this leadership style is premised on organization. This type of leadership is founded on formal classified leadership arrangements, leadership authority, range and practice are all instituted within the organizational paradigm. This approach to leadership is suitable for establishments like financial institutions, hospitals, professional services firms, etc.

Bureaucratic leadership is where the leader succeeds “by the book”. Every steps is expected to align with procedure or policies of the organization. Here, if it is not covered by the book, the administrator refers to the higher level above him or her (Amofa, Okronipa & Boating, 2016). Historically, bureaucratic leadership was postulated by Max Weber in 1947. In this system of administration, workers are made to follow specific rules and ranks of authority created by the superiors. Implication, these set of leaders act in line with the official guidelines fixed by higher authorities within the establishment (Mirumbe, 2020).

#### **3.3.7 Participative leadership**

This style of leadership also referred to as the democratic leadership style is straight opposite of autocratic style of leadership. This leadership style centers on teamwork between the leader and the workers. In this context, ideas is shared with subjects who partake in decision-making, though, the leader holds the privilege of using and adopting inputs from follower (Olayisade & Awolusi, 2021). This style is broadly recognized to inspire the employees to accomplish tasks faster and better, as their opinions and views are appreciated, thereby giving room for participation in critical consultations, and also carried along in the decision- making process (Aghahowa, 2021).

The capability of subject consultation prior to making organizational decisions is the most significant aspect of participatory leadership. In this framework, involving

workers in major corporate decisions strengthens the already-existing bond between them and the leadership.

### **3.5. Empirical Evaluation of Relationship between Leadership Style and the Performance of Small and Medium Scale Enterprises**

#### **3.5.1. Empirical Studies Related to the Study**

Mohammed et al (2014) examined the relationship between leadership styles and employees' performance in an organization: a study of selected business organization in federal capital tertiary, Abuja, Nigeria. The survey research design was adopted for the study. The sample of 200 was derived for the study. The respondents were selected using simple random sampling technique. The facts and figures generated for the study were displayed using tables. Analysis was carried out using regression model statistical technique and Statistical Package for Social Sciences (SPSS Version 15) in order to accept or reject the stated hypothesis. The findings show that there is a significant correlation between leadership styles and performance in an organization. The findings of research detected that leaders and leadership styles in organizations have influenced the capacity of the organizations achieving their corporate goals and objectives. The study concludes that efficiency of the organization is a function of perceived reward.

Chua, Basil and Hassan (2018) examined "leadership style and its impact on employee performance". The emphasis of the research was to evaluate the influence of leadership styles on workers performance. A spontaneous research design was embraced. The population of the study covers of intermediate administration employees from services sector at different location in Klang Valley. The sample size derived for the study was two hundred and fifty (250) respondents through non-probability convenient sampling technique. Regression analysis was used in analyzing the data generated for the study. The finding shows that autocratic and democratic leadership styles have great and significant influence on employee's performance. More so, the study revealed that laissez-fair leadership style does not in any way affect employee's productivity or performance. This further presupposed that leaders with exceptionally style of leadership have more impact on employees' performance as was obvious throughout their communication with the immediate supervisors.



Neto, Araujo and Ferreira (2020) examined “leadership theories and individual performance”. The objectives of this research was to explore the impact of the laissez-faire, transactional and transformational leadership styles on individual performance in the area of job performance and content performance, using a convenience sample approach. The Multifactor Leadership Questionnaire (MLQ) was utilized with minor modification. Over three hundred people participated in the research. The data for the research were treated and analyzed using the PLS approach. The outcome of the study shows that transformational leadership impact on the performance of the task amongst others.

Olayisade and Awolusi (2021) examined the “effect of leadership styles on employee’s productivity in the Nigerian oil and gas industry”. The study adopted a case study design. The research population consists of workers in the upstream oil and gas industry with reference to the geographic region of Nigeria. A random sampling selection method was used in selecting a sample size of one hundred and twenty five (125) respondents drawn for the companies of five locations in Nigeria. Data for the study was collected using online survey method. Online survey method the questioners were administered through a web link sent to respondents through email. Data collated via the online questioners deployed on survey monkey were exported into the SPSS software for analysis. SPSS was applied in the analysis of generated data collected using the Pearson correlation coefficient and econometric model (Ordinary least squares) which indicate that the autocratic leadership styles is the greatest leadership style adopted in the Nigerian oil and the gas. This was followed by laissez-fair, bureaucratic, transactional, democratic and charismatic leadership styles. It concludes that leadership styles influenced employees’ productivity.

Kebede and Demeke (2017) examined the “influence of leadership styles on employees, job satisfaction in Ethiopian public universities”. The survey research design was adopted for the study. The population of study consists of employees working in Ethiopian public universities. Sample size of 382 was derived from a population of 8,603 full time employees. The questionnaire was used as instrument for generating data for the research. Data collated were analyzed using logistic regression analysis. The outcome of the study proposed that transformational

leadership affects job satisfaction. The outcome of the research indicates the effect of leadership on job satisfaction and level of efficiency.

Makambe and Moeng (2019) investigated the effect of leadership styles on employee performance: a case study of a selected commercial bank in Botswana. The survey research design was adopted for the study. The population of study consists of 433 employees. A sample size of 200 was selected randomly. Facts and figures for the study was analyzed through using SPSS and statistical technique's - factor analysis of variance (ANOVA). The outcomes of the study exposed that there was a substantial effect on employee performance and that the transformational leadership style effect was insignificant.

