

**LEADERSHIP STYLES AND EMPLOYEES' PERFORMANCE
IN CENTRAL, SPECIALIST HOSPITAL, SANGO OTTA**

BY

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CERTIFICATION

This project work has been read and approved as meeting part of the requirements of the Department of Business Administration and Management, Institute of Finance and Management Studies, Kwara State Polytechnic, Ilorin for the award of Higher National Diploma (HND) in Business Administration and Management.

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DEDICATION

This project is affectionally dedication to Almighty Allah (S.W.T) and my beloved parent and siblings and my lovely husband.

ACKNOWLEDGEMENT

There will never be anything possible in life without Allah (S.W.T), the immovable mover, the creator and sustainer of the universe, I render my profound gratitude to Allah (S.W.T) who bestowed upon me his unmeasurable mercy and has given me all the requisite wisdom, knowledge, health and understanding during the course of my programme and sparing my life to have a successful academic pursuit.

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ABSTRACT

The magnitude and importance of leadership styles in different organizations has long been under noticed and observed from a long period of time. But now the dynamic nature of leaders has been realized and has become a burning issue all over the world. Hence the study examined effect of leadership style on the performance of employees in Central, Specialist Hospital, Sango-Otta. These were achieved through; effect of autocratic leadership style on employee work quality; effect of democratic leadership style on employee efficiency; laissez-faire leadership style on employee effectiveness. The study adopted survey research method by administering 260 copies of questionnaire to staff of Central Specialist Hospital, Sango Otta. These was analyzes through standard linear regression to test the hypothesis of the studies. Quantitative result shows that leadership style has a significant effect on employee performance. The result also shows that significant relationship exists between leadership style and employee performance Central Specialist Hospital, Sango Otta. The study recommends that for the leadership of the hospital to encourage their departmental heads that are autocratic in nature to try to amend by adopting some measure of democratic leadership style and there is need for this leader to be firm in decision relating to the use of their authorities. Also, leaders must continue to ensure that employees under them are rightly guided and directed in order to improve not only their efficiency but also the effectiveness of the employee

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The magnitude and importance of leadership styles in different organizations has long been under noticed and observed from a long period of time. But now the dynamic nature of leaders has been realized and has become a burning issue all over the world. Effective leadership enhances the employees' performance in all the sectors of the economy in a country. Leadership is a special type of influential activity. The effect which is apparent may be seen in all kinds of social situations. Leadership is conceived as a process where one or more persons influence a group of persons to move in a certain direction. The word leadership has been used in various aspects of human endeavour such as politics, academics and social works. Messick and Krammer (2004) as reviewed by Ibrahim and Daniel (2019) argue that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Therefore, an individual will support the organization if he believes that through it, his personal objective and goals could be met, if not, the person's interest will decline.

Leadership occurs when one group member modifies the motivation or competence of others in the group. Leadership style is the manner and approach of providing direction, implementing plans and motivating people. Having acquired the human resources, there is the need to maintain and keep them together, it should be noted that every individual has his personal expectation for working in an organization. To this effect, the leader must employ the various ways of making sure that the employees stay at work, feel contented, ready to put in their best and that their expectations are met without neglecting the overall corporate objective(s) of the organization.

Gagan, Richa, Sanjeet and Tavleen (2019), refers leadership as a process of influencing the followers socially so that they can participate intentionally to achieve the organizational objective. Leadership style can affect organizational commitment and work satisfaction explicitly. However, work satisfaction can further positively affect organizational commitment and work performance.

The turbulence and tension within 21st century hospital organizations have created a culture of crisis wrought with financial instability and performance inabilities that threaten the very survival of many contemporary hospitals. It is within this complex period of health care that the need for effective leadership becomes more pronounced. Bujak (1999), Beverly (2010).

According to Graen (2013), leadership impacts productivity in the following ways; it improves employee morale, it is a source of motivation, forms basis for cooperation, divides work as per capability, gives necessary guidance and creates effective communication. Leadership is very important to the survival and effectiveness of organization's performance. As organizations grow and expectations about their performances increase, demand for good leadership tends to multiply. From every indication, there seems to be a strong link between leadership style and performance of employees in an organization (Eze, 2011).

Khan, Buhkari and Channar (2016) analyzed transactional leadership with the integral policies and strategies of transactional leadership styles as way of enhancing performance in the hospitals in Karachi, Pakistan to experience successes as the hospital matured and developed. From every indication, there seems to be a strong link between leadership style and performance of employees in an organization.

1.2 Statement of the Problems

One of the problems observed by the researchers is the failure of organizations to adjust their leadership styles to the changing situations and environment. This failure is as a

result of lack of understanding of the fact that no particular style of leadership can fit all work conditions and hence must be flexible to give room for change. Each organization is peculiar and its leaders must be sensitive to the behaviours of employees so as to effect the right leadership styles.

Another problem observed was lack of skills by leaders in ensuring that employees are motivated to participate in managerial decisions, the absence of motivation contributes to the inefficiency and ineffectiveness of employees.

Furthermore, most of the dispersed management theories and techniques are based on western ideology and value systems, their uncritical transfer to developing countries has in many ways contributed to organizational inefficiency and ineffectiveness (Kanugo and Jaeger, 1999).

The problem is the leadership styles needed to effectively run hospital organization in Nigeria have not been identified and/or established. The challenges of this study are to establish the effect of different leadership styles on the performance of employees in Central, Specialist Hospital, Sango Otta.

1.3 Research Questions

The study seeks to answer the following questions:

- i. To what extent can autocratic leadership style affect work quality?
- ii. What are the effects of democratic leadership style on employee efficiency?
- iii. To what extent does laissez-faire leadership style impacts employee effectiveness?

1.4 Research Objectives

The main objective of the study is to examine the effect of leadership style on the performance. However, to achieve this main objective, the specific objectives are to;

- i. Determine the effect of autocratic leadership style on employee work quality
- ii. Investigate the effect of democratic leadership style on employee efficiency

- iii. Examine the impact of laissez-faire leadership style on employee effectiveness

1.5 Research Hypotheses

Based on the objectives, the following hypotheses were developed in order to make valid conclusions on the subject matter. The hypotheses are expressed in their null form:

H₀₁: There is no significant effect of autocratic leadership style on employee work quality

H₀₂: There is no significant effect of democratic leadership style on employee efficiency

H₀₃: Laissez-faire leadership style has no significant impact on employee effectiveness

1.6 Significance of the Study

The study findings benefit Institutions in the health industry in appreciating the critical role played by sound Leadership and Governance structures in improving organization's employee performance both at national and international fronts.

