

IMPACT OF LEADERSHIP STYLE AND THE PERFORMANCE  
OF EMPLOYEES IN CENTRAL, SPECIALIST HOSPITAL,  
ALAGBADO ILORIN

By:

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CERTIFICATION

This project has been read and approved as meeting the

requirements for the award of National Diploma (ND) Business  
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## DEDICATION

This project is specially dedicated to Almighty God who crown all human efforts with success and who spare my life throughout this course I also dedicate this project to my parents

## ACKNOWLEDGEMENT

All Glory and Adoration belongs to God Almighty for the success of my (ND) Programme through thick and thin. He made this course a reality for

me, I also want to acknowledge the support of my parent because without God and my parent Am nobody, they have been so supportive financially, physically, Spiritual aspect throughout the course of the study. My sincere Appreciation goes to my Supervisor (MRS. BOLARIN K) for taking time to read and correct the manuscript and to my Head of Department of Business Administration and Management (HOD) MR. ALAKOSO I. K and other lecturers in Department of Business Administration and Management.

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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 21<sup>st</sup> 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 laeger, 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:

H<sub>01</sub>: There is no significant effect of autocratic leadership style on employee work quality

.H<sub>02</sub>: There is no significant effect of democratic leadership style on employee efficiency

H<sub>03</sub>: 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.

**Performance:** The accomplishment of a given task measured against preset known standard of accuracy, completeness, cost and speed.

**Leadership Style:** The model of encouraging workers to put in their best without coercion.

**Employee Effectiveness:** refers to the degree as which set objectives are accomplished and policies achieve what they were designed to achieve.

Employee Effectiveness means 'doing the right things or occupying oneself with the right things.

**Employee Motivation:** is a set of energetic forces, including internal factors of

each individual as well as external factors, for example, job characteristics, individual differences and organizational practices.

Employee Work Quality: It refers to the value of work being delivered by an employee which includes task completion, time management, productivity level, working relationships and deliverables.

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).

Omolayole (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 McCauley (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 borders 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. The price according to Akanni (1987) is usually rejection and cynicism and members of the organization call the leader names.

Stacks (2010) defined leadership as "interpersonal influence exercised in a situation and directed, through the communication process, toward the attainment of the specialized goal or goals" (cited in Ali, 2012). According to Northouse (2004), leadership is directing a group of people to accomplish designated goal. Yuki (2008) defined leadership as a process where one person exerted influence intentionally to a group of people in an organization

through relationship, structure, and guide. Leadership, as defined by Gharibvand (2012) is how the leader communicates in general and relates to people, the way in which the leader motivates and trains the subordinates and the way leaders provides direction to his/her team to execute their tasks. Sharma & Jain (2013) defined leadership as a process of which a person influences other people to accomplish an objective and directing in a way that makes it more cohesive and coherent.

A look at the definitions given by various authorities revealed the following:

Social influence process to elicit cooperation and support of individual;

Influencing a group of individual to achieve common goals;

Influence on behavior of others;

Group influence and goals;

Non-coercive influence; and

Attainment of goals.

Managing these definitions together, it can be stated that leadership is a process of influencing group behavior in a coordinated and cooperative manner to achieve and attain the goals of organization.

### 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 varies 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.

According to Luthans (2002), the following are the advantages of Autocratic Style of Leadership;

Good control overview: It provides simplified and clarified priorities which makes work faster and precise.

Unimpaired programme:

Laws: Youth protection laws

No long discussions: It allows fast decisions to be made.

Group members know what they must do as it removes pressure on the employees.

Rules give security: The policies and procedures provide a deeper

commitment to safety.

Discipline: It allows discipline as all members are guided by certain rules and conducts that provides authoritative results.

He also gave the following disadvantages of Autocratic style of leadership as follows;

Defiance: This style of leadership may lead to open flout or challenge of authority.

No development of freedom of choice: Strict compliance becomes necessary as employees are not in the position to operate with freedom.

Listlessness: This is having or showing little or no interest as a result of rigid control.

Less own initiative: The employee may lack initiative because of fear, hatred toward other members or authority and inability to decide what to do.

No trust: Rules are placed for employees to follow so as to create consistency but do not make trust a priority. Therefore, the partnerships formed by employees are with the rules, not with people, and that helps to drive down morale over time.