Amofa, Okronipa and Boatana (2016) examined "leadership styles and organizational productivity: a case study of Ghana cement limited either". The survey research technique was implemented for the study .A sample size of 40 respondents was derived for the study. Questionnaires were used to collect the data for the study. The analyzed data were presented using bar charts to indicate responses in terms of percentage. The findings revealed that leadership is an important ingredient for high performance they noted further that the leadership style managers exhibit to extent determines how confident and motivated an employee will be performing his duties

Amusah (2020) examined "leadership styles and its impact on employee performance". The quantitative research design was engaged. A total of 164 structured questionnaire were retrieved after distributing 334 questionnaires to workers used as respondents. Sample size of 334 was derived from simple random sampling. The data produced were analyzed using descriptive and inferential statistics. Pearson correlation and regression analysis were used to display the inferential statistics of the data obtained showing both relationship and effects in connection with the hypothesis of the study. The outcomes show that all the leadership style has insignificant relationship with employee performance.

Belete (2020) investigated "effects of leadership style on employees performance in case of Kaffa zone government offices of south west Ethiopia". The study embraced descriptive survey research design. Facts and figures used for the study and was collected through questionnaire and interview from the government employees. A total of 392 was used as sample size from the total employees of 19947

using statistics sampling techniques and simple random method. Data collected was analyzed using SPSS and the statistical analysis was made using descriptive statistics. The findings showed that authority leadership was practiced and there were non-existent of laissez-feire leadership. There was a high misperception of leadership considering that most of the leaders were autocratic, whereas employees were practicing democratic leadership style.

Aghahowa (2021) examined “leadership style and its impact on organizational performance”. The survey research design was used. The population of study includes the staff of Guinness Nigeria plc, Benin City, Edo state, Nigeria. A sample size of 35 was derived using random sampling techniques. Questionnaire was used to generate data from the respondent using simple random sampling technique. A total of 2030 copies of questioner were administered to the respondents. Structural education model was used to analyzed data using partial least equerries method smart PLS2. The outcome showed that transformational transactional and laissez-faire leadership style has a substantial relationship with employee performance.

Chowdhury (2014) examined the “impact of leadership styles on employee motivation and commitment: an empirical study of selected organizations in corporate sector”. The survey design using a descriptive approach was adopted for the research. A total of 295 was derived as sample size from 650 population. The questionnaires were used in data collection. Descriptive statistics using co-relational statistics, as well as simple and multiple regression analysis, ANOVAC with Cronhbach’s alpha were used in analyzing the data. The results showed that transformational leadership style have significant relationship with the employee commitment and transformational leadership influenced employee commitment when compared to transactional leadership style.

Uwandu (2020) investigated the” influence of leadership styles on the performance of librarians in Imo state”. The research was anchored on survey design. A total of 61 librarians working in university libraries in Owerri were sampled. Rating scale instrument was used in generating data for the study. Person Product Moment Correlation (PPMC) was used to answer research questions. Mean and standard deviation were used in the data analysis. The results exposed that most of the librarians perform their jobs. The connection between the autocratic leadership style and job

performance of librarians in the study is high and significant. The relationship existing between the democratic leadership style and job performance of librarians is also high. The relationship between the Laissez-Faire leadership style and job performance is significant.

Fakhri, Pradama, Syanfudim and Suhendra (2020) examined “leadership style and its impact on employee performance at Indonesian National Electricity Company”. The survey research type was used. Sample size of 73 was derived by a non-probability sampling method. The descriptive analysis was the data analysis used for the study. The outcome of the study shows that the transformational leadership style has significant relationship with performance. The transactional leadership style is not significant as revealed in the study.

Alemayehu and Batista (2020) examined “the effect of leadership style on employees’ organizational commitment using Wolanta and Davro zone transport private limited companies as case study”. The quantitative survey research design was employed to conduct the study and test research hypotheses. The populace of the study comprises of 238 permanent professional staff and 6 supervisors working in the selected companies. The proportionate sampling method was used in deriving the sample size of 149 by applying Yamane formula of 1967. Questionnaire was used for data collection. Descriptive statistics were used to assess both relationship and effects. The research findings from multiple regressions also revealed that transformational leadership has the strongest impact on effective commitment. Transactional leadership also affect active commitment. Transformational leadership also has a significant positive effect on normative commitment but not on continuance commitment. Transactional leadership has no significant positive effect on all dimensions of organizational commitment.

Anyango (2015) investigated the “effects of leadership styles on employee performance of BOA Kenya limited”. Descriptive survey research method was used. Structured questionnaires were used in collecting data from 300 respondents. Descriptive and influential statistical techniques were used for data analysis. The results show that transformational leadership style, transactional leadership style and laissez-faire were exhibited in the organization. Employee performance in the bank was found to be above average. The study further revealed that transformational

leadership style is correlated with employee performance. The transactional leadership style was found to be positively correlated with both measures of employee as well as over-all performance; whereas, authoritative leadership style has insignificant relationship while laissez-faire style had insignificant positive correlation. The result put forward that transformational leadership have greater impacts on productivity and quality of performance by employees.

Babalola (2016) investigated the “effects leadership style, job satisfaction and employee supervisor relationship on job performance and organizational commitment”. The survey research design was adopted using cross sectional approach. The population of study comprises of one hundred and twenty-three media employees in Oyo state, Nigeria. Relevant data was collect from the participants using structured questionnaire. Step wise multiple regression analysis was employed to try the working hypothesis. The results of the study exposed that job satisfaction, Supervisor-employee relationship and laissez-faire leadership style influence organizational commitment significantly.

Mirumbe (2020) investigated the “effect of leadership style on employee performance: a cause of selected institutions in Arusha”. The study adopted survey research design and included the mixed approach. The study used simple random and purposive sampling techniques. The questionnaires and interview were used as instruments for data collection. The data generated from the subjects in the selected institutions in Arusha were analyzed using descriptive statistics. The discoveries of the study show that democratic leadership style exists in the selected institutions in Arusha. It further revealed that the existing type of leadership affects employee’s performance both positively and negatively. The study concluded that democratic style of leadership was predominantly used at selected institutions.

