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LEADERSHIP STYLE AND EMPLOYEE PERFORMANCE IN NIGERIA POLICE FORCE: A CASE STUDY OF NIGERIA POLICE ACADEMY, WUDIL, KANO

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Abstract

The study examined the leadership style and employee performance in Nigeria police force using Nigeria police Academy, Wudil Kano as a case study. The broad objective of this paper was to analyse the influence of various leadership styles (transactional, transformational, authoritative and Laissez-faire) on the employee's performance. The study adopted a survey approach using primary data. The data was collected using structural questionnaire. Both descriptive and inferential statistical tools were employed for the analysis of the data obtained. Pearson's correlation and multiple regression analysis were used to ascertain the effects and the connection of the variables. The findings of this paper revealed that the different styles of leadership mentioned in this paper (transactional, transformational, autocratic and Laissez-faire) have significant positive correlation with one another except authoritative and Laissez-faire leadership style which has insignificant relationship with employee performance. The paper concluded that supervisors that intend to derive the best out of their employee should try and exhibit characteristics relating to transactional leadership style followed by transformational, and then Laissez-faire leadership style. The Paper recommended amongst other things that (i) that the use of research to ascertain which leadership style employees respond to most and apply more of that leadership style as this can help to develop future strategies and accomplish organizational goals through the development of leadership behaviours on the part of the supervisors. (ii) The supervisor should also motivate the resilience and creativity in his employees so that innovation within the organization becomes easily. (iii) Supervisors should look beyond their own self-interest and connect to their employees by promoting their faith in them and this would in turn surely increase employee performance. (iv) Also, the organization should develop some training programs for supervisors and managers in order to make them better leaders as this will enhance productivity and quality of performance from the employees. The organization can also involve the employees in decision making and provide training for employees on the basis of teamwork. (v) The paper recommends that a structured pattern of leadership styles that suit different department which will bring out the best in their employees should be adopted

Keywords: Leader, Leadership style, Employee performance, transactional leadership style, transformational leadership style

1. Introduction

Leadership as a concept has become a fundamental issue in modern society. The importance of Leadership cannot be over emphasized because it plays an important role in creating an enthusiastic atmosphere and culture in an organization (Alghazo& Al-Anazi, 2016). Leading is the

process of influencing others to accomplish specified objectives. Good leadership is developed through a never-ending process of self-study, education, training, and the accumulation of relevant experience (Bass, 2008).

It is increasingly accepted, however, that in order to be a good leader, one must have the experience, knowledge, commitment, patience, and most importantly the skill to negotiate and work with others to achieve goals. Trustworthiness is often the key to positions of leadership as trust is fundamental to all manner of organized human groups, whether in education, business, the military, religion, government, or international organizations (Ivancevich, Konopaske, & Matteson, 2017).

A good or effective leader inspires, motivates, and directs activities to help achieve group or organizational goals. According to Naylor (2019), effective leadership is a product of the heart; an effective leader must be visionary, passionate, creative, flexible, inspiring, innovative, courageous, imaginative, experimental, and initiates change. Conversely, an ineffective leader does not contribute to organizational progress and can, in fact, detract from organizational goal accomplishment.

Fundamentally, the leadership style adopted is the one with which the person is most comfortable. This is dependent on the person's values, personality, and how comfortable it is to allow subordinates to participate in the decision-making process. Many of these characteristics are well developed by the time persons on the job would be considered for leadership positions.

In view of that, Scholars such as Millette (2016) has affirmed that the type of leadership styles adopted determines the performance of employees in an organization. He opined that Performance of employees is affected by numerous factors at work place. Saeed, Mussawar, Lodhi, Iqbal, Nayab & Yaseen (2021); identified leadership effectiveness, reward and recognition, career advancement opportunity, motivation, manager's attitude, organizational culture, personal problems, job content, training and development as major factors. Though organizations cannot depend on good leadership style alone for the achievement of their intended purposes, they also need an effective management. In view of this, Kotter, (2017) said that good leadership with poor management is no better, and is sometimes worse than the reverse. The real challenge is the combination of good leadership and management in an organization. There is no doubt that

leadership style has a significant impact on employers, employees and the organization as a whole. In view of that, Nigeria Police force as an integral part of typical organization is not an exception and the problem therefore, is that in Nigeria police force, how has the leadership styles adopted affect the performance of the personnel. However, there is still a dearth in knowledge on how leadership styles translated to effective management have impacted on performance of employees in the Nigeria police force. The broad objective of this paper was to examine the leadership styles of the Nigeria police force and how it affects the commitment, attitude and the general performance of personnel of the Nigeria police Academy Wudil Kano