This study hoped to assist management of Central, Specialist Hospita, Sango Otta to evaluate how employees and regulator perception of top leadership affect the performance of employees of the organization. It would help to enlighten the management of the organization on the need and importance of having effective leaders in the organization.

It would enlighten the employees on their roles and obligations to the leadership in the organization and other related matters. It will identify the reason why employees react positively to a particular leadership style of a manager and also aim at discovering what makes workers to be motivated and satisfied with their job.

The finding from the study is important because they have the capacity of being used to formulate policy guidelines which are relevant and sensitive to the forces that influence the health sector performance in Ogun State and Nigeria as a whole.

This study is to benefit the Health sector and other organization to formulate leadership and governance models whose overall objectives are to restore trust in the health sector, accelerate rate of growth, build productive and profitable institutions.

The relationship between leadership style and employee performance will help the institution be in a better position to use the findings of this research to develop leadership programmes that will see leaders acquire relevant leadership skills for effective management and organizational performance.

1.7. Scope of the Study

The study covers the effect of leadership styles on the performance of employees in Central, Specialist Hospita, Sango Otta. The study is streamlined to employees' performance variables such as employees work quality, employees' efficiency and employees' effectiveness, and leadership style variables namely autocratic leadership style, democratic leadership style and laissez-faire leadership style. The study was carried out in Central, Specialist Hospita, Sango Otta.

1.8. Definition of Terms

Leader: A leader is an appointed individual with the ability to organize other subordinates.

Employer: An employer can be defined as a person or institution that hires people.

Leadership: This is the act of persuading/inspiring subordinates to perform and engage in achieving a goal.

Management: The act of controlling and directing people so as to coordinate and harmonize the group thereby accomplishing goals within and beyond the capacity of people being directed.

Employee Efficiency: This refers to the productivity as a result of speed and accuracy of an employee at the job task.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers the conceptual, theoretical and empirical literature on leadership styles and its effect on performance of employees. It begins with brief review on leadership, various theories to inform the study and empirical studies on the effect on employees' work quality, effectiveness, efficiency and motivation. This section also provided the gap in the existing literature which this study is expected to fill.

2.1 Conceptual Clarifications

2.1.1 Concept of Leadership

Leadership is a social influence process that seeks to elicit cooperation and support of individuals towards actualization of some set goals. The process of leadership is a dynamic concept that changes with the context and era of its essence. From the core of human existence, family, leadership plays a vital role in assuring stability and harmonious growth. Filtering into the wider scope of human existence, the society thrives on effective leadership as a pilot for cohesiveness among habitants. At the helm of leadership processes sits the leader; an individual who influences individuals to win their support and cooperation at achieving some set goals. The quality and effectiveness of leadership processes rely heavily on the systemic embodiment of leadership and the strategic fit of the leader. To fully understand contemporary management thought on differences in leadership styles, it is imperative to review, at least briefly, the theories that have helped to shape our thinking about leadership over the past century. Moran (1992), Munirat & Yusuf (2017).

Omelayole (2006) views leadership as that kind of direction, which a person can give to a group of people under him in such a way that these will influence the behavior of another individual, or group. Ngodo (2008) perceives leadership to be reciprocal process of social

influence, in which leaders and subordinates influence each other in order to achieve organizational goals. Leadership style is viewed as the combination of traits, characteristics, skills and behaviours that leaders use when interacting with their subordinates (Marturano& Gosling, 2008, Jeremy et al, 2011).

Stogdill (1989) describes leadership as both a process and a property. As a process, leadership involves the use of non-coercive influence, while as a property it specifies the set of characteristics attributed to someone who is perceived to use influence successfully. Blake and McCanse (1991) see leadership as a process whereby an individual influences a group of individuals to achieve a common goal. From the foregoing definitions, one can reasonably posit that while there are a variety of leadership definitions out there, there is a specific component that is central to the majority of these definitions. Thus, “influence” is central to most definitions of leadership especially the ones given above. However, the concept of influence used here connotes the leader’s ability to accomplish much more in association with others than the strictly formal components of organization would appear to permit. Rowe (2007) affirms that “influence” involves getting people to do what you want them to do thereby providing means or methods to achieve two ends of operating and improving the organization. Operating and improving the organization by the leader boards on one’s commitment to integrity, transparency and service to the organization and community at large. While transparency is very vital in an organization where status and greed have characterized leadership in the past, there is always a price for attempting to cultivate integrity, transparency, and provide service to humanity.

2.1.2 Concept of Leadership Style

The concept and definition of leadership and style may differ from one person, or situation, to the other, leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals

in the organization. Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2007).

The U.S military has studied leadership in depth and one of their definitions is a process by which a person influences others to accomplish a mission (U.S. Army, 1983). The definition of leadership style vary from one individual to another, it stands to reason that their way of going about things will definitely vary no matter how small the difference. They also affect to a very large extent, the way these leaders perceive and react to issues and situations.

2.1.3 Factors of Leadership

There are four primary factors of leadership as stated by U.S. Army (1983), which all leaders should be in tune with so as to exercise leadership, but at different moments as they affect each other differently.

i. Leader

A leader must have an honest understanding of who he is, what he knows and what he can do. It is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful, a leader will have to convince the followers, not himself or the superiors.

ii. Followers

A follower is a person who agrees with the beliefs or listens to the lead or commands of another. Different people require different styles of leadership. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people. The fundamental starting point is having a good understanding of human nature, such as needs, emotions and motivation.

iii. Communication

Leading is through two-way communication. Much of it is nonverbal. What and how a leader communicates either builds or harms the relationship between him and the followers.

iv. Situation

All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation. Situation always has a greater effect on a leader's action than his or her traits. This is because while traits may have an impressive stability over a period of time, they have little consistency across situations (Mischel, 1968).

2.1.4. Leadership Style Approaches

Four of the most basic leadership styles are: Autocratic, Bureaucratic, Laissez-faire and Democratic. This research will briefly define each style and describe the situations in which each one might be used.

2.1.4.1. Autocratic Leadership Style

Autocratic leadership style which was later named as classical leadership is the extreme strict principle in which the leader maintains a master-servant relationship with members of the group. The autocratic leader is task centered and his/her focus is to get a certain task done quickly. Autocratic leader makes all the decisions and assigns tasks to members of the group. In organizational environment these leaders are usually powerful CEOs who hold multiple titles (chairman, CEO, president), receive high compensation, and often control large shareholdings to dominate companies (Muller, 2007). These leaders are usually blessed with a charismatic and self-confident personality. Autocratic leaders use their position to pursue aggressive and visionary goals and their power through organization culture, press and media to praise their own initial success. Autocratic Leadership Style is task centered and his/her focus is to get a certain task done quickly. Autocratic leader makes all the decisions and assigns tasks to members of the group.