Idowu (2019), investigated the impact of leadership styles on employee’s work performance in some south-western Nigerian universities. The survey research design was used for the study. The population for this study involves academic and non-academic staff in all the private universities in south west Nigeria. 30 respondents were selected using purposive sampling procedure giving a sample size of 300 for the study. Data collected was through questionnaire which was used as instrument for data collection. Generated data was analyzed using descriptive and inferential

statistics methods. The results of this study proved that transformational leadership style and Laissez-Faire leadership styles have positive relationship with employee job performance. However, the relationship between autocratic leadership style and employees' work performance was not significant.

Lor and Hassan (2017) investigated "the influence of leadership on employees' performance among jewelry artisans in Malaysia". The survey research design was used for the study. The study was anchored on the objectives. A survey self-designed rating scale questionnaire was designed. The production of study consists of 115 responsibilities. The sample size was derived using sample random probability sampling technique. The data collected was analyzed using SPSS 22.0. The findings of the study show that only supportive and frame formation leadership behavior. Positively and significantly influences employees' performance at work place. It was revealed that leadership behavior such as participative and transactional leadership behavior are not significantly influencing employee performance. In order word, only transformational and supportive leadership behavior directly influences employee performance, hence, manager must find ways to cultivate supportive and transformational leadership behavior to improve.

Shafie, Baghersalimi and Barghi (2013) investigated the relationship between leadership style and employee performance using Real Estate Registration organization of Tehram province. The study adopted a descriptive survey method. The population comprises of all staff totaling 1000. The Cochran method was used to determine the sample size and the sample number calculated as 277. Data collection instruments included two questionnaires of leadership style and employee performance. The result indicates that development-oriented and pragmatic - oriented leadership style impact positively on employee performance.

Khoza, Chetty and Karodia (2016) examined "the impact of leadership on employee performance on the forensic science laboratory of the South African Police service in Amanzimtoti'. The research design for the study was survey design, this was anchored on four objectives of the study. The population of study consists of the employees of the FSL of SAPS in Amamzimoti. Statistical software was used for interpreting data collected for the study. The sample size of 204 was derived for the

study. The results showed that employee performance is impacted by the leadership style.

Navvaseling'ollan and Roussel (2017) examines the “influence of leadership styles on employees’ performance: a study of Turkana “. The study adopted a mixed method approach and adopted exploratory survey research design. Data for the study was gathered using questionnaires. The findings of the study shows that although there is no perfect leadership style, the afflictive leadership and authoritative leadership style influenced the employee’s performance in country government employees in Turkana country.

Mohammed *et al* (2014) investigated the “relationship between leadership styles and employees’ performance in organizations: a study of selected business organizations in Federal Capital territory, Abuja, Nigeria”. The research design for the study was the survey design. The population of study consists of 200 employers/employees regardless of gender or position. The respondents were selected using simple random sampling technique. The questionnaire was the instrument used in generating data for the study. The data generated were presented in tables and analyzed using regressing method. The results of the study show that there is a significant relationship between leadership style and performance used in the organization. It was detected that leaders and leadership style in organizations affects capacity of workers in their organizations.

Ojelado, Ajayi, Ajayi and Sikiru (2020) examined autocratic style of leadership and organizational performance a case of Mushin local government education authority, Lagos, Nigeria. The study used survey design. The population of study involves the staff of selected organization, totaling 86. A well-structured questionnaire was administered indiscriminately on the entire staff. The data collected were analyzed rising descriptive statistics like tables, frequency percentages. Results from the study exposed that autocratic leadership style has a positive impact on employee performance.

### **3.6. Conclusion**

The review of the literature included all facets of the study's variables, including leadership, leadership philosophies, and job performance in public libraries, with a

focus on participative, transactional, transformational, and bureaucratic leadership. The study also used conceptual frameworks based on the situational and contingency theory, great man theory, likert leadership theory, and participatory theory. There is actually no research on leadership styles and their impact on job performance in organizations with reference to small and medium scale firms in the south east of Nigeria, according to a number of empirical and related research publications assessed at the time of this study. There weren't many sources cited by the researcher that connected leadership philosophies to SMEs. At the conclusion of the exercise, this research hopes to close this information gap.





## CHAPTER FOUR

### METHODOLOGY

#### 4.1. Introduction

Research design refers to a plan which shows the strategy of an inquiry thought appropriate to the research. For the purpose of this study descriptive survey design was used. The descriptive survey design describes phenomena as they exist. It is used to identify and obtain information on the characteristics of a particular problem or issue. Descriptive research design was selected because it has the advantage of producing good amount of responses from a wide range of people. The design provides a meaningful and accurate picture of events and seeks to explain people perception and behavior on the basis of data collected. The advantage with this design is that it helps to find views as they are in their natural setting.

#### 4.2. Sampling Design

The random sampling technique will be adopted in selecting small scale business Organizations, while the proportionate stratified random sampling technique will be used in selecting the respondents from the chosen small scale and medium enterprise. The Proportionate stratified random sampling technique was adopted because the total

Number of personnel in the business outfits studied differ. The information collected from the employees of the selected small scale and medium enterprises.

##### 4.2.1. Sample Size

In this study, the sample size of 267 was determined using statistical formulation provided by Yamanne (1967, p. 280).

Using Yamanne (1967),

$$n = \frac{N}{1 + N(e)^2}$$

Where n = the sample size to be derived

N = the total number of population of study

- e = level of significance (or limit of tolerable error, usually put at 0.05)
- 1 = constant unit

The Yamanne (1967) formula was used to draw a sample size of 267 from a population of 800 staff of small scale and medium enterprises as shown below

$$\begin{aligned}
 n &= \frac{N}{1 + N(e)^2} \\
 &= \frac{800}{1 + 800(0.05)^2} = \frac{800}{1 + 800(0.0025)} \\
 &= \frac{800}{3} = 267
 \end{aligned}$$

Based on the Yamane formula, a sample size of 267 employees will be used for the study.