2. Review of Related Literature

2.1 Conceptual Clarifications

The term leadership has multiple conceptualizations depending on the context in which scholars apply it. Several researchers contented that leadership is a position of authority that an individual holds in a group (Avolio, Walumbwa & Weber, 2020; Ahlquist & Levi, 2021). Such a position offers a leader the opportunity to utilize interpersonal influence to organize and direct members,, efforts in the direction of predetermined goals (Ahlquist & Levi, 2021). This definition suggests that the effectiveness of leaders in their positions depends on the amount of interpersonal influence they have on those they are leading. Accordingly, this definition is adopted for the purpose of this study.

Olembo and Karugu (2019) explained that leaders have the overall responsibility over the operations of an organization, it can therefore be said that leaders are accountable for an organization's performance. The job of leadership, according to Idowu (2015), involves among other things, coordinating both human and material resources to ensure the achievement of organizational goals.

A leader is one who commits people to action, who convert followers into leaders, and who may convert leaders into agents of change . According to Igbaekemen,(2016), leadership is simply "the art of influencing people so that they will strive willingly towards the achievement of goals". Leadership is defined as the process of influencing the activities of an

organized group toward goal achievement” (Rauch & Behling, 2014).

On the other hand, the term leadership style refers to a leader’s manner of behavior in a work situation. According to Fiedler (2014), one’s leadership style depends on one’s personality and is therefore relatively fixed.

According to Hurduzue (2015), effective leadership style could promote excellence in the development of the members of the organization. It is safe to say that leadership has played a crucial role since the dawn of history of mankind (Skoogh 2018). As a result, many leadership theories had been developed over the years. In 1970’s, transformational theory which focused more on motivations and values in measuring how leaders approach power was developed by Burns (2015) and this theory was later expanded by (Levine, 2013). Bass (2015) transformational leadership theory focused on how a leader influences followers by his/her qualities (Levine, 2013). Leadership style is a very important factor to take note of in an organization that wants to achieve its stipulated goals and objectives.

Theoretical Framework

This study is anchored on two leadership theories namely; transformational leadership and transactional leadership. It begins with the academic field of leadership, the historical development of these two theories, the micro-level, and then presents a comparison and contrast of the key principles of each. The study also discusses modern leadership challenges and leadership development in the context of the two theories.

Transformational leadership Style

Transformational leadership is a style of leadership where the leader collaborates with employees to identify the needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of the group. It serves to enhance the motivation, morale and job performance of followers through a variety of mechanisms; these include connecting the follower’s sense of identity and self to the project and the collective identity of the organization; being a role model for followers to inspire them and raise their interest in the project; challenging

followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, allowing a leader to align followers with tasks that enhance their own and overall performance.

Transformational leaders are described to hold positive expectations for followers, believing that they can do their best. As a result, they inspire, empower, and stimulate followers to exceed normal levels of performance. Transformational leaders also focus on and care about followers and their personal needs and development (Sadeghi, 2018). Transformational leaders fit well in leading and working with complex work groups and organizations, where beyond seeking an inspirational leader to help guide them through an uncertain environment, followers are also challenged and feel empowered; this nurtures them into becoming loyal, high performers.

Transactional leadership style

On the other hands, transactional leadership style, also referred to as managerial leadership, centres on the function of supervision, organization and group performance. Transactional leadership is a technique of leadership in which a leader promotes compliance of the followers through rewards and punishments.

Unlike the transformational leadership, leaders using the transactional approach are not looking to change the future. Instead, they are looking to keep things the same, maintaining the status quo. Leaders using transactional leadership as a model pay attention to followers’ work in order to find faults and deviations. This type of leadership is effective during crisis and emergency situations, and for projects that need to be carried out in a specific way.

