



Relationship between leadership styles and organizational performance of Nigerian public service

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Abstract

The role played by the leadership styles is of high significance to organizational performance. This is because leadership style determines the direction of an establishment. However, very little attention was offered to leadership styles and organizational performance relationship in public service especially in Kwara State. The central objective of the analysis is to survey the relationship of leadership styles with the performance of the office Kwara State head of service. Therefore, 152 staff of the head of service, Ilorin was used in this assessment. The research data were gathered via quantitative survey. The hypotheses framed were tested utilizing Pearson Correlation Coefficient with the aid of SPSS. The outcome of findings supported the entire five hypotheses framed. Invariably, the outcomes illustrate significant relationship of leadership styles with organizational performance of the office of the Kwara State head of service. This analysis further finds out that transformational, transactional and democratic leadership were more significantly related to establishment performance than autocratic and laissez faire. The analysis thus recommended that to optimize performance in the Kwara state head of service's office, a balanced approach that combines elements of transactional, transformational and democratic leadership styles may be most effective. Such an approach can encourage compliance, team work, and innovation, ultimately contributing to improved organizational outcomes as it is also essential for directors to adopt their leadership styles to the precise needs and contexts of the organization to achieve the best results.

Keywords: Head of service, Leadership, Leadership styles, Organizational performance, Public service.

1. Introduction

Public service assumes an important role of a country. The public service is as well the rule maker and implementing organ of the governmental division of a nation. Well-organized public service deliverance remains a crucial position to any government of the day and various establishments in the whole world. No state could realize sustainable improvement for the enrichment of the average of lives of the citizens without a correctly planned public service to effects government strategies. Nevertheless, well-organized public service performance in the sharing of facilities has been an extensive challenge in the nations

of Africa most principally, Nigeria (Adejuwon, 2016).

The public service (organization) in Nigeria has been symbolized by poor performance and hence becomes a main worry to rule makers and researchers as well (Arowolo, 2012). The public service, which is a governmental machinery that plays key functions in the successful operation of any administration, is not well-organized. Unfortunately, all measures put in place to improve it are to no avail. The recent position of matters in the public service shows that variables accountable for the non-performance have not been pacts with and therefore the challenge nonetheless



persists. Deeper look into the present organizational performance of public service (i.e. unethical practices, unproductive occupation operations) (Magbadelo, 2016) and the accessible literature in the research of administration pasture implies that capable and quality leadership styles are key to effective public service, because, organizational performance and accomplishment extensively hinge on good leadership styles. The sense in this conversation is that poor public service in Nigeria could be rescued from the inconsistencies stated above through competent leadership, because quality leadership performs an important task in the accomplishment of organizational objectives. The role played by leadership is extremely crucial in measuring organizational performance because the essence of leadership is to effectively direct the matters of the establishment towards the accomplishment of organizational ambitions. This requires that the leadership style adopted by an organization must be very suitable to help increase employees or subordinate's motivation to work as well as job satisfaction which affects general performance of the establishment. Organizational performance according to Kim (2005) is influenced by numerous factors such like, the workforces' high job satisfaction, high dedication to their establishment, high inspiration to work for the public and to have deep intents to drive for the institution enthusiastically and devotedly. But most of significant factors influencing organizational performance are the kind of leadership styles adopted by the leader (Jung, Chow & Wu, 2003). This is because leadership does not only affect employees' performance but also the ability to affect the completion of task and smooth realization of institutional aspirations as well has the support and willingness of the followers (Amin, Akram, Shahzad & Amir, 2018).

Moreover, leadership style is the comportment at which a superior act to the members of the cluster (Sharma, Sadanna & Kaur, 2013). Job style of leaders could be factioned into autocratic (authoritarian), democratic (participative), laissez-faire (Latt, 2019), transformational and transactional leadership styles. By virtue of the different approaches employed by a leader, there would be variations in the results produced. It is therefore important that a leader supposed to take on such leadership style that aligns with organizational goals to increase work performance. The leadership orientation of private and public organizations is different. It is believed that the difference aspect is hardly offered ample thought. It is therefore extremely tricky to a boss who could truly inspire the cohorts due to intrinsic restriction of inspiration in public establishments owing to the administration of leadership styles (Sutan, Ahmed & Marwa, 2018).

In addition, performance of an organization is not merely performance of only a unit but relatively the creation of the whole interactions in an establishment. It is an indicator to illustrate whether the establishment is progressing or not, together with the styles of leadership utilized which possibly is influenced by workforce commitment, work fulfilment, kind of organizational traditions as well as employee motivation and empowerment. Acknowledging the leadership effects on the embellishment performance is significant since leadership is perceived by a number of scholars as among the major impetus for budding institutional performance. Therefore, effectual leadership is considered as a persuasive basis of administration improvement and continued competitive benefit for establishment performance and enrichment (Rowe, 2001). Sapru (2013) was of the view that organizations need a strong management and leadership to inspire employees or members of the organizations

to achieve the visions of the organization. Dim and Nzube (2020) explicate that leadership should guarantee highest likelihood within all relationships and interactions within an establishment.