#### 4.2.2. The Universe and Sample

The universe of research consists of staff working in different in the eastern part of Nigeria. The reasons for choosing Southern Eastern Nigeria are as follows:

It is the business hub of small scale and business enterprises in Nigeria. The south eastern part of Nigeria is one of the most peaceful geo-political zones in Nigeria.

#### 4.3. Data Collection Method

The questionnaire shall be the instruments that will be used for data collection. The instrument was developed by the researcher after a thorough review of literature. The questionnaire was constructed using the modified four point Likert rating scale combined with open and closed ended questions. Out of 267 copies of questionnaire distributed, 250 representing 94% were duly completed and returned. The study therefore based its analysis on the returned copies.

#### 4.4. Validation and Reliability of the Instrument

The instrument used for data collection was presented to the research supervisors and other experts from the for face validity. The exercise was necessary to ensure that the questionnaire cover major functions of educational research and it also ensure face validity.

To determine the reliability coefficient of the instrument, a trial testing was carried out using the instrument. The reliability test of the instrument was conducted using two SMEs in the south-south, Nigeria. A total of 40 respondents from the two universities responded to the questionnaire during the pretest. This reliability was conducted to determine the correlation co-efficient between the environmental factors to predict negative attribute of librarians. The reliability of the instrument will be determined using the split half method.

All 40 respondent were administered the questionnaire and will retrieved and analyzed. To establish the reliability of the study, the researcher subjected the questionnaire items to Cronbach's Alpha of .933 testing using SPSS version 23 and obtained:

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#### Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .933             | 18         |

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#### 4.5. Procedure for Data Collection

Copies of the questionnaire were administered by the researcher to the employees in the selected SMEs in the south-east states of Nigeria. In order to ensure maximum return of questionnaire, the researcher will distribute the instruments personally with the help of trained research assistants.

#### **4.6. Research Type**

This study will adopt both analytical and relationship. Relationship design is suitable for this research because it enables the researcher to collect standardized information from the sample that are randomly selected upon whose opinions the general characteristics of the entire population are deduced. Survey research design is used because of the application of questionnaire in the collection of data. This makes the intending data to be qualitative, easy to analyze and appropriate deduction of inferences.



## CHAPTER FIVE

### ANALYSIS AND RESULTS

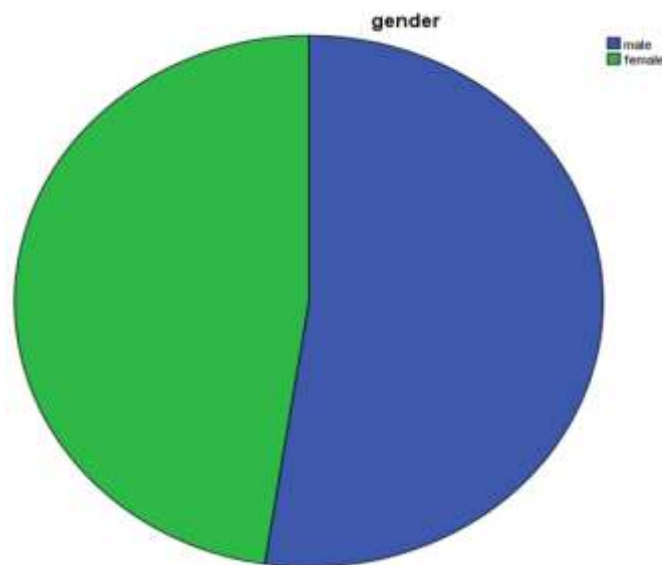
#### 5.1. Descriptive Analysis

##### Demographics of the Respondents

**Table 1.** Gender of Respondents

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male   | 131       | 52.4       |
| Female | 119       | 47.6       |
| Total  | 250       | 100.0      |

Table 1 above showed that there were 131 males representing 52.4% and 119 females representing 47.6%.

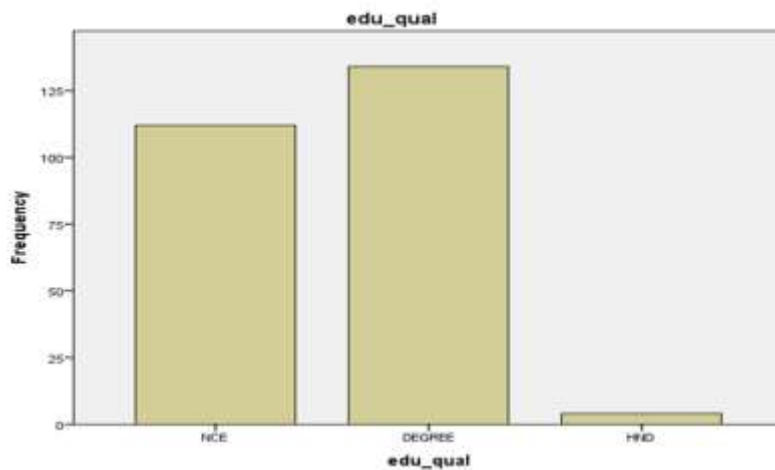


**Graph 1:** Pie Chart showing gender demographics of respondents.

**Table 2.** Academic Qualifications of Respondents

| Academic Qualification | Frequency | Percentage |
|------------------------|-----------|------------|
| NCE/NECO               | 112       | 44.8       |
| DEGREE                 | 131       | 53.6       |
| HND                    | 4         | 1.6        |
| Total                  | 250       | 100.0      |

Table 2 above showed that there 112 NCE/OND holders or 44.8%. There were 134 degree holders representing 53.6%. There were 4 or 1.6% HND holders.