The main advantage of autocratic leadership style is that it gets things done quickly. Moreover, it ensures that the leader gets listened to and lets team members know when their behavior is unacceptable. However, autocratic leadership style has many disadvantages and it is considered as a destructive leadership behavior (Sorenson, 2010). This leadership style can distance team members from the leader which can cause low level of job satisfaction and trust in the organization. Basically any organization that relies on the ability of a single person is living dangerously. As suggested by various scholars the major cause of organizational decline is a top executive who has too much power and some of the main disadvantages of autocratic leaderships are that it does not allow team members to think for themselves and this limits innovation and employee participation. Moreover, this leadership style can distance team members from the leader which can cause low level of job satisfaction and trust in the organization.

2.1.4.2. Democratic Leadership Style

The democratic leadership style is also called the participative style as it encourages employees to be part of the decision making (Gastil, 2012). The democratic manager keeps his or her employees informed about everything that affects their work and shares decision making and problem solving responsibilities. This style requires the leader to be a coach who has the final say, but gathers information from staff members before making a decision. Democratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale. Typically, the democratic leader develops plans to help employees evaluate their own performance, allows employees to establish goals, encourages employees to grow on the job and be promoted, recognizes and encourages achievement.

Like the other styles, the democratic style is not always appropriate. It is most successful when used with highly skilled or experienced employees or when implementing

operational changes or resolving individual or group problems (Leban, 2014). The democratic leadership style is most effective when the leader wants to keep employees informed about matters that affect them, the leader wants employees to share in decision-making and problem-solving duties, and when the leader wants to provide opportunities for employees to develop a high sense of personal growth and job satisfaction. It is also effective when there is a large or complex problem that requires lots of input to solve, changes must be made or problems solved that affect employees or groups of employee and when one wants to encourage team building and participation (Aronson, 2011).

2.1.4.3. Laissez-faire Leadership Style

Laissez-faire leadership, also known as delegative leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. Researchers have found that this is generally the leadership style that leads to the lowest productivity among group members. The laissez-faire leadership is the extreme loose principle which includes non-interference policy that allows complete freedom to all the employees and has no particular way of attaining goals (Cummings, 2010). This style of leadership is people centered and the leaders leave the group to make its own decision without participating or even setting a deadline for the decision.

Advantages of Laissez-faire Style of Leadership

1. Freedom to choose: It gives freedom to employees to take decision.
2. No burden on the team members
3. Creativity: Laissez-faire leadership helps to bring creativity in the organization when the leader gives freedom to employees, they started taking new initiatives for the company and bring new ideas.
4. The group leader hardly requires any preparation time

5. Independence: Laissez-faire management will work well with employees who prefer to work independently, figure out solutions to problems on their own and glean satisfaction from a chance to pursue their passions.
6. Less chance of the leader being unpopular

2.1.6 Employees' Performance

Performance of the employee is considered as what an employee does and what he does not do. Employee performance refers to how workers behave in the workplace and how well they perform the job duties they are obligated to do. Performance also refers to work effectiveness, quality of work and efficiency at the task level. Individual performance affects the team and organizational performance. When employee performance is poor, the organization may not be able to satisfy the customers and thus see negative impacts in the profits, company reputation and sales.

In addition, employees' performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. According to the results of the study conducted by Yang (2008) on individual performance showed that performance of the individuals cannot be verified. Performance is a relative concept set of time-based measurements of generating future results (Corvellec, 1995). Performance is important to us as people and as organizations. Often performance is identified or equated with effectiveness and efficiency (Neely, Gregory and Platts, 1995). As the performance of an organization is dependent on the quality of the workforce at all levels of the organization (Temple, 2002), it is essential to discuss the concept of individual performance. Hakala (2008) argued that, performance measurement is an on-going activity for all managers and their subordinates, the measurement and its indicators are quantity, quality, timeliness and cost effectiveness.

2.1.7 Components of Employee Performance

2.1.7.1 Employees' Effectiveness

Employees' Effectiveness means 'doing the right things or occupying oneself with the right things. The concept 'effectiveness' is linked to the assumption that organizations are goal-oriented. The focus is on the actual attainment of organizational goals and not so much on the means necessary to reach them or the speed at which they are reached. For this reason, not everything that is effective has to be efficient; but everything that is efficient has to be effective.

Effectiveness is essential for improving results; and in order to perform effectively, clarity is needed. If your employees do not know what results are expected of them, there is a risk that they will work but will not perform. They are not doing the right things and so contribute insufficiently to the success of the organization. In relation to the theory of “goal setting”, employee effectiveness can be assumed as enhanced level of employee performance that would lead to higher productivity (Terpstra and Rozell 1994).

2.1.7.2 Employees' Efficiency

Employee Efficiency is the ability to act or produce effectively with a minimum of waste, expenditure or unnecessary effort. The focus is on the resources and speed with which organizational goals are achieved. Employee efficiency is an employee characteristic and relate to the speed and accuracy of an employee at the job task. The more efficient the employees are the more productive they will be if managed correctly.

Something is only efficient when it is effective. In other words, something is efficient if it has a useful effect. Therefore, efficiency and effectiveness goes hand in hand because the effectiveness of an organization is determined by how successfully the resources are assigned in order to achieve the set goals.

Working effectively and efficiently are clear signs of a good performance, although variables are interdependent. But not only do the variables influence each other, they also

influence and are influenced by other factors. Role clarity, for instance, is key for employees to be able to work effectively and efficiently. Role clarity is instrumental to a good, productive working atmosphere. As long as employees know what their tasks are, the best way is to perform their duties, and what the priority for each task is, they will feel less pressure while working and will be more productive. Having a clear picture of their role paves the way for effective and efficient working. Moreover, it will stimulate employees to invent even more effective and efficient ways to achieve their, and the organization's, goals. This has a direct influence on performance.

2.2 Theoretical Framework

The study adopted two theories; behavioural leadership theory and transformational leadership theory.

2.2.1 Behavioural Theory

Behavioural theories of leadership focus on the study of specific behaviours of a leader. For behavioural theorists, a leader behavior is the best predictor of his leadership influences and as a result, it is the best determinant of his or her leadership success. This approach provides real marketing potential, as behaviours can be conditioned in a manner that one can have a specific response to specific stimuli.