Less or no self-confidence: Autocratic style of leadership encourages low self-esteem and employees can often feel unlovable, awkward and incompetent.

Hierarchy is promoted: It is a system that permits people to be rated or arranged according to their importance.

Group interests are suppressed

Rivalry amongst the group members

Ability to criticize is suppressed

The independence of the group is weakened by the authority of the leader

Talents are not recognized and therefore, not promoted

Fear turns into aggression, therefore, violence is inevitable.

#### 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). Democratic leadership should not be used when there is not enough time to get everyone's input, it's easier and more cost-effective for the manager to make the decision, the manager feels threatened by this type of leadership and when employee safety is a critical concern

Aronson (2011) gave the following disadvantages of Democratic leadership style, which are;

Time consuming for the leader: Democratic leadership style requires extra time to implement a decision which can hinder productivity and reduce the pace of workflow.

Difficult for the leader: It can cause mismanagement of opinions for a leader if misapplied.

No optimal solutions: A leader may never reach a true consensus and may find it difficult to make a choice from the best available solutions.

#### 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.

In this style, leader hopes that the group will make the right decision the main advantage of this style is that it lets the team members to bond and can lead to successful decisions if group members take ownership and responsibility of



the task. However, the main disadvantage is that employees will often perceive the leader as indifferent to the organization and they might make the wrong decision without even realizing it. Since there is absolutely no control or guidance in this style of leadership wrong decisions can impose devastating effects on organizations (Stafford, 2010). Laissez-faire can also be considered as a destructive leadership behavior because in the absence of the leader's control some individuals can dominate group decisions and bully other members in the group.

Consequently, laissez-faire leadership can be effective in situations where group members are highly skilled, motivated and capable of working on their own. While the conventional term for this style is 'laissez-faire' and implies a completely hands-off approach, many leaders still remain open and available to group members for consultation and feedback. Laissez-faire leadership is not ideal in situations where group members lack the knowledge or experience they need to complete tasks and make decisions (Egri, 2011).

Some people are not good at setting their own deadlines, managing their own projects and solving problems on their own. In such situations, projects can go off-track and deadlines can be missed when team members do not get enough guidance or feedback from leaders.

#### 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

#### Disadvantages of Laissez-faire Style of Leadership

1. The group attempts to overstep the limit: Members might overstep their limit through freedom of initiatives and decisions which could result to ambiguous objectives which are outside the objectives of the organization.
2. Tolerance between the group members is destroyed
3. Misuse of rules: when decisions are left to employees, there can be misuse of rules and regulations which may hinder productivity.
4. Team members are no longer taken seriously
5. No responsibility: Team members receive work with no job description or guidance, they might not be sure about their role within the group.
6. Weaker members are held back: This style favours success oriented members rather than collective contribution of ideas of all members of the group.
7. Resignation: It leads to employees' turnover when there is zero guidance on how to achieve success.
8. Passivity: When employees are unfamiliar with their task, they will not

make as much effort as they can.

9. No We Feeling: Employee tends to get frustrated with not being in the know regarding what they are supposed to accomplish.

10. The group does not stick together: Without a guiding voice, different groups of employees might engage in interdepartmental conflict.

#### 2.1.5 Determinants of Leadership Style

There are very many studies on leadership but none has been declared as possessing the answer to the leadership question. Each study attempts to make contribution by breaking new grounds or refining existing studies.

According to Ile, (1999) researchers using the trait and behavioural approaches showed that effective leadership depends on many variables, such as organizational culture and the nature of tasks. No one trait was common to all effective leaders, no one style was suitable in all situations. Ejiofor (1967); Shetty (1978) and McGregor (1960) argued that the style of leadership is a function of seven main variables, namely:

- i. The personality of the leader;
- ii. The personality of his subordinates, peers and superiors;
- iii. The leaders' authority in the organization;
- iv. The relationship between the leader and his subordinates;
- v. The nature of the organization;
- vi. The structured facing the team;
- vii. The organization's external environment.