However, most studies conducted on leadership styles and organizational performance was in private sectors (Aboramadan, & Dahleez, 2020; Ebrahim, 2018; Onuegbu & Okeke, 2018; Rukmani, Ramesh & Jayakrishan, 2010), even the one carried out on the public service on the same subject matter was on a public sector in Saudi Arabia (AlFlayyeh, Alghamdi & Abdulaziz, 2023). To provide a similar background in Africa especially in Nigeria, and based on the above deliberations this survey seeks to study leadership styles and organizational performance relationship in public sector/service using the office of the Kwara State head of service, Ilorin, Kwara State, Nigeria.

2. Literature Review and Hypotheses Development

Organizational Performance

Organizational performance is the inputs that are transformed to certain outputs to achieve desired outcomes (Chen, 2012). Organizational performance also refers to all efforts put in by both leaders and subordinates so as to achieve set objectives and goal within a certain time frame such like lofty income, excellence produce, bulky sell share, excellent fiscal results, and survival within a particular set timeframe using applicable approach for execution (Koontz & Donnell, sdt54rxd1993; Obiwuru, Okwu, Akpa & Nwankwere 2011). For private enterprises, it is usually profit while for public organizations, it is to satisfy the need of the public. Organizational performance as was expressed by Gavrea et al, (2011) is a multifaceted phenomenon which includes three parts connected with the establishment which are fiscal performance, investor return and service performance. Lebens and Euske (2006)

supported this view when they described organizational performance as a form of fiscal and nonfinancial indexes which gives data on the level at which an organization is able to achieve its aims and objectives.

According to Bandiyono & Augustine (2019), performance of establishment depends on both domestic and outer ecological issues that influence establishment in a negative or positive way. For a constructive performance to happen in an establishment, its leadership has to incessantly examine, inspect and assess the establishment background. Therefore, the effectiveness of an organization forms the competence of every one of its entity workforces; hence, worker performance could be perceived partially, as a role of leadership (Mastrangelo *et al.*, 2014).

Leadership and leadership styles

A leader means someone in a position of power or authority. Therefore, the process of exercising that power or authority over others is leadership. Winston and Patterson (2006) have seen a leader as a person who performs the function of selecting, equipping, training and influencing one or more follower(s) towards the attainment of organizational goals and mission. Gandolfi and Stone (2016) express that the definition provides the essential qualities needed for leadership and that it shows that leadership is multidimensional that involves a yearning understanding of the roles of the workforce in the greatest accomplishment of the task and dream of the institution.

Buchanan (2013) is of the view that leadership as a concept have evolved overtime. Since the early 20th century which started with the “control and command” that reigned into the 1980s, and was tracked and empowered in the mid-2000s and lastly ‘connect and nurture”, into the current approach. This means that leadership evolve with changing times and understanding of what is needed to enhance people cooperation to get them to do a job effectively.



Leadership according to Etzioni (1964) is the ability based on the personal qualities of the leaders to influence the followers voluntarily with their compliance in broad range of matter. Chester (1973) also supported this view when he defined leadership as a social influence process in which the leaders seek the voluntary participation of his subordinates so as to meet organizational objectives. Katz and Khan (1979) see leadership as an influential increment above mechanical compliance with the routine directives of an organization. This means that leadership is way above making people comply with day to day set targets of the organization. However, McFarland (1979) posits that leadership is the quality of behaviour of an individual whereby people or activities are guided in an organized manner. Simply put, whenever people or activities are guided in an organized manner, then leadership has occurred. Leadership as a concept has a common feature which is influence. And for leadership to be possible there must be existence of other people known as followers or subordinates. Without them, the existence of a leader is irrelevant. These are the people a leader influences and guides towards complying with directives and attainment of organizational goals.

Moreover, there are different kinds of leadership styles. Leadership styles according to Gandolfi and Stone (2016) is an intentional manner with which a leader influences a group of people in an organization to a widely accepted state that is different from the present one. Therefore, leadership styles can be grouped into transactional, democratic, autocratic, Laissez faire and transformation (Latt, 2019)

Transactional leadership style

According to Robbins (2005), transactional leadership style is a leader manages the followers using rewards and punishment. It is also a managerial leadership in which the leader's sole responsibility is to focus on clarifying roles and task requirement

(Dubrin, 2004). Hargis, Wyatt, Piotrowski (2001) posited that transactional leaders lay much importance on extrinsic rewards for good work and melt out punishment for negative outcomes. This means that such leaders either reward their employees or punish them based on result outcomes. Miller (2011) however, argues that transactional leaders clarify tasks and roles to subordinates and instruct them on what needs to be done to reach their objective. This position was supported by Bass *et al.* (2003) who explained that transactional leaders establish firm authority, propose certain objectives and guide the employees towards achieving predetermined tasks.