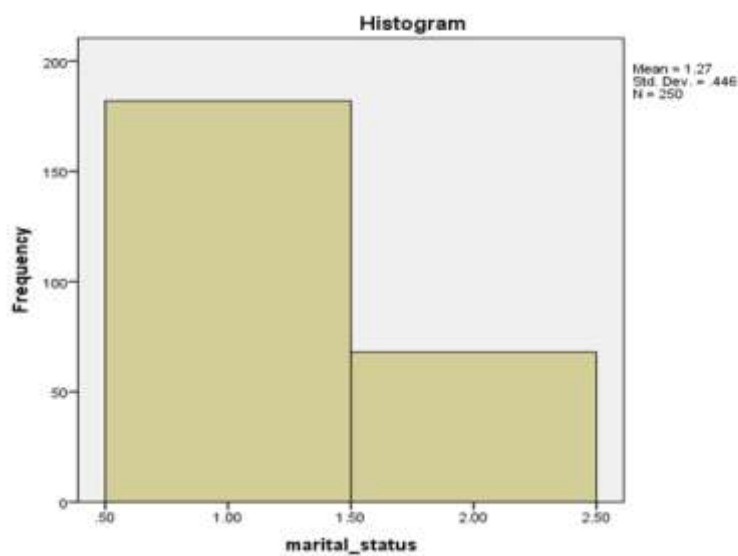


**Graph 2.** Bar chart showing Educational Qualifications of Respondents

**Table 3.** Marital Status of Respondents

| Marital Status | Frequency | Percentage |
|----------------|-----------|------------|
| Married        | 183       | 72.8       |
| Single         | 68        | 27.2       |
| Total          | 250       | 100.0      |

Table 3 above showed that 182 of the respondents representing 72.8% were married. 68 or 27.2 were single.



**Graph 3.** Histogram chart showing marital status of respondents.

**Research Question 1:** What is the relationship between transformational leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria?

**Table 4.** Relationship between transformational and job performance of small scale and medium enterprises in south east, Nigeria

| S/N | Items  | N = 250     |                | Remarks       |
|-----|--|-------------|----------------|---------------|
|     |  | Men         | Std. Deviation |               |
| 1.  | Managers attend to staff human needs               | 2.20        | .770           | Disagreed     |
| 2.  | Supervisors call staff when not in office          | 2.86        | 1.20           | Agree         |
| 3.  | Staff confide on managers for their mentoring      | 2.83        | 1.17           | Agreed        |
| 4.  | Management work towards improving staff capability | 2.62        | .751           | Disagreed     |
| 5.  | <b>Grand Mean</b>                                  | <b>2.65</b> | <b>.974</b>    | <b>Agreed</b> |

Table 4 above showed in item 1 mean score of 2.20 and STD .77 which implied that respondents disagreed that Managers attend to staff human needs. In item 2 mean score of 2.86 and STD 1.20 showed that respondents equally agreed that Supervisors call staff when not in office. In item 3 mean score of 2.83 and STD 1.17 showed that respondents agreed that Staff confide on managers for their mentoring. In item 4 mean score of 2.62 implied that respondents agreed that Management work towards improving staff capability,

Thus aggregate mean score of  $2.62 > 2.5$  showed that respondents agreed that transformational leadership styles relates to job performance of staff in small scale and medium enterprises in south east, Nigeria.

**Research Question 2:** What is the relationship between transactional leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria?

**Table 5.** Relationship between transactional leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria

| S/N               | Items  | N = 250     |                | Remarks          |
|-------------------|--|-------------|----------------|------------------|
|                   |  | Men         | Std. Deviation |                  |
| 1.                | Management allows staff opinion on critical issues           | 1.7640      | .770           | Disagreed        |
| 2.                | Managers do not allow junior staff participation in meetings | 1.2800      | 1.20           | Disagreed        |
| 3.                | Managers dictates when staff must render reports             | 1.6760      | 1.17           | Disagreed        |
| 4.                | Staff complaints are not attended to                         | 1.1440      | .751           | Disagreed        |
| <b>Grand Mean</b> |  | <b>2.65</b> | <b>.974</b>    | <b>Disagreed</b> |

Table 5 above showed in item 1 mean score of 1.76 and STD .975 which proved that respondents disagreed that management allows staff opinion on critical issues. In item 2 mean score of 1.28 and STD .44 showed that respondents equally disagreed that Managers do not allow junior staff participation in meetings. In item 3 mean score of 1.67 and STD 1.162 implied that respondents disagreed that Managers dictates when staff must render reports. In item 4 mean score of 1.144 and STD .351 showed that respondents disagreed that Staff complaints are not attended to.

Thus aggregate mean score of  $1.46 < 2.5$  showed that respondents disagreed that transactional leadership styles relates with job performance of staff in small scale and medium enterprises in south east, Nigeria



**Research Question 3:** What is the relationship between bureaucratic leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria?

**Table 6.** Relationship between bureaucratic leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria

| S/N               | Items   | N = 250     | Std.         | Remarks       |
|-------------------|---|-------------|--------------|---------------|
|                   |   | Men         | Deviation    |               |
| 1.                | Management ensure staff act according rules and policies of the organization    | 2.77        | 1.11         | Agreed        |
| 2.                | Management ensures technically competent staff are employed or engaged in tasks | 2.70        | 1.06         | Agreed        |
| 3.                | Staff observe hierarchical management in report lines                           | 2.76        | .975         | Agreed        |
| <b>Grand Mean</b> |   | <b>2.58</b> | <b>1.052</b> | <b>Agreed</b> |

Table 6 above showed in item 1 mean score of 2.77 and STD 1.11 which implied that respondents agreed that Management ensure staff act according rules and policies of the organization. In item 2 mean score of 2.70 and STD 1.06 showed that respondents agreed that management ensures technically competent staff are employed or engaged in tasks. In item 3 mean score of 2.76 and STD .975 showed that respondents agreed that Staff observe hierarchical management in report lines.