Behavioural theories of leadership emphasized more on studying the determinants of behavior of a leader and concluded that using these determinants, leadership style can be learned. According to Northouse (2007), and as reviewed by Asral-ul-haq & Anwar (2018), the behavioral theories include two types of behaviors: task behaviors and relationship behaviors. The task behaviors are related to the task accomplishment whereas the relationship behaviors motivate the followers to carry on their efforts. The underlying assumption of behavioral theories of leadership is that, it is possible to learn leadership behavior and styles through training (Allen, 1998). In this regard, Ohio and Michigan studies are considered significant contributions in the development of

behavioral theories. The first contribution was from Ohio State University researchers (Stogdill, Coons, Halpin & Winer, Fleishman) who came up with some influential theories of leadership that remained popular during 1950s and 1960s (Gill, 2006).

2.2.2 Transformational Leadership Theory

According to Bass (2006) the transformational leadership was coined by Burns (1978). Transformational leadership theory has evolved from and contains elements of preceding leadership types, such as trait and behaviour theories, charismatic, situational and transactional leadership. The Transformational Leadership theory states that this process is by which a person interacts with others and is able to create a solid relationship that results in a high percentage of trust, that will later result in an increase of motivation, both intrinsic and extrinsic, in both leaders and followers.

Transformational theory focus upon the connections formed between leaders and followers. Transformational leadership is the leader's ability to motivate followers to rise above their own personal goals for the greater good of the organization. Bass (2006) theorized that the transformational style of leadership comes from deeply held personal values which cannot be negotiated and appeals to the subordinates' sense of moral obligation and values. Bass declared there were four types of transformational leadership behavior, namely idealized influence (charisma), inspirational motivation, individualized consideration, and intellectual stimulation.

2.3. Empirical Review

Ojokuku, Odetayo, & Sajuyigbe (2012) conducted research on the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. The sample size used by the researchers is 60. The study contained twenty of random 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 was used and one hypothesis was formulated to analyze data.

Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict 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 title '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 is 150. Survey questionnaires were 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 with $n = N/(1+Ne^2)$. Data were analyzed by using weighted mean, percentages, multiple regression and correlation coefficient. Percentages specifically were used to analyze demographic variables (gender, age, length of service and leadership styles). Weighted mean was 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 employee's performance and employee job satisfactory level even though there are still rooms for improvements.

2.4 Gap in the Literature

From the relevant literature reviewed, most of the research findings between leadership styles and employees' performance have no clarity or consensus reached on the particular leadership style suitable for organizations. However, there were some variances in their

findings. Also, some leadership strategies described were not subjected to statistical analysis and most of the leadership theories and techniques were based on western philosophies. The literature indicated the relationship between leadership styles and employees' performance but however require further attention. This is attributed to a gap in the literature that supported the need for more inquiry into evidence-based leadership styles that promote successful practices in organization settings so as to enhance employees' performance. It is hoped that this study will fill the gap in literature as there is need for progressive attention on the effect of leadership style on the performance of employees. This exploration will consider the relationship between leadership styles and performance of employees in, Central Specialist Hospital Sango, Ota . This critical task can meaningfully add to the knowledge of leaders in the health sector and other organizations to be able to pilot the affairs of the organization even in an unstable and traumatic situations and terrain of the 21st century.

CHAPTER THREE

METHODOLOGY

3.0 Preamble

The aim of this study is to evaluate the effect of leadership styles on the performance of employees in Central Specialist Hospital. This chapter focused on the methodology that was employed in the research work. The major areas that were discussed were Research Methods i.e. the Research Design, Population of Study, Sample Size Determination, Sampling Technique/Procedure, Research Sample Frame, Collection of Data, Research Instrument, Validity of Research Instrument and Reliability of Research Instrument.

3.1 Research Design

The design of a study is the end result of a series of decisions made by the researcher concerning how the study will be conducted (Asika, 1997). The research design for this study is a survey research method. This is to evaluate the effect of leadership styles on the performance of employees in Central Specialist Hospital, Sango Otta. The survey method involved the use of structured questionnaire designed to obtain data from respondents. The reason for the use of survey research method is to get first-hand information that enhances the research data analysis. In addition, this design allows the researcher to get access to the respondents in order to obtain the needed information from them. With this design the researcher is interested in observing what is happening to the sample subjects without any interfering from the researcher. This design allowed the researcher to get data needed to test the hypotheses.

3.2 Collection of Data

The source of data for this research work is primary and secondary data which was obtained from Central Specialist Hospital, Sango Otta. The primary data was gathered using a structured questionnaire which was presented to respondents to collect data. Secondary data on the other hand refers to already published information. The secondary

data used to conduct this study was sourced from textbooks, journals, articles, earlier publications, encyclopedia, and dictionaries. The secondary data was used to develop proper conceptual, empirical and theoretical frameworks for this study, while testing research hypotheses and providing answers to the research questions was made possible through the primary data.

3.3 Research Instrument

The use of questionnaire is a suitable way of getting the insight of people or situations and by ensuring that the objectives of the research study are achieved. In designing the questionnaire, conscious efforts were made to structure the questions in such a way that the respondents were given the opportunity of answering from the options provided. The questionnaire is a self-generated one and it consists of two component parts.

The first part consists of questions that make it possible for the bio-data to be collected. This part of the questionnaire will be intended to elicit information about the sex, age, marital status, educational qualification, and working category and employment duration of the respondents. The other part of the questionnaire would contain the dependent variables which will be designed to elicit responses from respondents on familiarity dimension and to find out the extent to which employees' performance can be influenced by organization leadership styles.

A five-point Likert-scale questionnaire was developed to provide the respondents ease of answering the questions as per the level of agreement (McLeod, 2008). The Likert scale follows the format for positive questions (Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1), and for negative questions (Strongly Agree = 1, Agree = 2, Undecided = 3, Disagree = 4, Strongly Disagree = 5). In addition, two point Likert scale will be considered to provide ease of answering some certain questions.

3.4 Population of Study

The population of the study is the staff of Central Specialist Hospital, Sango Otta. Thus, the population of the study would be 800 employees of Central Specialist Hospital, Sango Otta according to the Human Resources Division of the Organization.

Administrative Department -44

Nursing Department -158

Works & Maintenance- 52

Clinical Services- 120

Security Department - 60

Accounts & Audit Department- 41

Hospital Ventures - 127

Cleaners & Others - 191

Management - 7

3.5 Sample Size Determination

Krejcie and Morgan sample size was used to select 260 employees from different departments in Central Specialist Hospital, Sango Otta such as Administrative department, Nursing department, Works and Maintenance department, Clinical Services, Security department, Accounts and Audit department, Hospital Ventures and Management.