This theory is useful and effective in this study due to the peculiarity of the Nigeria police force as a security organization in managing crises and this theory is usually applied in a case of an emergency situation

Empirical Studies

Ojokuku, Odetayo, & Sajuyigbe (2022) conducted a research on the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. The study used a sample size used of 60. In the study twenty, banks were randomly picked

banks in Ibadan, Nigeria. A structured questionnaire was used to collect data from the heads of accountants, heads of operations, and branch managers on face-to-face basis. Inferential statistical tool such as Regression was also used to examine the effect of leadership style on followers' performance. The findings showed that there was positive and negative correlation between performance and leadership style. The result revealed that; 23% variation in performance found in leadership style jointly predicts organizational performance. This study concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment.

Dalluay & Jalagat (2016) conducted a research on Impacts of Leadership Style effectiveness of Managers and Department Heads to Employees' job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. The sample size used was 150. A Survey questionnaire was designed to study the effects of manager leadership styles on employees' performance and satisfaction. 150 respondents were selected from corporations in Cavite, Philippines through random sampling with Slovin formula $wit\ n = \frac{N}{1+Ne^2}$. Data were analysed by using weighted mean, percentages, multiple regression and correlation coefficient. Percentages specifically were used to analyse demographic variables (gender, age, length of service and leadership styles). Weighted mean were used to survey questionnaires on leadership styles, and correlation coefficient and multiple regression were used to study the relationship between variables on leadership style, job performance and job satisfaction. The finding concluded that corporations should constantly making the most of leadership style which enhances employees performance and employee job satisfactory level even though there is still rooms for improvements.

Akram, Ali, & Mugul (2020) conducted a research on how Leadership Behaviours affect Organizational Performance in Pakistan. The study used a Sample size used of 1000, where 500 questionnaires were distributed to managers and another 500 to employees of various private and public sector companies in 66 cities through random selection. Non-

probability sampling technique is used in this study. Two questionnaires were designed for managers and employees. Questions were related to leadership behaviours and organizational performance. Five point Likert scale was applied. Correlation analysis and regression analysis were applied to analyse the relationship and the effect of leadership behaviours on performance. SPSS version 16 was used to analyse the reliability of questions, and the reliability was checked in term of Cronbach's Alpha. The study concluded that leadership behaviours are interrelated and have high positive impact with employee performance.

Nasir, Nordin, Seman, & Rahmat (2018) did a research on The Relationship of Leadership Styles and Organizational Performance among IPTA Academic Leaders in Klang Valley Area in Malaysia. The study used correlation methods to measure the relationship between leadership styles and organizational performance. Five public Universities in Selangor were selected. 201 academic leaders were chosen as the sample size. The questionnaire prepared in a form of closed-ended questions. The survey instruments from Kouzes and Posner Leadership Practices inventory-Individual Contribution Self Survey (1997) and Multifactor Leadership Questionnaire (MQL) had been adapted. Likert-Scale was used. All data were analysed by using SPSS version 20.0. The hypothesis testing from normality test with Normal Probability Plots for variables and other visual presentation measures such as histogram and box plot. Pilot test is used to test the consistency of questionnaire. Cronbach's alpha is used to test reliability. The findings concluded that leadership behaviours are interrelated and have high positive impact with organizational performance.

Ismail, Tiong, Ajis, Dollah, (2021) researched on the Interaction between Leaders and Followers as an Antecedent of Job Performance: An Empirical Study in Malaysia. A Sample size of 200 was used.. This study used a cross-sectional method to integrate the research literature, the in-depth interview, pilot study and the actual survey to collect data. Convenience sampling technique was used. SPSS version 16 is used to analyse validity and reliability of data. Pearson correlation analysis and descriptive statistic is used to access research variables. Standardized coefficient of Stepwise

regression analysis was used. The findings confirmed that interaction between leaders and followers does act as full antecedent of job performance.