Thus aggregate mean score of 2.58 >2.5 showed that respondents agreed that bureaucratic leadership styles relates with job performance of staff in small scale and medium enterprises in south east, Nigeria.

**Research Question 4:** What is the relationship between participative leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria?

**Table 7.** Relationship between participative leadership styles and job performance of staff in small scale and medium enterprises in south east, Nigeria

| S/N        | Items  | N = 250 | Std.      | Remarks |
|------------|--|---------|-----------|---------|
|            |  | Men     | Deviation |         |
| 1.         | Staff make contributions before policies are enacted                     | 2.90    | 1.10      | Agreed  |
| 2.         | Staff opinion are taken into account before implementation of policies   | 2.89    | .295      | Agreed  |
| 3.         | Suggestions of staff members are taken into account during decisions     | 2.87    | .975      | Agreed  |
| 4.         | Staff inputs are recognized during and implementation of major decisions | 2.76    | 1.04      | Agreed  |
| Grand Mean |  | 2.85    | .889      | Agreed  |

Table 7 above showed in item 1 mean score of 2.90 and STD 1.11 that respondents agreed that staff make contributions before policies are enacted. In item 2 mean score of 2.89 and STD .295 that staff agreed that staff opinion are taken into account before implementation of policies. In item 3 mean score of 2.87 and STD 1.11 showed that respondents equally agreed that suggestions of staff members are taken into account during decisions. In item 4 mean score of 2.76 and STD 1.04 implied that respondents agreed that staff inputs are recognized during and implementation of major decisions.

Thus aggregate mean score of  $2.85 > 2.5$  showed that respondents agreed that participative leadership styles correlates with job performance of staff in small scale and medium enterprises in south east, Nigeria.

## 5.2. Test of Null Hypotheses

**Ho1: Ho1:** There is no significant relationship between transformational leadership style and job performance of workers in SMEs in southeast Nigeria.

**Table 8.** PPMC test of relationship between transformational leadership style and job performance of workers in SMEs in southeast Nigeria

| <i>Variables</i>                         |                      | <i>Job Performance of Workers</i> |        |         |        |
|--|----------------------|-----------------------------------|--------|---------|--------|
| <b>Transformational Leadership style</b> | Pearson Relationship | 1                                 | .083** | -.151** | .544** |
|  | Sig. (2-tailed)      |                                   | .000   | .000    | .000   |
|  | N                    | 250                               | 210    | 250     | 250    |
|  | Pearson Relationship | .093**                            | 1      | .600**  | .475** |
|  | Sig. (2-tailed)      | .002                              |        | .000    | .000   |
|  | N                    | 250                               | 250    | 250     | 250    |
|  | Pearson Relationship | -.151**                           | .600** | 1       | .039   |
|  | Sig. (2-tailed)      | .000                              | .000   |         | .150   |
|  | N                    | 250                               | 250    | 250     | 250    |
|  | Pearson Relationship | .544**                            | .475** | .039    | 1      |
|  | Sig. (2-tailed)      | .000                              | .000   | .000    |        |
|  | N                    | 250                               | 250    | 250     | 250    |

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

Table 8 above showed N-value of 250, relationship coefficient (Spearman rho) value of .039, p-value of .000<.05 which showed that there is significant relationship between transformational leadership style and job performance of workers in SMEs in southeast Nigeria. The null hypothesis is therefore rejected.

**H<sub>02</sub>:** There is no significant relationship between transactional leadership style and job performance of workers in SMEs in southeast Nigeria.

**Table 9.** PPMC test of relationship between transactional leadership style and job performance of workers in SMEs in southeast Nigeria

| <i>Variables</i>                         |                          | <i>Job Performance of Workers</i> |        |        |        |
|--|--------------------------|-----------------------------------|--------|--------|--------|
| <b>Transformational Leadership style</b> | Relationship Coefficient | 1.000                             | .048   | .613** | .805** |
|  | Sig. (2-tailed)          | .                                 | .001   | .000   | .008   |
|  | N                        | 250                               | 210    | 250    | 250    |
|  | Relationship Coefficient | .048                              | 1.000  | .576** | .113** |
|  | Sig. (2-tailed)          | .001                              | .      | .000   | .000   |
|  | N                        | 250                               | 250    | 250    | 250    |
|  | Relationship Coefficient | .613**                            | .576** | 1.000  | .540** |
|  | Sig. (2-tailed)          | .000                              | .000   | .      | .000   |
|  | N                        | 250                               | 250    | 250    | 250    |
|  | Relationship Coefficient | .805**                            | .113** | .540** | 1.000  |
| Sig. (2-tailed)                          | .000                     | .000                              | .000   | .      |        |
| N  | 250                      | 250                               | 250    | 250    |        |

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

Table 9 above showed N-value of 250, coefficient value of .805, p-value of .008 < .05 which showed that there is no significant relationship between transactional leadership style and job performance of workers in SMEs in southeast Nigeria. The null hypothesis is therefore accepted.