3.6 Sampling Technique

Simple Random Sampling method was used for this research work. This method was adopted because of the characteristics of the study population and it is considered fit for this purpose as it is devoid of unbiasedness and also ensures that each employee has an equal chance of selection. This sampling technique was used to cull the sample size from the larger population for easy generalizations of the larger group.

3.7 Method of Data Analysis

Both descriptive and inferential statistics were used to analyze data collected for the study. The descriptive statistics of simple percentage, mean, and standard deviation was used to meaningfully describe the data collected for the study while the inferential statistics of logit regression was used to achieve the objectives of the study and test the hypotheses earlier formulated for the study.

3.7.1 Descriptive Statistics

The descriptive statistics of simple percentage, mean, standard deviation and coefficient of variation was used to meaningfully describe the data collected from the respondents. The decision based on these descriptive tools was the mean values that were obtained for each of the test item in the questionnaire. More so, the standard deviation was used to adjudge the level of dispersion of these responses from their mean while the coefficient of variation informed more on the severity of these responses dispersion from their mean.

3.8 Validity of Research Instrument

This research was carried out with credibility in order to attain a general acceptable result and which aligned with other previous research related to the study. The data was gathered, presented, analyzed and interpreted for the study with the validation of the primary source using the secondary data. The instrument used for this research work was questionnaire and it is valid because it was designed in such a way to deduce information in the variables of the research problems. The validity instrument included content test, criterion related test, construct test and discriminate validity by reducing bias, errors that might result from personal characteristics of respondents and from variability in their skills.

3.9 Reliability of Research Instrument

Osaeze and Izedonmi (2000) define reliability as the consistency between independent measurement of the same phenomenon, which implies stability, dependability and predictability of a measuring instrument. This research work ensured that all data

collected were reliable and accurate in order to guarantee that the information gathered are good to formulate policy in Health sector and other sectors in Nigeria. Therefore, the study compared the research instrument with other empirical research and ensured that the data recording was accurate and the interpretations of data were empirical and logical which will increase the reliability of this study. The pilot test and the reliability of instrument were measured using test re-test reliability approach.

CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION OF RESULTS

4.0 Preamble

This chapter dealt with the presentation of results and discussion of findings. The broad objective of this study was to evaluate the effect of leadership styles on the performance of employees in Central Specialist Hospital, Sango Otta. To achieve this objective, four operational objectives were set out for investigation. A descriptive research design was adopted to gather data for the study through the administration of questionnaire to 260 purposively selected respondents using Krejcie & Morgan sampling size table. In addition, from the 260 copies of questionnaire distributed to the respondents, only 240 copies of questionnaires were validly returned and used for this study. This gave 92.31 completeness rate.

4.1 Descriptive Analyses

4.1.1 Analysis of Demographic Distribution of Respondents

Table 4.1 presented the distribution of respondents' demographic characteristics.

Table 4.1 Demographic Distribution of Respondents

Demographic Characteristics	Frequency	%Percentage
Gender		
Male	160	66.67
Female	80	33.33
Total	240	100.00

Demographic Characteristics	Frequency	% Percentage
Age in Years		
Below 30	65	27.08
30-50	113	47.08

Above 50	62	25.83
Total	240	100.00
Academic Qualification		
OND/NCE	78	32.50
HND/B.SC	134	55.83
PGD/MBA	18	7.50
M.SC/P.HD	10	4.17
Total	240	100.00
Professional Qualification		
None	89	37.08
ICAN	8	3.33
ACCA	4	1.67
IHSAN/NIM/CIPM	67	27.92
MBBS	30	12.50
Others	42	17.50
Total	240	100.00

Level at Work		
Junior Staff	112	46.67
Senior Staff	122	50.83
Management Staff	6	2.50
Total	240	100.00
Years of Working Experience		
At most 10 years	150	62.50
11-20	77	32.08

Above 20	13	5.42
Total	240	100.00

Source: Researcher's Field work, 2025

Table 4.1 presented the distribution of respondents' demographical variables. From the table, the distribution of respondents according to gender revealed that 66.67% of the respondents were male while 33.33% of the respondents were female. This implied that substantial numbers of the respondents were male and hence, an opinion generated from this category of the respondent might be essential in enhancing the finding of this study.

Moreover, the distribution of respondents by age in years showed that 27.08% of the respondents were below 30 years of age while 47.08% of the respondents were between 30-50 years of age. Meanwhile, 25.83% of the respondents were above 50 years of age.

This indicated that sufficient numbers of the respondents were between 30-50 years of age. The implication of this to this study was to ensure that the respondents used for the survey were matured enough to appreciate what the research entailed.

Furthermore, the distribution of respondents by academic qualification showed that 32.50% of the respondents had OND/NCE while 55.83% of these respondents had HND/BSC. Also, 7.50% and 4.17% of the respondents had PGD/MBA and M.Sc./PhD respectively. This revealed that substantial numbers of the respondents had HND/BSC and hence, with these academic qualifications of respondents, it was a surety to the fact that respondents used for the survey were in a better position to understand and appreciate what the research questions entailed and for this, serious contribution from the respondents to the study should be expected.

The distribution of the respondents according to professional qualification revealed that 37.08% had no professional attainment while 3.33% of the respondents had ICAN. In addition, 1.67% had ACCA while 27.92% of these respondents had IHSAN/NIM/CIPM. Also, 12.50% of the respondents had MBBS while 17.50% of the respondents were with

others professional qualification such as, ANAN, Nursing certificate and certificate in health care services. This indicated that sufficient numbers of the respondents had no professional qualification. The import of this to the study was that it would enable the respondents to further contribute to finding of this research.

Also, the distribution of respondents according to level at work revealed that 46.67% of the respondents were junior staff while 50.83% of the respondents were senior staff. More so, 2.50% of these respondents were management staff. This showed that sufficient numbers of the respondents were senior staff and as a result of this, their contribution to the research might further helped this study.

In addition, the distribution of respondents according to years of working experience indicated that 62.50% of respondents had at most 10 years of working experience at the hospital while 32.08% of the respondents had between 11-20 years of working experience. Meanwhile, 5.42% of these respondents had above 20 years of working experience at Central Specialist Hospital. This implied that enough respondents had at most 10 years of working experience at the study location and as a result of this, they (respondents) were in a better position to contribute meaningfully to this research.