3. Methodology

To analyze the relationship between the leadership style and employee performance in Nigeria Police Academy, Wudil Kano, a survey research approach was adopted. Both Descriptive and inferential statistic were also used. The data were sourced through questionnaire in order to elicit required information from the respondents. Structured questionnaires as developed by Avolio & Bass (2015) was used to elicit information on the socio-Demographic data such as; age, gender, academic levels and demographic status of the respondents in the Police Academy, wudil Kano. Inferential statistical techniques such as; simple percentages, Pearson's correlation, ANOVA and multiple regression were also, employed to analysis the data obtained. The population of this

study comprises of the personnel of Nigeria Police Academy, Wudil, Kano. The study population was 1200 employees of Nigeria Police Academy, Wudil, Kano, Nigeria. A sample size of 291 respondents was selected from all staff of the chosen Nigeria police Academy Wudil, Kano personnel. The study is limited to personnel performance variables such as personnel commitment, personnel attitude to work, employee effectiveness, employee motivation, and leadership style variables which include: transactional leadership style, authoritative leadership style, laissez-faire leadership style and transformational leadership style, The scale implemented to ascertain leadership styles was the Multi factor leadership questionnaire designed by Avolio and Bass (2015) that had been modified to fit the context of the study.

4. Data Analysis and Discussion Of Findings

Table 1: Analysis of Responses from the Questionnaire

Variables	No. of Respondents	Percentage (%)
Questionnaire distributed	291	100
Questionnaire retrieved	156	53.61
Un-retrieved Questionnaire	135	46.39
Unable Questionnaire	36	12.37
Questionnaire used in analysis	120	41.24

Source: Authors Computation, SPSS 23

In all, 291 questionnaires were administered on the employees in the Organization of study. From the total questionnaires distributed, 156 (53.61%) were retrieved while 135 (46.39%) were not retrieved because every effort to collect them from the respondents failed.

36(12.37%) were unable questionnaire because they were not filled properly. Therefore, 120 (41.24%) of the total questionnaire were used in the analysis of this study.

Table 2: Socio-Demographic Data of Respondents Gender

Variables	Frequency	Percentages
Male	88	73.3
Female	32	26.7
Total	120	100.0

Source: Authors Computation, SPSS 23

Table 2 above showed that both genders (male and female) were sampled and accounts for 73.3 and 26.7 percent respectively, Male are the dominant in the

police work in Nigeria generally, but the few females were still engaged in the study, implying that the investigation was not gender biased.

Table 3: Age

Variables	Frequency	Percentages
Below 25 years	9	7.5
25-30 years	11	9.2
31-35 years	31	25.8
36- 40 years	10	8.3
41-45 years	53	44.2
46 years and above	6	5.0
Total	120	100.0

Source: Authors Computation, SPSS 23

On age range, 7.5 percent of the respondents were below 25 years, 9.2 percent were between 25-30 years, 25.8 percent of the respondents have their ages between 31

and 35 years, 8.3 percent between 36 and 40 years, 44.2 percent were between 41-45 years, while 5.0 percent of the respondents have their ages 46 years and above.

Table 4: Marital Status

Variables	Frequency	Percentages
Single	27	22.5
Married	72	60.0
Divorce/Separated	11	9.2
Widow/Widower	10	8.3
Total	120	100.0

Source: Authors Computation, SPSS 23

On marital status of the respondents, 22.5 percent of the respondents were single, 60.0 percent were married, 9.2 percent were divorce/separated and 8.3 percent were

widow and widower respectively. Majority of the respondents are married which implies that their responses will be highly reliable.

Table 5: Educational Qualification

Variables	Frequency	Percentages
WAEC Certificate/equivalent	37	30.8
NCE/OND/Equivalent	28	23.3
HND/B.sc/B.A/Equivalent	50	41.7
Postgraduate	5	4.2
Total	120	100.0

Source: Authors Computation, SPSS 23

The highest education qualification of the respondents indicated that 30.8 percent of them holds WAEC certificates or its equivalents, 23.3 percent holds NCE/ND, 41.7 percent holds HND/B.Sc. and 4.2 percent

had postgraduate certificates. Majority of the respondents are graduates with HND/B.Sc, this implies that there will be high quality in their responses.

Table 6: Rank/Position

Variables	Frequency	Percentages
Lower Cadre	22	18.3
Middle Cadre	27	22.5
Management cadre	71	59.2
Total	120	100.0

Source: Authors Computation, SPSS 23

The position /rank of the respondents revealed that 18.3 percent of the respondents are from lower cadre, 22.5 percent are from middle cadre, and 59.2 percent are management cadre. The respondents cut across all the

cadre. This implies that their responses can be relied upon based on their nature of work in the police academy.