**H<sub>03</sub>:** There is no significant relationship between bureaucratic leadership style and job performance of workers in SMEs in southeast Nigeria

**Table 10.** PPMC test of significant relationship between bureaucratic leadership style and job performance of workers in SMEs in southeast Nigeria

| <i>Variables</i>                     |                          | <i>Job Performance of Workers</i> |        |        |        |
|--------------------------------------|--------------------------|-----------------------------------|--------|--------|--------|
| <b>Bureaucratic Leadership Style</b> | Relationship Coefficient | 1.000                             | -      | .127** | .652** |
|                                      | Sig. (2-tailed)          | .                                 | .040   | .000   | .000   |
|                                      | N                        | 250                               | 210    | 250    | 250    |
|                                      | Relationship Coefficient | .056*                             | 1.000  | .780** | .026   |
|                                      | Sig. (2-tailed)          | .000                              | .      | .000   | .000   |
|                                      | N                        | 250                               | 250    | 250    | 250    |
|                                      | Relationship Coefficient | .127**                            | .780** | 1.000  | .233** |
|                                      | Sig. (2-tailed)          | .000                              | .000   | .      | .000   |
|                                      | N                        | 250                               | 250    | 250    | 250    |
|                                      | Relationship Coefficient | .652**                            | .026   | .233** | 1.000  |
|                                      | Sig. (2-tailed)          | .000                              | .000   | .000   | .      |
|                                      | N                        | 250                               | 250    | 250    | 250    |

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

Table 10 above showed n-value of 2500, coefficient value of .652, p-value of .003<.05 which showed that there is a relationship between bureaucratic leadership style and job performance of workers in SMEs in southeast Nigeria. The null hypothesis is therefore rejected.

**H<sub>04</sub>:** There is no significant relationship between participative leadership style and job performance of workers in SMEs in southeast Nigeria.

**Table 11.** PPMC test of relationship between participative leadership style and job performance of workers in SMEs in southeast Nigeria

| <i>Variables</i>                      |                      | <i>Job Performance of Workers</i> |        |        |        |
|---------------------------------------|----------------------|-----------------------------------|--------|--------|--------|
| <b>Participative Leadership Style</b> | Pearson Relationship | 1                                 | .083** | -      | .544** |
|                                       | Sig. (2-tailed)      |                                   | .002   | .000   | .000   |
|                                       | N                    | 250                               | 210    | 250    | 250    |
|                                       | Pearson Relationship | .083**                            | 1      | .600** | .475** |
|                                       | Sig. (2-tailed)      | .002                              |        | .000   | .000   |
|                                       | N                    | 250                               | 250    | 250    | 250    |
|                                       | Pearson Relationship | -                                 | .600** | 1      | .039   |
|                                       | Sig. (2-tailed)      | .000                              | .000   |        | .150   |
|                                       | N                    | 250                               | 250    | 250    | 250    |
|                                       | Pearson Relationship | .544**                            | .475** | .039   | 1      |
|                                       | Sig. (2-tailed)      | .000                              | .000   | .000   |        |
|                                       | N                    | 250                               | 250    | 250    | 250    |

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

Table 11 above showed N-value of 250, relationship coefficient (Spearman rho) value of .039, p-value of .002<.05 which showed that there is significant relationship between participative leadership style and job performance of workers in SMEs in southeast Nigeria. The null hypothesis is therefore rejected.

### 5.3. Summary of Findings

The findings of the study are hereunder listed:

1. There is a significant relationship between transformational leadership style and job performance of workers in SMEs in southeast Nigeria

2. Respondents agreed that transformational leadership style relates to job performance of workers in SMEs in southeast Nigeria
3. There is a significant relationship between participative leadership style and job performance of workers in SMEs in southeast Nigeria.
4. Respondents agreed that participative leadership style correlates with job performance of workers in SMEs in southeast Nigeria
5. There is no significant relationship between transactional leadership style and job performance of workers in SMEs in southeast Nigeria.
6. Respondents opined that transactional leadership style does not correlate with job performance of workers in SMEs in southeast Nigeria
7. There is a significant relationship between bureaucratic leadership style and job performance of workers in SMEs in southeast Nigeria.
8. Respondents agreed that bureaucratic leadership style correlates with job performance of workers in SMEs in southeast Nigeria

#### **5.4. Discussion of Findings**

The findings of the study are hereunder discussed:

##### **Transformational Leadership Style and Job Performance of Workers**

The study revealed that there is significant relationship between transformational leadership style and job performance of workers in SMEs in southeast Nigeria. The stance of the respondents indicates that participative leadership style would encourage staff job performance in SMEs in South East, Nigeria. Olayisade & Awolusi, (2021) aligned with the respondents stating that participative leadership style is also known as the democratic leader style is almost directly opposite of the autocratic leadership style. The participative leadership style focuses on collaboration between the leader and the followers. In this context, information is shared with followers who participate in decision-making, however, the leader retains the prerogative on the use and adoption of inputs from follower (Olayisade & Awolusi, 2021). The democratic leadership styles is widely known to motivate the employees to perform better, as their views and opinions are valued, and it gives them room for participation in crucial meetings, and also carried along in the decision- making process (Aghahowa, 2021).

The main emphasis of participative leadership is on consultation with followers before making key organizational decisions. In this context, bringing employees on board when making key decisions about the company, future helps strengthen the existing relationship between them and the leadership.

### **Transactional Leadership Style and Job Performance of Workers**

The study revealed that there is no significant relationship between autocratic leadership style and job performance of workers in SMEs in southeast Nigeria. The findings revealed that autocratic leadership style does not lead to staff job performance in in SMEs in southeast Nigeria. Autocratic leadership style is known as authoritative style. Awolusi (2021) buttressed the position of the respondents stating that the authoritarian as noted by Aghahowa (2021) sets clear directions, monitors progress closely and declares to subordinates the position they wish them to adopt by elucidating why certain things are expected, done or requires and how individual actions adapt into the larger picture. Autocratic leadership is one of the oldest leadership styles in existence. This style according to Olayisade & Awolusi (2021) is task centered and focuses on getting tasks done. The autocratic leadership style is best suited to situations where the leader possesses expert knowledge (e.g., an experienced surgeon leading medical interns) or where the leader is an authority figure whose authority is unalloyed (e.g. a superior officer in the army). The main advantage of the autocratic leadership style is that tasks get completed quickly and it ensures the supremacy of the leader.