Stoner and Freedman (1992) asserted that the various theories that constitute the contingency approach to leadership focus in the following factors to be

major determinants of leadership style:

The leader's personality, past experiences and expectations;

The superior's expectations and behaviour;

Task requirements;

Peer's expectations and behaviour;

Subordinates' characteristics, expectations and behaviour;

The organizations' culture and politics.

Ile (1999) argues that the determinants of the leadership style are as follows:

The leader's personality, experiences and expectations;

The superior's expectations and behaviour;

Peers' expectations and behaviour;

Subordinates' characters, expectations and behaviour;

The leader's position power and authority;

The relationship between the leader and his followers;

The nature and size of the organization;

The organization's culture and policies;

The organization's structure;

The organization's environment;

Time element;

The nature of the goal the members are striving to achieve.

#### 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.

#### 2.1.7.2 Work Quality

The work quality is the value of work delivered by an employee, team or organization which includes task completion, interactions and deliverables. Work quality means consistently achieving expectations while having a positive, ethical working environment. It means getting work done rightly, efficiently, effectively, accurately, smartly and smoothly.

The quality of work can be evaluated with accuracy, thoroughness, competence, productivity level, time management, skills and understanding of work, communication skills and relationships with others.

#### 2.1.7.3 Employees' Motivation

Nowadays, employee motivation is considered as one of the most vital parts in reaching the success and prosperity of business in such a dynamic and fierce market competition. According to Pinder (1998), employee motivation is a set of energetic forces, including internal factors of each individual as well as external factors, for example, job characteristics, individual differences and organizational practices. In other words, employee motivation should be a complete combination of employee's needs and expectations that created from work, and the workplace factors that enable employee motivation. Satisfying those factors to increase employee motivation is absolutely a huge challenge for every employer. As a result, each leader has to understand his or her employees' requirements, needs, or expectations and generate a suitable work environment to motivate employees Luomanpaa, (2012).

Nevertheless, within all the functions a leader performs, motivating employees is assumed as the most complex task. This is because in the workplace what motivates employees, changes constantly Bowen and Radhakrishna (1991).

According to Ramlall, (2004), key factors contributing to employee motivation are employees' needs, working environment, responsibilities, supervision, fairness and equity, effort, employee's development and feedback and rewarding. Luomanpaa, (2012) claimed that encouraging employees for achieving their goals is important in creating an enjoyable work environment. Appreciation goes with positive feedback; verbal praise can improve remarkably employee motivation. In addition, employees should be invited to share their experiences in, and co-workers' contributions toward, accomplishing the goals. About work environment and tasks, Ramlall, (2004) suggested workplace, which brings productive, respectful, provides a feeling of inclusiveness and offers a friendly atmosphere should be established. Ramlall, (2004) also suggested that rewards lead to higher level of motivation as well as 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.

Hurduzeu (2015) researched on the impact of leadership on organizational performance. The main objectives of the study were to find out the concepts and types of leadership behaviors and investigate the impact of leadership behavior on organizational performance in the case company D&R Cambric Communication. Both the qualitative and quantitative research method was used in the study. There were 29 respondents out of a total 54 employees in the company. The results driven from the research showed that there was a strong impact of leadership behaviors on organizational performance. The leadership behaviors were found out to be very important key factors for the growth of the companies in the service sectors.

Leng (2014) studied on the impact of leadership styles on employee productivity in retail industry. Questionnaires were used as the research instrument. A total of 384 sampling size were chosen for the survey. The 400 questionnaires were distributed to collect the responses from the employees in the retail industry. The questionnaires were distributed to the retail

employees from three states of Malaysia, including Perak, Johor, and Penang. The results of the research showed that there was a significant relationship between the leadership styles and employee productivity, which means there was a significant impact of leadership styles towards the employee productivity in the retail industry.

A research was conducted by Widayanti & Putranto (2015) on 'Analyzing the Relationship between Transformational Leadership and Transactional Leadership Style on Employee Performance in PT.TX Bandung in Indonesia'. The sample size used by the researcher was 92. The objective of this research is to find the relationship between transactional and transformational leadership to employee performance and the significant relationship between these two variables. This research consists of primary and secondary data. Primary data was collected through Multifactor Leadership Questionnaire (MLQ) based on Slovin Theory method. Secondary data was collected from the office assessment of employee performance. Validity and reliability test were used to measure quality of data. Multiple regression analysis is used to find the relationship because it has more than one independent variable. Data was sent for pass the classic assumption tests such as multi-collinearity test, normality test, heteroscedasticity test and autocorrelation test before multiple regression analysis. The result proved that transactional and transformational leadership has positive relationship and it effects to employee performance either concurrently or partially.