According to Shah and Hamid (2015), a transactional leader strongly abides by rules, chooses a certain structure so as to have an all-out performance. Udoh, Agu and Agu (2012) stated that the expertise of employees and their experiences are being utilized to the advantage of the entire organizations through rewards and punishment methods to control their moral conduct.

Democratic leadership style

According to Mgbeze (2014), democratic leadership is the style of leadership whereby the process of decision making is decentralized and shared by subordinates. He further stated that democratic leaders believe in group cohesion to achieve results and as a result considers close monitors not necessarily once trust has been established and when negative feedback seldom occurs. This was supported by Choi (2007) who asserts that a democratic leader is the one who focuses on group participation and as a result can positively influence the performance of the group members (employees). According to Khan, *et al.* (2015), Participative leaders encourages group participation, but retains the final say over the decision-making process and group members feel in decision making and are motivated and creative. Igbeakemen and Odivwri (2015), however, views this leadership style as that in which sharing of



responsibilities between leaders and included subordinates is very important for an organization's survival. Rose *et al.* (2015) further included that there are chances of increased performance when a participative approach to leadership is employed. A democratic leadership style is therefore participatory, seeks employee inputs as well as share responsibilities among employees.

Autocratic leadership style

This is the type of leadership in which the leader gives orders to his/her employees and expects full obedience in return. Leaders with this style take decisions without consulting others (Khan *et al.*, 2015). It is coercive in nature and is usually imposed on organization and the inputs of the followers are seldom taken into consideration (Chukwusa, 2018). Another insight into the nature of autocratic leadership was provided by Fiaz, *et al.* (2017), that they don't pay attention to the followers but rather, their performance. Therefore, giving the leader the decision-making power and all interaction process within the group or organization goes to the leader (*ibid*). Sagban (2007) further asserted that such leaders are not usually active group members but are always personal in the praise and criticisms of their subordinates' performance. This is why Genty (2014) as cited by Sunil (2018), describes them as leaders who do not trust their subordinates enough to engage them in discussion but instead impose already made decisions nor take suggestions from them but rather depend solely on their own ideas. Nevertheless, several leaders are flourishing in using this kind of leadership style as it allows for decisions to be reached quickly (Genty, 2014). Pagewise (2002) also provided that it is appropriate when used for fresh and inexperienced workforce who have little or no knowledge about the job at hand.

Laissez faire leadership style

Laissez faire leadership style is as well described as "hands off" style (Khan *et al.*,

2015). The manager gives freedom and offers slight or no track to subordinates as they have the power to make decisions, determine directions and sort out issues on their own. According to Robbins, Judge and Sanghi (2007), laissez fair leaders transfer tasks and keep away from making decision. Nguyen *et al.* (2017), is of the view that this style usually leads to functional clash, small output, task vagueness and low work fulfilment. As a result of leader's rejection to take responsibility of the role assigned to them thereby making employees feel ignored and unattended to.

Linge *et al.* (2016) were of the observation that laissez faire leadership style is operative in situations whereby workforce are experts and extremely skilful in their field. This was supported by Khan *et al.* (2015), that absolute authority and control is offered to workforce as they have to determine aims, make judgment, and sort out issues without the input of their leaders.

Transformational leadership style

Transformational style is seen as a management tactic that produces change in persons and societal arrangements. Cummings *et al.* (2010) were of the view that in spite of the style, "leaders who practiced relational and transformational styles had better quality outcomes..." According to Bass and Riggio (2010), leaders cheer followers to attain superior order desires such as self-realization, self-regard, etc. Bass and Avolio (1994) further asserted that they are significant in increasing followers' inspiration in the track of selflessness and attainment of establishment objectives above personal interests. Transformational leaders inspire the followers through the provision of support to perform more than expected (Burns, 1978). They make a well-built connection and relationship between themselves and their followers by rising inspiration and integrity (Yukl & Becker, 2006). The leadership style according to Robbins (2005) is divided into three key components:



1. Idealized influence; it is identified as charismas (Bass & Riggio, 2006). Here, leaders inspire self-assurance and stimulus followers in an approach that the followers look up to them and seek to copy them (Northouse, 2004). House and Shamir (1993) say charismatic leaders inculcate self confidence in others.

2. Inspirational leadership; it directs at the standard of establishment existence, as an alternative to the qualities of the head. This leadership style brings out the best out of employees by encouraging them towards achieving organizational goals. In other words, these leaders are the visionary leaders.

3. Intellectual stimulation: This is where leaders persuade followers towards innovation and creativity. Transformational leadership in accordance with Bass and Riggio (2010) has the capability to inspire the supporters to employ creativity and fresh ideas to correct problems.

Leadership styles and organizational performance

The consequence of leadership on the performance is very crucial since leadership is seen by several researchers as among the major driving forces for augmenting an organizational performance. Jung, Chow and Wu, (2003) say there is considerable effect of leadership styles on organizational performance. Obiwuru *et al.* (2011), in their survey revealed that transactional leadership style is more effective in increasing performance in an organization. A similar position was given by Koech and Namusonge (2012), that the contingent rewards and dynamic administration by exemption have a constructive relation with institutional performance. This means that the system of rewards actively influences organizational performance. Kalsoom, Khan & Zubair (2018), concluded by suggesting that if organization focuses on transactional leadership through trainings, it can develop the organizational leaders thereby increasing the employee

performance and in turn improve organizational performance.