Table 7: Years of Experience

Variables	Frequency	Percentages
Below 5yrs	6	5.0
5-9 yrs	17	14.2
10-14yrs	9	7.5
15-19yrs	29	24.2
20 yrs and above	59	49.2
Total	120	100.0

Source: Authors Computation, SPSS 23

The years of experience indicated that 5.0 percent of the respondents were below 5years, 14.2 percent were between 5-9 years, 7.5 percent were between 10-14 years, 24.2 percent were between 15-19 percent, and

49.2 percent were 20 years and above. Majority of the respondents were 20years and above. This implies that their responses can be relied upon based on their years of experience in the work in the Nigeria police academy.

Table 8: Correlations Result

		transformat ional style of leadership	transaction al style of leadership	authoritativ e style of leadership	laissez- faire style of leadership	employees' performanc e
transformational style of leadership	Pearson Correlation Sig. (2-tailed) N	1 120				
transactional style of leadership	Pearson Correlation Sig. (2-tailed) N	.904** .000 120	1 120			
authoritative style of leadership	Pearson Correlation Sig. (2-tailed) N	.594** .000 120	.493** .000 120	1 120		
laissez-faire style of leadership	Pearson Correlation Sig. (2-tailed) N	.738** .000 120	.652** .000 120	.906** .000 120	1 120	

employees' performance	Pearson Correlation	.881**	.943**	.553**	.694**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	120	120	120	120	120

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

Source: Authors Computation, SPSS 23

Table 9: Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.950 ^a	.902	.898	.380	2.34

Source: Authors Computation, SPSS 23

Regression analysis was carried out to evaluate the effect of leadership style (independent variables) on employees' performance (dependent variable). Table 8 shows the summary of the model where the item of interest is the R^2 statistics which is 0.902, this shows that 90.2% of the dependent variables (Leadership style) can be predicted by independent variables (employees'

performance). The R square is 0.902 which implies that the model is a good fit model because the value is more than 0.60. There is no auto correlation for Durbin-Watson value (2.34) among the selected respondents for this research because the value falls within the range of 1.5-2.5.

Table 10: ANOVA ANALYSIS

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	152.554	4	38.139	264.013	.000 ^b
	Residual	16.613	115	.144		
	Total	169.167	119			

Source: Authors Computation, SPSS 23

Table 10 represents the variance analysis also called ANOVA or model of fit results. One-way ANOVA was applied in this research to find if there is a significant relationship between leadership style and employee performance. F-statistic and its associated significant value is a key interest of the table. The ANOVA result shows that F-statistic is 264.01 ($p < 0.05$). This shows that

the hypothesis model has power to estimate employees' performance from the leadership style scores. Implying that the model has power to significantly estimate employees' performance from the leadership style scores. Hence, it implies that there is no significant relationship between leadership style and employee performance in Nigeria Police Academy.

Table 11: Regression Coefficients Analysis.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.036	.117		8.878	.000
	transformational style of leadership	.054	.078	.053	2.692	.000

	transactional style of leadership	.644	.054	.821	11.842	.000
	authoritative style of leadership	.038	.064	.043	.587	.559
	laissez-faire style of leadership	.081	.086	.081	.942	.348

Source: Authors Computation, SPSS 23

The Coefficients in table 6 tests the independent variables (Transformational leadership, Transactional Leadership, Autocratic leadership and laissez-faire leadership) at 0.05 alpha level. The value of Standardized Coefficient beta for Transformational leadership is (0.053), Transactional leadership is (0.821, Autocratic leadership is (.043) and Laissez-faire leadership is (.081) respectively. authoritative leadership style and Laissez-faire leadership with the p-value of 0.559 and 0.348 respectively are insignificant. According to the rule of thumb posited by (Zhu, Sosik, Riggio & Yung, 2013), the significant impact should not be more than 0.05. While transformational and transactional with the p-value of 0.000 and 0.000 respectively are significant. According to the rule of thumb posited by (Zhu, Sosik, Riggio & Yung, 2013), the significant impact should not be more than 0.05. Therefore, from the result, it is revealed that Authoritative and Laissez-faire leadership style do not significantly influence employees' performance in Nigeria Police Academy Wudil While Transformation and Transactional leadership Style has a significant influence on the performance of the employees in Nigeria Police Academy Wudil .