Nasir, Nordin, Seman, and Rahmat, (2014) did a research on The Relationship of Leadership Styles and Organizational Performance among IPTA Academic Leaders in Klang Valley Area in Malaysia. The study used correlation methods to measure the relationship between leadership styles and organizational performance. Five public universities in Selangor were chosen. 201 academic leaders were chosen as the sample size. The questionnaire prepared in a form

of closed-ended questions. The survey instruments from Kouzes and Posner Leadership Practices Inventory-Individual Contribution Self Survey (1997) and Multifactor Leadership Questionnaire (MQL) had been adapted. Likert-Scale was used. All data were analyzed by using SPSS version 20.0. The hypothesis testing from normality test with Normal Probability Plots for variables and other visual presentation measures such as histogram and box plot. Pilot test is used to test the consistency of questionnaire. Cronbach's alpha is used to test reliability. The findings concluded that leadership behaviours are interrelated and have high positive impact with organizational performance.

Work performance was taken and recorded using organization's performance evaluation process. ECP factors are used to measure emotional intelligence. Cronbach's alpha reliability coefficient is used for MQL factors. Linear regression analysis is used. These findings concluded that there is a substantial relationship between worker performance with emotional intelligent and leadership style.

Ismail, Tiong, Ajis, and Dollah, (2011) worked on a research titled Interaction between Leaders and Followers as an Antecedent of Job Performance: An Empirical Study in Malaysia. Sample size used by the researchers is 200. This study used a cross-sectional method to integrate the research literature, the in-depth interview, pilot study and the actual survey to collect data. Convenience sampling technique was used. SPSS version 16 is used to analyze validity and reliability of data. Pearson correlation analysis and descriptive statistic is used to access research variables. Standardized coefficient of Stepwise regression analysis was used. The findings confirmed that interaction between leaders and followers does act as full antecedent of job performance.

Based on various studies conducted before, several variables have been

adopted in this study to measure employee performance. Democratic leadership has been adopted as an independent variable (Iqbal, Haider and Anwar, 2015). Autocratic leadership was also adopted as an independent variable (Akor, 2014; Iqbal, Anwar and Haider, 2015). Laissez-faire leadership was also adopted as an independent variable (Wang & Huynh, 2013; Barbu, 2011). Employee performance has been adopted as the dependent variable (House, 1991; Haddad, 2011; Sean & Hong, 2014; Malik, 2014).

## 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, Otta. 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 21<sup>st</sup> 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
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#### Gender

Male	160	66.67
------	-----	-------

Female	80	33.33
--------	----	-------

Total	240	100.00
-------	-----	--------

Demographic Characteristics	Frequency	% Percentage
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#### Age in Years

Below 30	65	27.08
----------	----	-------

30- 50	113	47.08
--------	-----	-------

Above 50	62	25.83
----------	----	-------

Total	240	100.00
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#### Academic Qualification

OND/NCE	78	32.50
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 level of integrity and honesty	23 (9.58)	45 (18.75)	12 (5.00)	67 (27.92)	93 (38.75)	2.33	1.39
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	67	12	10	75	76	2.66	1.63
	interested in	(27.92	(5.00)	(4.17)	(31.25	(31.67		
	subordinate	)			)	)		
	inputs in							
	ensuring that							
	tasks are							
	performed							
	before the							
	due date							

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 loss their best hands on the job. Nobody like 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 employee 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.