Moreover, major research findings from leadership styles approaches signifies that leaders who often adopt democratic style came out more flourishing when contrasted with leaders who employ laissez faire or autocratic leadership of administration (Bowers & Seashore, 1966). This is also similar to Philips (2014), who in his study posited that democratic leadership can increase organizational performance. This was also supported by Aibieyi (2014), who posited that democratic leadership practice could influence workforce to a great stage of performance. This was also found to be true in Rahmah's (2023) study that the most important value connected with worker performance is egalitarian leadership style. Thus, democratic leadership style plays a very important function in increasing the overall organizational performance. Uchewangbe (2013), in his study concluded that democratic leadership style of administration where both bosses and workforce make choices that have significant effect on organizational performance.

In addition, autocratic or authoritarian leadership style is the style of leadership that takes decisions without consulting others (Khan *et al.*, 2015). An autocratic leader wants his subordinates to work according to him. Bhargavi and Yaseen (2016) in their study perceived a significant relation among autocratic leadership and institutional performance. This was also corroborated by Adeyemi (2010), who concluded that autocratic leadership significantly relates with employees' work performance as in several circumstances people must be mandatory before they could get better output. This kind of direction is more appropriate while the tasks are to be done within given time limit. Also, in the study conducted by Al-Khajeh (2018) asserts that authoritarian leadership has an important relation with institutional performance. Therefore, the autocratic



leaders oblige their cohorts to accomplish the strategy in accordance with his wishes. Furthermore, laissez faire leadership is a feature of avoidant leaders who may possibly not interfere in work activities of the subordinates and may totally evade tasks and avoid building relationships with subordinates (Koech & Namusonge, 2012). However, Dim and Nzube (2020) gave a different perspective as they found laissez faire leadership style to have positive relation with organizational performance. Specifically, situational context in which the leadership style is used will determine if it will increase or reduce organizational performance.

Finally, transformational leaders enhance work output of workers (Bono & Judge, 2003). A transformational leader uses intellectual consideration on organizational problems. It encourages innovation and learning in enhancing the general performance (Senge, 1992; Hurley & Hult, 1998). That is, it encourages the employees to do more than expected and think out of the box. Transformational leaders also achieve high level of performance from employees as they capable to instigate them to lift their capacities for achieving success and developing the subordinate's critical thinking (Koech & Namusonge, 2012). Wang *et al.*, (2011) and Obasan and Hassan (2014) agreed that transformational leadership is linked to team and institutional performance. Transformational leaders can improve an organization's changing capacities openly or tactfully by building an environment where workforce is inspired, encouraged and stimulated to be a role replica and are open to modification and improvement (Akkava 2020).

Thus, based on the above deliberations, this study hypothesizes that;

H1: transactional leadership significantly relates to organizational performance.

H2: democratic leadership significantly relates to organizational performance.

H3: autocratic leadership significantly relates to organizational performance.

H4: laissez faire leadership significantly relates to organizational performance.

H5: transformational leadership significantly relates to organizational performance.

Theoretical Framework

Based on the discussions in the foregoing fragments, this existing study impelled a model suggesting that leadership styles (transactional, laissez faire, democratic, autocratic and transformational) have major connection with institutional performance. The study is supported by Contingency Model which was developed in 1958 by Fiedler. This model proposes that leadership success be contingent on the style of leader and auspiciousness/positivity of the state of affairs. Fiedler classifies leaders as “task-oriented or relationship-oriented” and argued that the style of leader should match the circumstances favorableness. Therefore, the success of the leadership adopted in the office of the kwara state head of service will determine the level of significant relationship each leadership style has with the level of organizational performance. This means if the system of rewards and punishment is revealed to increase employee performance and given that it is employed as the organizational situation at hand requires. Then, we can assume that transactional leadership has an important connection with performance of institution and consequently recommend that the establishment adopts it, provided that the situation requires it. Also, the leader of the organization must be able to change his management approaches to suit the situation. There is no one way to leadership. Hence a multidimensional approach of different leadership styles by the organization as the situation dictates should be adopted.