The Regression analysis found no significant relationship between the authoritative and Laissez-faire leadership style adopts and employee's performance in Nigeria Police Academy. The regression analysis showed there is a significant impact between leadership style especially transformational and transactional leadership on the staff performance in Nigeria Police Academy. If probability value is less than 0.05 it is significant at 5% and if less than 0.1 then significant at 10%

Discussion of Findings

The findings from this study tells us that the different styles of leadership mentioned in this study (authoritative, laissez-faire, transactional and transformational), after being analyzed for its effectiveness of employee performance, have significant positive correlation with one another except the authoritative and laissez-faire leadership style which has an insignificant relationship with employee performance. The transformational style of leadership is the most effective style of leadership at Nigeria Police Academy followed by the transactional, then laissez-faire leadership style. Overall, scores in transformational leadership style were found to be significantly and positively correlated with both measures of employee performance except for authoritative and laissez-faire which had an insignificant but positive correlation with the quality of performance of employees.

The findings indicated that transformation leadership Style has a significant influence on the performance of the employees in Nigeria Police Academy Wudil. This finding agreed with the work of Singh, (2015) that there is a substantial relationship between worker performance with emotional intelligent and leadership style. Also, Ojokuku,; Odetayo, & Sajuyigbe, (2022) concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment.

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

Laissez-faire also had an insignificant positive correlation with dimensions of employee performance and employee performance as a whole.

The findings also indicated that transactional leadership has a significant influence employees' performance in Nigeria Police Academy Wudil. This finding agreed with the work of Ismail, Tiong, Ajis, Dollah, (2018) on Interaction between Leaders and Followers as an Antecedent of Job Performance their findings confirmed that interaction between leaders and followers does act as full antecedent of job performance. Transformational, transactional and Laissez-faire styles of leadership, all are significantly affected employee performance in a positive way. Authoritative leadership style had a significant but negative effect on employees' performance

Authoritative style of leadership had an insignificant and negative correlation with all dimensions of employee performance as well as overall. Laissez-faire also had an insignificant positive correlation with dimensions of employee performance and employee performance as a whole.

However, the finding revealed that authoritative leadership does not significantly influence employees' performance in Nigeria Police Academy Wudil. This finding does not agreed with the work of Akram, Ali, & Mugal (2020); Nasir ; Nordin, Seman, Rahmat, 2014; that concluded that leadership behaviours are interrelated and have high positive impact with organizational performance.

Also, the finding revealed that laissez-faire leadership style does not significantly influence employee performance in Nigeria Police Academy Wudil. This finding does not agreed with the work of Akram, Ali, & Mugal, (2020); Nasir ; Nordin, Seman, Rahmat, 2018; that concluded that leadership behaviours are interrelated and have high positive impact with organizational performance.

5. Conclusion and Recommendations

Every organization has its set of goals and objectives they wish to achieve and in order to attain that, the management need to exhibit characteristics of leadership that will bring out the best in their employees. This paper has revealed the different ways employees react to different types of leadership styles in the way they perform their duties. It is therefore left for management of the organization to know which leadership style employees respond most and apply more of that leadership style, this can also help to develop future strategies and also accomplish organizational goals through the development of leadership behaviour on the part of the supervisors.

The paper concluded that supervisors that intend to derive the best out of their employee should try and exhibit characteristics relating to transactional leadership style followed by transformational and then Laissez-faire leadership style. The Paper recommended amongst other things that (i) that the use of research to ascertain which leadership style employees respond to most and apply more of that leadership style as this can help to develop future strategies and accomplish organizational goals through the development of leadership behaviours on the part of the supervisors. (ii) The supervisor should also motivate the resilience and creativity in his employees so that innovation within the organization becomes easily. (iii) Supervisors should look beyond their own self-interest and connect to their employees by promoting their faith in them and this would in turn surely increase employee performance. (iv)Also, the organization should develop some training programs for supervisors and managers in order to make them better leaders as this will enhance productivity and quality of performance from the employees. The organization can also involve the employees in decision making and provide training for employees on the basis of teamwork. (v) The paper recommended that a structured pattern of leadership styles that suit different department which will bring out the best in their employees should be adopted

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