4.1.2 Perception of respondents on the effect of leadership style on the performance of employees in Central Specialist Hospital

The type of leadership style adopted by an organization might go a long way in influencing the performance of employee. Employee according to Emmanuel and Aliyu (2018) appreciates a leader that is opened and ready to give them the chance to contribute their quotas to the development of organization and vice-versa. Employees usually ready to give their all to a leader that appreciates their contributions over the years in an organization while it is otherwise when an authoritarian leader is in charged. Therefore, this section focused on the assessment of respondents' perceptions on the type of leadership style that could enhance the performance of an employee in an organization.

4.1.2.1 Perception of respondents on autocratic leadership style in Central Specialist Hospital

An autocratic leader had no respect of any man in an organization. He believes that employees were in organization to work and earn their living. As a result of this, they must give their all in ensuring that organizations goals are achieved within the shortest possible time. In fact, autocratic style of leadership is result oriented. They tried as much as possible that employee do their beat within the stipulated time without compromising procedures and processes in the organization. As Aliyu (2017) pointed out that autocratic leaders use force to achieve result at the inconvenience of employee/subordinates. This section, therefore, focused on the assessment of respondents on the effect of autocratic leadership on employee performance.

Table 4.2 Distribution of respondents' perception on autocratic leadership style in Central Specialist Hospital

S/N	Variable	SA (%)	A (%)	UND (%)	D (%)	SD (%)	Mean	Std
1	My boss always admit personal limitations and mistakes	12 (5.00)	10 (4.17)	5 (2.08)	127 (52.92)	86 (35.83)	1.90	0.98
2	My boss is open to criticism and challenges from others	32 (13.33)	12 (5.00)	7 (2.92)	89 (37.08)	100 (41.67)	2.11	1.36
3	My boss demonstrate high	23 (9.58)	45 (18.75)	12 (5.00)	67 (27.92)	93 (38.75)	2.33	1.39

	level of integrity and honesty							
4	My boss allows employee to introduce their ideas in getting things done in time	55 (22.92)	12 (5.00)	21 (8.75)	66 (27.50)	86 (35.83)	2.52	1.56
5	My boss is interested in subordinate inputs in ensuring that tasks are performed before the due date	67 (27.92)	12 (5.00)	10 (4.17)	75 (31.25)	76 (31.67)	2.66	1.63

Source: Researcher's Field work, 2025

Table 4.2 presented the distribution of respondents' perception of the autocratic leadership style in Central Specialist Hospital, Sango Otta. Looking at the result from the table, it was found that 5% of the respondents strongly agreed that their bosses always admit personal limitation and mistakes while 4.17% of the respondents agreed with this test item. Conversely, 2.08%, 52.92% and 35.83% of the respondents were undecided, disagreed and strongly disagreed respectively with this test statement. This revealed that substantial numbers of the respondents disagreed with this test item. The implication of this was that many of the respondents agreed that with autocratic leaders in charge, it might be difficult to convince the boss to admit his/her limitations and mistakes. Failure

of bosses in organizations to admit their personal errors and mistakes during the course of leading employees had led to many organizations to lose their best hands on the job. Nobody likes to work with a boss that is always perfect in all things. He is always ready to rebuke any employee that might point out his/her mistake during the course of leading the employee on the job. As, Emmanuel (2017) posited that, an autocratic leader found it difficult to acknowledge the fact that some employee might be better than him. His egos and pride usually discourage hardworking employees to contribute meaning to organizational performance. The mean value obtained for this test item of 1.90 confirmed that substantial numbers of the respondents disagreed with this test statement and hence, the test item might influence employee performance negatively.

Moreover, 13.33% of the respondents strongly agreed that their bosses were opened to criticism and challenges from others while 5% of the respondents agreed with this test opinion. Also, 2.92%, 37.08% and 41.67% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This implied that sufficient numbers of the respondents disagreed with this test statement. The implication of this was that many of the respondents were of the opinion that an autocratic boss was not opened to criticism that was constructive and challenges from others. An authoritarian boss had no respect for constructive criticism from either the employee or other bosses in the organization. He is not ready to take up challenges that might improve his/her jobs. He believes that taking up such challenges might hamper and expose his/her weakness. He believes that employees always know what they should do, since they were being taught enough. Aliyu, Bolade and Remi (2012) argued that this type of leader is very difficult to teach and they contribute little to employee performance. The mean value obtained for this test item of 2.11 was less than the acceptable mean of 3.00 with a standard deviation of 1.36 that showed a serious dispersion from the mean. This further indicated that in

relation to this test item, autocratic leader contributed negatively to the performance of employee.

4.1.2.2 Distribution of respondents' perception on Democratic Leadership Style in Central Specialist Hospital

Democratic leadership style was prepared to listen at all time to subordinates in an organization. He believed that everyone was responsible to the organization. He concentrated on how to move the organization forward through the combined efforts of all and sundries. He was never afraid to delegate his authority to subordinates in getting works done in his/her departments. As argued by Ayinla (2017) that a democratic leaders carried everyone in his department/unit along in decision relating to methods, processes and procedures of getting tasks done in the organization. His success was the success of every subordinates in the organization. Thus, this section dealt with the assessment of respondents' perception on democratic leadership style in Central Specialist Hospital, Sango-Otta and how it influences employees' performance.

Table 4.3 Distribution of respondents' perception on Democratic Leadership Style

S/ N	Variable	SA (%)	A (%)	UND (%)	D (%)	SD (%)	Mea n	Std	Rema rk
1	My boss don't hesitate to provide the leadership that is needed	123 (51.25)	67 (27.92)	10 (4.17)	12 (5.00)	28 (11.67)	4.02	1.35	Sign
2	My boss do communicate a clear vision of the future for the organization	145 (60.42)	54 (22.50)	15 (6.25)	17 (7.08)	9 (3.75)	4.29	1.09	Sign

3	My boss provides the support and resources needed to help workers meet their goals	80 (33.33)	143 (59.58)	9 (3.75)	5 (2.08)	3 (1.25)	4.22	0.70	Highly Sign
4	My boss ensures that employees are carries along in decision making.	90 (37.50)	134 (55.83)	8 (3.33)	3 (1.25)	5 (2.08)	4.25	0.79	Highly Sign
5	My boss makes sure that employees contribute their quotas to the development of the organization.	77 (32.08)	117 (48.75)	22 (9.17)	18 (7.50)	6 (2.50)	4.00	0.99	Sign