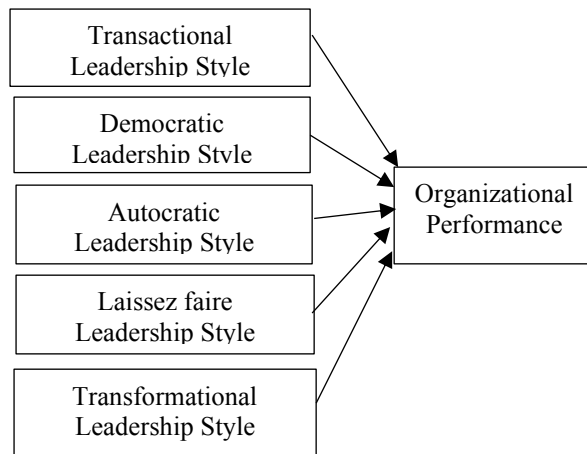


Figure 1: Research Framework

3. Methodology

Data for this research were gathered from staff of the Kwara State head of service, Ilorin. The total population of employees working in Ilorin, Kwara State head of service is 246 (as of July, 2023). The sample size of this analysis is 152 using the Taro Yamane formula. This is because the sample size should be fairly, suitable and enough to offer an accurate depiction of the complete target populace (Majid, 2018; Roscoe 1975). Simple random technique was employed to choose respondents. The researcher visited the sampled Office of Head of Service with copies for the staff. The researcher administered the questionnaire via HR department. The importance of the research and guidelines were clarified to the respondents. Questionnaires were dispersed to the respondents to fill, which was later collected by the researcher from individual respondents; this system guaranteed a high return rate and inspired liberty of voicing from the respondents. Taro Yamane formula has been used to arrive at an approximate sample size of 152.

In addition, descriptive and inferential assessments were embraced in the analysis technique of the study. Hence, the study measurements were developed. Face validity, content validity and pilot study were done to measures what it is intended

to measure, to validate the questionnaire and to measure the goodness of the instrument to ensure its dependability and consistency. The constructs/measurements scale were made on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to make administration of survey easier and give uniformity in terms of response arrangement. Equally, demographical variable was measured as categorical variable. This type of interval scale is considered appropriate for this analysis, as it is going by the proposition of Zikmund *et al.* (2010).

4. Results and Discussion

Data Analysis

Demographic information

The Table 1 presented the demographic information about a group of individuals, including their gender, age, marital status, educational qualifications, job descriptions, and length of years in service. The table indicates a relatively balanced gender distribution, with 87 (57.0%) males and 65 (43.0%) females among the surveyed individuals. This distribution suggests that the sample size is relatively representative of both genders.

In terms of age, the data reveals that the majority of respondents fall within the 26-35 age group, comprising 55 individuals (36.0%). The 36-45 age group follows closely, with 35 individuals (23.0%). Additionally, 27 individuals (18.0%) are aged 46 and above. This distribution suggests that the surveyed population is predominantly in the middle-aged range, with a significant representation of older individuals. Regarding marital status, the majority of respondents are married, accounting for 101 individuals (67.0%). In contrast, 51 individuals (33.0%) report being single.

The data on educational qualifications highlights the diverse educational backgrounds of the respondents. The largest proportion holds HND/B.SC/B.Ed degrees, constituting 81 individuals (53.0%). Other



significant groups include those with OND/NCE qualifications (27 individuals, 18.0%) and those with SSCE qualifications (22 individuals, 14.0%). A smaller percentage possesses postgraduate degrees

(15 individuals, 10.0%), while 7 individuals (5.0%) have other qualifications. This variation in educational qualifications reflects a diverse and potentially skilled workforce.

Table 1: Demographic information of the respondents

Variable	Sub-variable	Frequency	Percentage
Gender	Male	87	57.0
	Female	65	43.0
	Total	152	100.0
Age	18-25	35	23.0
	26-35	55	36.0
	36-45	35	23.0
	46 and above	27	18.0
	Total	152	100.0
Marital status	Married	101	67.0
	Single	51	33.0
	Total	152	100.0
Educational Level	SSCE	22	14.0
	OND/NCE	27	18.0
	HND/B.SC/B.Ed	81	53.0
	Postgraduate	15	10.0
	Others	7	5.0`
	Total	152	100.0
Job Description	Director	8	5.0
	Deputy director	12	8.0
	Assistant Directors	22	15.0
	Senior Officers	53	35.0
	Junior Officers	30	20.0
	Others	26	17.0
	Total	152	100.0
	Length of Service	1-5 years	54
6-10 years		47	31.0
11-15 years		30	20.0
16-20 years		9	6.0
21 years and above		6	4.0
Total		152	100.0

Descriptive Statistics

Table 2 shows the relationship between transactional leadership style and the organizational performance of the office of the Kwara state head of service. Criterion mean of 2.50 was set as benchmark to

determine positive and negative responses from the respondents with items possessing mean against the set benchmark considered as positive (Agreed) and items possessing mean below the set benchmark considered as negative (Disagreed). As shown on the



table, the respondents agreed that Transactional leadership is a leadership style that focuses on clearly defined roles, tasks, and responsibilities and rewards with emphasis on achieving organizational goals through a system of rewards and punishment, The management sets clear expectations and goals for members of the

organization, rewards and consequences are frequently used to motivate and manage organizational performance, the management often monitors and provides feedback on your progress toward established goals, and that transactional leadership style positively influences my work outcomes in the organization