### **Bureaucratic leadership style and job performance of workers**

The study revealed that there is a significant relationship between bureaucratic leadership style and job performance of workers in SMEs in southeast Nigeria. Olayisade & Awousi (2021), stated that bureaucratic leadership style is premised on organization. This type of leadership is based on formalized hierarchical leadership structures, leadership authority, scope and practice all founded within the organizational construct. This leadership style is best suited to organizations such as banks, hospitals, professional services firms. Etc.

Bureaucratic leadership is where the manager manages “by the book”. Everything must be done according to procedure or policy. Here, if it is not covered



by the book, the manager refers to the next level above him or her (Amofa, Okronipa & Boating, 2016). Historically, bureaucratic leadership is one of the styles postulated by Max Weber in 1947. In this system of management, employees are made to follow specific rules and lines of authority created by the superiors. Implication, these set of leaders function based on official regulations fixed by higher authorities within the organization (Mirumbe, 2020).

#### Laissez-faire leadership style and job performance of workers

The study revealed that there is no significant relationship between Laissez-faire leadership style and job performance of workers. Karodia (2016), agreed with the findings of the study stating that Laissez-faire leadership style is predominant in organizations/teams consisting of highly experienced personnel and is characterized by minimal leadership involvement. It is used when staff are carried along in management decisions and policy framework. Employees are carried along in every decision making process (Chowdhury, 2014 in Olaisade & Awolusi, 2021).

However, Mohammed et al, (2014) disagreed with the present study that participative style involves non-interference policy, allows complete freedom to all workers and has no particular way of attaining goals which is detrimental to organization's growth. This type of leader often keeps himself busy with some paper-work and so stags away from their subordinate such a leader as rightly noted by Mohammed et al (2014), such a leader sets no goals, makes no decision and behaves he is the "good fellow". Laissez-faire can be effective in situations, depending on the group members that are highly skilled, motivated and capable of working on their own.

According to Al-Mulki and Juan (2018), the laissez-faire leaders provide a good environment to subordinates as well as empower them to take decisions themselves. Characteristically, it is established that as the subordinates have full authority on making decisions, laissez-faire leaders do not give feedback on the accomplished tasks. According to Khoza, Chetty and Karodia (2016), laissez-faire leadership style is a low supportive style in which neither the task nor the work is advanced. Evidently, frustration among members is common, which in turn, creates anxiety throughout the group. It was noted that this style is effective in groups who show high degree of cooperation, motivation, self-directedness. As pointed out by Nawoselg'Ollan and Roussel (2017), the laissez-faire leadership style has been criticized for its negative

effect in the organizations. However, the main benefit of laissez-faire leadership style is that it gives team members much authority; it can lead to high job satisfaction and also increased productivity in the organization. This however, implies that employees under laissez-faire leadership feel satisfied on their job, it shows that such a leadership style could improve employee's performance.



## **CONCLUSION AND RECOMMENDATIONS**

### **The Result of the Research**

The purpose of the study was to examine leadership styles and its influence on job performance in organization using small and medium scale enterprises in the south east, Nigeria. It raised five objectives, five research questions and four null hypotheses covering participative, transformational, autocratic, laissez faire, and bureaucratic leadership styles. The study adopted the relationship design to correlate the variables of leadership style and the dependent variable of job performance of workers. The study made the following findings:

1. There is a significant relationship between transformational leadership style and job performance of workers in SMEs in southeast Nigeria
2. Respondents agreed that transformational leadership style relates to job performance of workers in SMEs in southeast Nigeria
3. There is a significant relationship between participative leadership style and job performance of workers in SMEs in southeast Nigeria.
4. Respondents agreed that participative leadership style correlates with job performance of workers in SMEs in southeast Nigeria
5. There is no significant relationship between transactional leadership style and job performance of workers in SMEs in southeast Nigeria.
6. Respondents opined that transactional leadership style does not correlate with job performance of workers in SMEs in southeast Nigeria
7. There is a significant relationship between bureaucratic leadership style and job performance of workers in SMEs in southeast Nigeria.
8. Respondents agreed that bureaucratic leadership style correlates with job performance of workers in SMEs in southeast Nigeria

### **Conclusion**

The study examined leadership variables of participative, transformational, transactional, autocratic, laissez faire, and bureaucratic leadership styles and found that participative leadership style encourages staff to air their view and become part of the

process. The transactional leadership style is a one man show targeting profit. It does not tolerate divergent opinion or unsolicited support. Transactional leadership style should be eased for transformational leadership style if staff must perform in their optimum. The bureaucratic leadership style which is rule oriented requires a lot of discipline and communication to carry on. For job performance of staff to be influenced in the positive direction the appropriate leadership style befitting the caliber and competences of staff has to be adopted.

### **Recommendations**

Based on the findings of the study, the following recommendations have been reached:

1. Staff should be encouraged by management to participate in decision making.
2. Management of SMEs in the South East Nigeria should train and retrain managers on the best contemporary leadership approach to adopt in order to boost staff performance.
3. Participative leadership style should only be adopted where there are very experienced staff and who have shown capacity to perform over time.
4. Staff should work in a way to encourage managers and not persuade them into adopting autocratic leadership style to achieve organizational set goals.

### **Future Research**

1. An analysis of management approaches and impact on job productivity
2. The effect of leadership styles on organization productivity on corporate organization
3. The correlation between leadership and organization performance.

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# RESUME

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