Source: Researcher's Field work, 2025

The distribution of respondents' perception on democratic leadership style in Central Specialist Hospital, Sango Otta was presented in Table 4.3. From the table, 51.25% of the respondents strongly agreed that their bosses did not hesitate to provide the leadership that was needed while 27.92% of the respondents agreed with this test item. Conversely, 4.17%, 5% and 11.67% of the respondents agreed with this test item. This revealed that sufficient numbers of the respondents agreed that their bosses did not hesitate to provide the leadership that was needed. The hallmark of every good leader was to ensure that their leadership acumen come to bear on their subordinates. Democratic leader in an organization usually ensued that they provide the necessary impetus needed to motivate their subordinates to work on unlike the autocratic leaders. Democratic leaders were

concerned with not only with how their subordinates perform on their jobs but also with any other factor that might affect the subordinates' work. Wale and Ngozi (2015) argued that the mutually the existed between the democratic leader and their subordinates had made it easy for the subordinates to perform their jobs. These leaders were happy to learn a new ideas or ways of doing things either from their subordinates or other party in order to enhance their knowledge on the job without deviating from the set objective of their organizations. The mean value computed for this test item of 4.02 confirmed that the test item was significant and might enhance the performance of the employee in this organization.

Moreover, 60.45% of the respondents strongly agreed that their boss did communicate a clear vision of the future for the organization while 22.50% of the respondents agreed with this test item. Also, 6.25%, 7.08% and 3.78% of the respondents were undecided, disagreed and strongly disagreed respectively with this test statement. This indicated that sufficient numbers of the respondents agreed that their boss did communicate a clear vision of the future for the organization. One of the disadvantages of autocratic boss was that they refuse to communicate to their subordinates on policies, procedures and other matters relating to organization future. This attitude of autocratic leader tended to discourage a lot of subordinates from contributing effectively to the development of their organizations. Organizations would grow if boss communicates effectively with subordinates on future direction of the organization. With the right communication subordinates would be able to know what is required of them to enhance the overall goals of their organization. Thus, with democratic leader in charge, communication became easy and units in the organization were seriously carried alone in the process of making decision. The mean value obtained for this test item of 4.29 confirmed that the test item was significant. This assertion was premised on the fact that the mean value computed for the test item of 4.29 was better than the acceptable mean of 3.00 with a standard

deviation of 1.09 that showed a slight dispersion from the mean. This test item might be a determinant of democratic leadership in the selected organization.

Resultantly, it was found that 33.33% of the respondents strongly agreed that their bosses provided the support and resources needed to help workers meet their goals while 59.58% of the respondents agreed with this test item. Conversely, 3.75%, 2.08% and 1.25% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item.

4.1.2.3 Perception of respondents on Laissez-Faire Leadership Style in Central Specialist Hospital

Laissez-faire leadership style is a kind of leader that is ready to accommodate his/her subordinate's weakness without enforcing or some cases partially enforcing organization corrective measures. This type of leadership style was not really beneficial to the employee as a result of the fact that he has no proper control over the lackadaisical attitude of the employees. It was popular believed that employees tend to thrive under this leadership style since he gave them (subordinates) the required freedom they needed to operate but not much might be achieved by an organization in the long run. Therefore, this section focused on the assessment of respondents' perception on laissez-faire leadership style deployed in Central Specialist Hospital, Sango Otta.

Table 4.4 Distribution of respondents' perception on Laissez-Faire Leadership Style in Central Specialist Hospital

S/N	Variable	SA (%)	A (%)	UND (%)	D (%)	SD (%)	Mean	Std	Remark
1	My boss empower subordinate	56 (23.33)	134 (55.83)	34 (14.17)	10 (4.17)	6 (2.50)	3.93	0.89	Highly Sign

	by sharing power and authority								
2	My boss use persuasion to influence others instead of coercion or force	67 (27.92)	166 (69.17)	4 (1.67)	3 (1.25)	-	4.24	1.37	Sign
3	My boss always give me the authority needed to do my job well	80 (33.33)	133 (55.42)	12 (5.00)	6 (2.50)	9 (3.75)	4.12	0.90	Highly Sign
4	My boss allows employee to use their own discretion in ensuring that jobs are performed within the deadlines	100 (41.67)	67 (27.92)	23 (9.58)	30 (12.50)	20 (8.33)	3.82	1.32	Sign

	stipulated for them								
5	Rules and regulations of the organization are easily disobeyed and not properly followed	123 (51.25)	56 (23.33)	45 (18.75)	9 (3.75)	7 (2.92)	4.16	1.05	Sign
6	The internal control system is weak under this leadership style hence performance is slow.	77 (32.08)	130 (54.17)	23 (9.58)	5 (2.08)	5 (2.08)	4.12	0.82	Highly Sign

Source: Researcher's Field work, 2025

Table 4.4 presented the distribution of respondent's perception on the laissez-faire leadership style in Central Specialist Hospital, Sango Otta. Looking at the result from the table, it was found that 23.33% of the respondents strongly agreed that their bosses empower subordinate by sharing power and authority while 55.83% of the respondents agreed with this test item. In addition, 14.17%, 4.17% and 2.50% of the respondents were

undecided, disagreed and strongly disagreed respectively with this test statement. This revealed that substantial numbers of the respondents agreed that their bosses empower subordinate by sharing power and authority. With laissez-faire leader in charge of a unit/department in Central Specialist Hospital, Sango Otta subordinates were used to have a good time in time of delegation of authority to do their work. As Aremu (2017) pointed out that abdication of authority and power might be enjoyed by subordinates working under a laissez-faire leader. This was because a laissez-faire did not care about how the jobs/tasks were done. He was interested in result no matter what method the subordinates used in getting it. He as a leader is not interested in the process leading to final result of a policy, procedure and process but just the result. Although these results or final outcome might not be in the best interest of the management. Aremu (2017) argued that abuse of authority and power were by employees were rampant under this form of leadership. The mean value computed for this test item of 3.93 justified the fact that the test item was significant.

4.2 Inferential Analyses

4.2.1 Test of Hypotheses

The hypothesis earlier formulated for the study was tested with the aid of log it regression analysis.

4.2.1.1 Test of Hypothesis One

H₀₁: There is no significant effect of autocratic leadership style on employee work quality in Central Specialist Hospital, Sango Otta

Objective One: Determine the effect of autocratic leadership style on employee work quality in Central Specialist Hospital, Sango Otta

4.2.1.1.1 Model Summary

The findings of coefficient of correlation R and coefficient of adjusted determination R² is as shown in Table 4.8;

Table 4.8 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.478 ^a	.228	.226	2.55508
a. Predictors: (Constant), autocratic leadership style				

Source: Researcher's Fieldwork Computation, 2024.