Table 2: Transactional leadership style and the organizational performance

S/N	ITEMS	Mean	S.D	Decision
1.	Transactional leadership is a leadership style that focuses on clearly defined roles, tasks, and responsibilities and rewards with emphasis on achieving organizational goals through a system of rewards and punishment.	3.5333	62083	Agreed
2.	The management sets clear expectations and goals for members of the organization.	2.8833	55281	Agreed
3.	Rewards and consequences are frequently used to motivate and manage organizational performance.	3.2667	57589	Agreed
4.	The management often monitors and provides feedback on your progress toward established goals.	3.4250	63063	Agreed
5.	Transactional leadership style makes me adhere to established processes and procedures.	3.2417	68594	Agreed
6.	Transactional leadership style positively influences my work outcomes in the organization.	2.9833	92567	Agreed

Table 3 shows the relationship between democratic leadership style and the organizational performance of the office of the Kwara state head of service. Criterion mean of 2.50 was set as benchmark to determine positive and negative responses from the respondents with items possessing mean against the set benchmark considered as positive (Agreed) and items possessing mean below the set benchmark considered as negative (Disagreed). The respondents agreed that Democratic leadership is a leadership style whereby management involves organizational members in decision making, The management often seeks input and opinions from employees before making decisions, I feel empowered to participate in the decision-making process within the organization, The management encourages open communication and transparency in decision-making, Organizational decisions are typically made through consensus and group discussions and that Democratic leadership style positively influences my work outcomes in the organization.

Table 3: Relationship between democratic leadership style and organizational performance

S/N	ITEMS	Mean	S.D	Decision
1.	Democratic leadership is a leadership style whereby management involves organizational members in decision making.	2.9417	.62572	Agreed
2.	The management often seeks input and opinions from employees before making decisions.	2.5167	.86950	Agreed



S/N	ITEMS	Mean	S.D	Decision
3	I feel empowered to participate in the decision-making process within the organization.	3.2250	.65417	Agreed
4.	The management encourages open communication and transparency in decision-making.	3.0167	.59385	Agreed
.5	Organizational decisions are typically made through consensus and group discussions.	2.8083	.85303	Agreed
6.	Democratic leadership style positively influences my work outcomes in the organization.	3.1833	.56484	Agreed

Table 4 shows the relationship between autocratic leadership style and the organizational performance of the office of the Kwara state head of service. Criterion mean of 2.50 was set as benchmark to determine positive and negative responses from the respondents with items possessing mean against the set benchmark considered as positive (Agreed) and items possessing mean below the set benchmark considered as negative (Disagreed). The respondents agreed that Autocratic leadership style is a leadership style whereby the management often makes choices with minimal input from subordinates and enforcing strict compliance with directives, Management makes most decisions without seeking input or feedback from members of the organization, Employees are expected to follow orders and instructions without question, The management exercises a high level of control over day-to-day tasks and decisions, Autocratic leadership style positively impacts creativity and innovation within the organization and that Autocratic leadership style positively influences my work outcomes in the organization.

Table 4: Relationship between autocratic leadership style and organizational performance

S/N	ITEMS	Mean	S.D	Decision
1.	Autocratic leadership style is a leadership style whereby the management often makes choices with minimal input from subordinates and enforcing strict compliance with directives.	2.9417	.62572	Agreed
2	Management makes most decisions without seeking input or feedback from members of the organization.	2.5167	.86950	Agreed
3	Employees are expected to follow orders and instructions without question.	3.2250	.65417	Agreed
4.	The management exercises a high level of control over day-to-day tasks and decisions.	3.0167	.59385	Agreed
5.	Autocratic leadership style positively impacts creativity and innovation within the organization.	2.8083	.85303	Agreed
6.	Autocratic leadership style positively influences my work outcomes in the organization.	3.1833	.56484	Agreed

Table 5 shows the relationship between laissez faire leadership and the organizational performance of the office of the Kwara state head of service. Criterion mean of 2.50 was set as benchmark to determine positive and negative responses from the respondents with items



possessing mean against the set benchmark considered as positive (Agreed) and items possessing mean below the set benchmark considered as negative (Disagreed). The respondents agreed that Laissez faire leadership style is a leadership style whereby the management gives organizational members a high degree of autonomy, allowing members make decision and work independently with minimal direct supervision, The management often adopts a hands-off approach, allowing employees to make most decisions independently, Employees are largely responsible for setting their own goals and determining how to achieve them, Laissez faire leadership style affects accountability within the organization and that Laissez faire leadership style positively influences my work outcomes in the organizational members.