Table 4.8 indicate the coefficient of determination (R^2) that autocratic leadership style explains (22.8%) in the differences of employee work quality, while the increasing degree in autocratic leadership style will increase employee work quality by (0.478). The coefficient tells how much the dependent variable measure is expected to increase since it is positive when the independent variable is increased by 1 unit.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This study focused on the effect of leadership styles on employee performance using Central Specialist Hospital, Sango Otta as the study case. Specifically, the study aimed to determine the effect of autocratic leadership style on employee work quality, investigate the impact of democratic leadership style on employee efficiency and explore the impact of laissez-faire leadership style on employee effectiveness in Central Specialist Hospital, Sango Otta. To achieve these objectives a survey research design was adopted to gather primary source of data for the study through the administration of questionnaire to the study respondents. Two hundred and sixty respondents were selected for the study and the instrument used was distributed accordingly. In addition, from the two hundred and sixty copied of questionnaires distributed to the respondents, only two hundred and forty (240) copies of questionnaires were returned and used for the study. Both descriptive and inferential statistics of logit regression were used to analysis the study.

Moreover, to empirically analyze the study, the study was divided into five chapters. Chapter one was the introduction to the study and it covered the background to the study, statement of the problem, research questions, objectives of the study, research hypotheses, significance of the study, scope and limitation of the study and operational definition of terms. Chapter two discussed the literature used for the study while chapter three was the methodology. Also, chapter four discussed the results obtained for the study while chapter five was the summary, conclusion and recommendation.

The result of the study revealed that there was a significant negative effect of autocratic leadership style on employee work quality. It was found that democratic leadership style had a significant positive effect on employee efficiency. The result obtained indicated

that there was a significant positive effect of laissez-faire leadership style on employee effectiveness in Central Specialist Hospital, Sango Otta.

5.2 Conclusion

The result of this study had revealed that the type of leadership style adopted by organizations goes a long way to determine their employee performance. The findings have shown that democratic leadership style had significant positive effect on employees' performance. Therefore, based on the results of the study, the followings conclusions were made.

There was a significant positive effect of autocratic leadership style on employees' job quality in Central Specialist Hospital, Sango-Otta.

Democratic leadership style had a significant positive effect on employee efficiency in Central Specialist Hospital, Sango-Otta. The implication of this was that the adoption of a democratic leadership style in this organization might increase employees' job quality.

There was a significant positive effect of laissez-faire leadership style on employees' effectiveness in the hospital.

5.3 Recommendations

On the basis of the study conclusions, the following recommendations were made.

There was need for the leadership of the hospital to encourage their departmental heads that are autocratic in nature to try to amend by adopting some measure of democratic leadership style. This is necessary in order to encourage employee jobs quality under them.

The democratic leaders in the organization must continue in their nature. They must continue to ensure that employees under them are rightly guided and directed in order to improve not only their efficiency but also the effectiveness of the employee.

The laissez-faire leader need to understand that by nature employees are lazy and not ready to contribute until they are pushed and hence, there is need for this leader to be firm in decision relating to the use of their authorities.

5.4 Contribution to Knowledge

This study had contributed effectively to knowledge in the field of human resources by given clarity that only democratic leadership style tends to improve employee performance. This finding was similar to the work of Ashiru (2018) on the effect of democratic leadership style on organizational productivity. His finding showed that effective deployment of democratic form of leadership style might enhance the productivity of an organization. The study was different from the work of Folorunsho (2012) on the implication of democratic leader influences on employee productivity. His result revealed that democratic leader did not have a significant influence on employee productivity. His finding might be due to insufficient of data used (67 respondents were used) but this study had showed that with sufficient numbers of respondents (in this case 240) democratic leadership style was better to be adopted by organizations.

The results of the study had supported the existing knowledge that believed that laissez-faire, autocratic and bureaucratic leadership styles had a significant positive effect on employee performance by revealing that these leadership styles only exhibited significant negative effects on the performance of employee.

The outcome of the study had indicated to the health sectors and other organizations that when democratic leadership approach is applied, performance or employees would increase.

5.5 Suggestions for Further Studies

More research works can be carried on this same topic by including other variables like employees' satisfaction and welfarism. Also, effect of servant leadership style on organizational performance may be considered in new study. The relative effectiveness of

leadership style on organization culture can be done in another study. The impact of leadership style on management effectiveness may be considered in new study. Servant leadership style, democratic leadership style and employee effectiveness may be done in new research.

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Appendix
QUESTIONNAIRE

SECTION A (DEMOGRAPHIC INFORMATION)

Instruction: Please tick (✓) in the appropriate box, the response that best corresponds to your opinion.

Gender

Male [] (b.) Female []

Age

Below 30 years [] (b.) 30-50 years [] (c.) Above 50 years []

Academic Qualification

OND/NCE [] (b.) HND/B.Sc [] (c.) PGD/MBA []

(d.) MSc./Ph.D []

Professional Qualification

None [] (b.) ICAN [] (c.) ACCA [] (d.) IHSAN/NIM/CIPM [] (e.) MBBS []

(f.) Others []

Level at Work

Junior Staff [] (b.) Senior Staff [] (c.) Management Staff []

Years of Experience

Below 10 years [] (b.) 11-20 years [] (c.) Above 20 years []

SECTION B (RESEARCH QUESTIONS)

Please tick (✓) to indicate the extent to which you agree or disagree with the following statements.

Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD)

Leadership Styles

I	Autocratic Leadership Style	SA	A	UND	D	SD
1	My boss always admit personal limitations and mistakes					
2	My boss is open to criticism and challenges from others					
3	My boss demonstrate high level of integrity and honesty					
4	My boss allows employee to introduce their ideas in getting things done in time					
5	My boss is interested in subordinate inputs in ensuring tasks are performed before the due date					
II	DEMOCRATIC LEADERSHIP STYLE					
6	My boss don't hesitate to provide the leadership that is needed					
7	My boss do communicate a clear vision of the future for the organization					
8	My boss provides the support and resources needed to help workers meet their goals					
9	My boss ensures that employees are carried along in decision making.					
10	My boss makes sure that employees contribute their quotas to the development of the organization.					
III	Laissez-Faire Leadership Style					

11	My boss empower subordinate by sharing power and authority					
12	My boss use persuasion to influence others instead of coercion or force					
13	My boss always give me the authority needed to do my job well					
14	My boss allows employee to use their own discretion in ensuring that jobs are performed within the deadlines stipulated for them					
15	Rules and regulations of the organization are easily disobeyed and not properly followed					
16	The internal control system is weak under this leadership style hence performance is slow.					