Table 5: Relationship between laissez faire leadership style and organizational performance

S/N	ITEMS	Mean	S.D	Decision
1.	Laissez faire leadership style is a leadership style whereby the management gives organizational members a high degree of autonomy, allowing members make decision and work independently with minimal direct supervision.	3.6083	.52334	Agreed
2	The management often adopts a hands-off approach, allowing employees to make most decisions independently.	3.1417	.52334	Agreed
3	Employees are largely responsible for setting their own goals and determining how to achieve them.	3.1417	.59826	Agreed
4.	Laissez faire leadership style affects accountability within the organization.	3.3250	.63725	Agreed
.5	Laissez faire leadership style has played a significant role in the organization.	2.7167	.90918	Agreed
6.	Laissez faire leadership style positively influences my work outcomes in the organizational members.	3.6083	.52334	Agreed

Table 6 shows the relationship between transformational leadership and the organizational performance of the office of the Kwara state head of service. Criterion mean of 2.50 was set as benchmark to determine positive and negative responses from the respondents with items possessing mean against the set benchmark considered as positive (Agreed) and items possessing mean below the set benchmark considered as negative (Disagreed). The respondents agreed that Transformational leadership is a leadership style where managements inspire and motivate the organizational members and motivate them by setting, The management inspires and motivates me to go above and beyond what is expected in my role, Organizational members are encouraged to embrace new ideas, take risks, and challenge the status quo, There is a high sense of purpose and shared vision among organizational members, Transformational leadership style has led to a positive change in the organization and that Transformational leadership style positively influences my work outcomes in the organization.



Table 6: Relationship between transformational leadership and organizational performance

S/N	ITEMS	Mean	S.D	Decision
1.	Transformational leadership is a leadership style where management inspire and motivate the organizational members and motivate them by setting a compelling vision and encouraging personal and professional growth.	3.3250	.59638	Agreed
2.	The management inspires and motivates me to go above and beyond what is expected in my role.	3.1500	.42307	Agreed
3.	Organizational members are encouraged to embrace new ideas, take risks, and challenge the status quo.	2.9750	.67938	Agreed
4.	There is a high sense of purpose and shared vision among organizational members.	2.9667	.75519	Agreed
5.	Transformational leadership style has led to a positive change in the organization.	3.0167	.46713	Agreed
6.	Transformational leadership style positively influences my work outcomes in the organization.	3.1500	.42307	Agreed

As exemplified in Table 2-6, the overall mean and standard deviation values of the entire variables are moderately sufficient. Hence, it can be established that the feedbacks of the respondents obviously indicate a tolerable and reasonable level of relevance to the whole measurements (i.e. transactional, democratic, laissez-faire, autocratic and transformational leadership as well organizational performance). This was done to offer a researcher an extensive evaluation on how the respondents of the survey have responded to the study instrument used in the research (Sekaran & Bougie, 2010).

Hypotheses Testing

Table 7 shows the correlation result on the relation concerning transactional leadership and organizational performance. The relationship calculated r-value was 0.334; the relationship table (critical r-value) was 0.152; level of freedom is 150, then p-value of 0.000 at 0.05 significance level. The rule of decision is to reject the ‘null hypothesis’ once intended r-value is bigger than the critical value. The ‘null hypothesis’ was therefore rejected because the intended r-value (0.379) is bigger than the critical r-value (0.152) which signifies significant relation among transactional leadership and organizational performance.

Table 7: Correlation Result on relationship between transactional leadership and organisational performance

Status	N	Mean X	SD	Df	Cal. r-value	Crit. r-value	P-Value	Remark
Transactional	152	2.73	1.21	150	0.334*	0.152	0.00	Significant
Performance	152	2.86	.675					

*Significant at 0.05

Table 8 illustrates the correlation outcome on the relation between democratic leadership style and organizational performance. The relationship calculated r-value was 0.332; the relationship (correlation) table (critical r-value) was 0.152; level of freedom is 150, then p-value of 0.000



at 0.05 significance level. The rule of decision is to reject the 'null hypothesis' once intended r-value is bigger than the critical value. The 'null hypothesis' was therefore rejected because the intended r-value (0.379) is bigger than the critical r-value (0.152) which signifies significant relation among democratic leadership style and organizational performance.

Table 8: Correlation Result on relationship between democratic leadership and organisational performance

Status	N	Mean X	SD	Df	Cal. r- value	Crit. r- value	P- Value	Remark
democratic	152	2.79	1.18	150	0.332*	0.152	0.00	Significant
Performance	152	2.86	.675					

*Significant at 0.05

Table 9 illustrates the correlation outcome on the relation between autocratic leadership style and organizational performance. The correlation (relationship) calculated r-value was 0.328; the relationship table (critical r-value) was 0.152; level of freedom is 150, then p-value of 0.000 at 0.05 significance level. The rule of decision is to reject the 'null hypothesis' once intended r-value is bigger than the critical value. The 'null hypothesis' was therefore rejected because the intended r-value (0.379) is bigger than the critical r-value (0.152) which signifies significant relation among autocratic leadership style and organizational performance.

Table 9: Correlation Result on relationship between autocratic leadership and organisational performance

Status	N	Mean X	SD	Df	Cal. r- value	Crit. r- value	P- Value	Remark
autocratic	152	2.74	1.16	150	0.328*	0.152	0.00	Significant
Performance	152	2.86	.675					

*Significant at 0.05

Table 10 illustrates the correlation outcome on the relation between laissez faire leadership and organizational performance. The correlation (relationship) calculated r-value was 0.327; the relationship table (critical r-value) was 0.152; level of freedom is 150, then p-value of 0.000 at 0.05 significance level. The rule of decision is to reject the 'null hypothesis' once intended r-value is bigger than the critical value. The 'null hypothesis' was therefore rejected because the intended r-value (0.379) is bigger than the critical r-value (0.152) which signifies significant relation among laissez leadership style and organizational performance.

Table 10: Correlation Result on relationship between laissez faire leadership and organisational performance

Status	N	Mean X	SD	Df	Cal. r- value	Crit. r- value	P- Value	Remark
autocratic	152	2.92	1.02	150	0.327*	0.152	0.00	Significant
Performance	152	2.86	.675					



***Significant at 0.05**

Table 11 illustrates the correlation outcome on the relation connecting transformational leadership with organizational performance. The correlation (relationship) calculated r-value was 0.330; the relationship table (critical r-value) was 0.152; level of freedom is 150, then p-value of 0.000 at 0.05 significance level. The rule of decision is to reject the ‘null hypothesis’ once intended r-value is bigger than the critical value. The ‘null hypothesis’ was therefore rejected because the intended r-value (0.379) is bigger than the critical r-value (0.152) which signifies significant relation among transformational leadership and organizational performance.

Table 11: Correlation Result on relationship between transformational leadership and organisational performance

Status	N	Mean X	SD	Df	Cal. r-value	Crit. r-value	P-Value	Remark
autocratic	152	2.92	1.02	150	0.330*	0.152	0.00	Significant
Performance	152	2.86	.675					

***Significant at 0.05**

Discussion of Findings

The testing of the raised hypotheses was done through Pearson coefficient correlation. Hypothesis 1 was supported. This result revealed significant relationships between transactional leadership style and performance of organization. Transactional headship, typified by punishments and rewards based may drive employees to meet specific targets and comply with established procedures. This agrees with Koech and Namusonge (2012), that the contingent rewards and dynamic leadership by exemption have a constructive connection with institutional performance. These outcomes support the ideas in the existing theory (contingency theory) and empirical findings that transaction leadership play an important function in shaping employees and organizational performance.

Hypothesis 2 was also supported. This result demonstrates that democratic management style is a strong and influential leadership style that inspires employees to put his better towards the achievement of organization goals. This is because it is seeking employee input before arriving at a

decision brings about more inclusiveness within the organization. This collaborated with Igbeakemen and Odivwri (2015), who

asserted that the sharing of responsibilities linking leaders and subordinates is very important for an organization survival.

Moreover, hypothesis 3 was supported which says autocratic leadership significantly relates with performance of organization. This result consistence with the studies conducted by Bhargavi and Yaseen (2016) and Adeyemi (2010) who believes that in several circumstances people must be mandatory before they could be capable of improve their output. Autocratic leadership may be less effective in the long term due to its top-down decision-making approach, potentially limiting creativity and engagement.

Furthermore, hypothesis 4 was also supported which says laissez-faire leadership significantly relates with institutional performance. This outcome is in line with study carried out by Dim and Nzube (2020). Though, Adeyemi (2010) discouraged this style of leadership as it does not bring better job performance. Therefore, he suggests that when it applied



judiciously, can empower workforce to get possession of their occupation and enhance accountability and organization performance.

Finally, hypothesis 5 supported the hypothesis formulated that transformational significantly relates with the organizational performance. This outcome corroborated with earlier studies such as Wang *et al.*, (2011) and Obasan and Hassan (2014). Transformational leaders appear to be a key driver of positive change and improved performance, as it motivates employees to go above and beyond their roles and aligns them with a shared vision (Akkava, 2020). Based on Contingency Model a balanced approach that combines all elements of leadership styles could ensure obedience, improvement, and group work, in turn improve organizational outcomes. It is essential for directors in Ilorin, Kwara State office of head of service to adjust to leadership styles that will make exact desires of the organization to be achieved.

5. Conclusion and Recommendations

Based on key issues connecting to hypothetical and bureaucratic parts of leadership styles and organizational performance research, this review was considered to examine the linkage among leadership styles and organizational performance, particularly between transactional, democratic, autocratic, transformational and laissez-faire leadership on institutional performance. Based on Contingency Model and extensive literature assessment, a theoretical structure was established to elucidate significant role of tactical leadership techniques in augmenting optimal organizational performance in Kwara State office of head of service. The study framed and tested five (5) hypotheses using Pearson correlation coefficient. The outcomes of whole 5 hypotheses framed were supported. The study established that leadership styles are important that has bigger consequence on organization performance. The result

revealed the multifaceted nature of leadership styles and organizational performance relationship. To optimize performance in the Kwara state head of service's office, a balanced approach that combines elements of transactional, democratic, and transformational leadership styles may be most effective. Such an approach can encourage compliance, team work, and innovation, ultimately contributing to improved organizational outcomes. It is essential for leaders to adapt their leadership techniques to the exact desires and contexts of the organization to achieve the best results.

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