Furthermore, it was found that 9.58% of the respondents strongly agreed that their bosses demonstrated high level of integrity and honesty while 18.75% of

the respondents agreed with the test item. Consequently, 5%, 27.92% and 38.75% 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 statement. The effect of this was that a lot of respondents were of the view that autocratic boss did not demonstrate high level of integrity. To cover up his weakness and other vices, an autocratic leader believes in the use of force to enhance employee performance which might not be in the interest of the employee. Integrity and honesty were usually the hallmark of a leader who belief in the contribution of employee towards the attainment of organizations goals. An autocratic leader did not exhibit any trace of honesty in doing his/her jobs since he did not trust anybody to do the job better than him/herself. An honest leader believes in his subordinates and he is always ready to assure anyone that the subordinates under his/her watch could carry out a task/assignment without him been there. An autocratic boss due to is lack of commitment or what he could gain from a task or job might not be really happy to include any subordinate when doing the job. The mean value obtained for this test item of 2.33 was less that the acceptable mean of 3.00. This showed that the integrity level of autocratic leader was not sufficient to enhance employee performance in Central Specialist Hospital, Sango Otta.

It was discovered that 22.92% of the respondents strongly agreed that their boss allowed employees to introduce their ideas in getting things done in time while 5% of the respondent's agreed with this test item. Conversely, 8.75%, 27.50% and 35.83% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This indicated that substantial numbers of the respondents disagreed with this test item. The implication of this was that sufficient numbers of the respondents were not in support of the fact that autocratic leaders allowed employees to introduce

their ideas in getting things done in time. Experience had showed that autocratic boss had no respect for new ideas coming from his/her subordinates. He believes that his methods, processes and procedures of getting jobs and tasks done were second to none and any other ideas would intend to slow things down. He does not take the pains to examine the ideas, methods and processes coming from subordinates or third party before discarding same. To him employees had no mind of their own to think. They needed to be directed, led and taught how to get things done. The mean value obtained for this test item of 2.52 was less than the acceptable mean of 3.00. This indicated that in term of this test item, organizational bosses contributed negatively to employees' performance. This test statement might be one of the variables that influenced employees' performance negatively.

Also, 2.92% of the respondents strongly agreed that their boss was interested in subordinates' inputs in ensuring that tasks were performed before the due date while 5% of the respondents agreed with this test item. Conversely, 4.17%, 31.25% and 31.67% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This revealed that sufficient numbers of the respondents disagreed that with his test item. An autocratic leader had no interest in any subordinate inputs in getting jobs done. He as the overhead boss believed in laid down rules, processes and methods to get jobs. In fact, any deviation from these rules, processes and methods must as a matter of fact come from the top management of the organization. He did not believe in man-made inputs despite the fact that these inputs might get the jobs done in time. Consequently, autocratic leader slowed down employees' performance as a result of processes and procedures that had been discarded for long. He loved to use crude method to achieve organizational objectives. The mean value obtained for this test item of 2.66 affirmed that autocratic leader might not contribute much to

employee performance in term of this test variable. This assertion was premised on the fact that the mean computed of 2.66 was less than the acceptable mean of 3.00 with a standard deviation of 1.63 that indicated a serious dispersion from the mean.

#### 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	St d	Rem ark
1	My boss don't hesitate to provide the	123 (51.25)	67 (27.92)	10 (4.17)	12 (5.00)	28 (11.67)	4.0	1.3	Sign

leadership that is  
needed

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 (3.7 5)	4.2 9	1.0 9	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 (1.2 5)	4.22 0	0.7 0	High ly 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 (2.0 8)	4.2 5	0. 79	High ly 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 (2.5 0)	4.0 0	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 along 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. This revealed that substantial numbers of the respondents agreed that their bosses provided the support and resources needed to help workers meet their goals. Democratic leaders helped their subordinates to achieve their goals by ensuring that the resources and assistance they needed were adequately provided. Democratic leaders believed that the failure of a subordinate under his/her watch was his own failure as well. He did not

believe in self-glory. He wants the betterment of his departments and units. He believed in oneness of goal and purpose in order to achieve the overall goal of his department/unit and the organization as a whole. He adequately supplies any help and assistance required by any of his subordinates since their successes are his own success and vice-versa. He contributed effectively to the development of a process, method and procedure without deviating from the organization norms and rules. He was strongly in ensuring that his department gets things done in time. He uses the carrot whenever necessary to persuade his subordinates to contribute effectively to task and process. The mean value obtained for this test item of 4.22 confirmed that the test item was highly significant and might enhance employees' performance. This inferred was premised on the fact that the mean value obtained of 4.22 was better than the acceptable mean of 3.00 with a standard deviation of 0.79 that showed serious dispersion from the mean.

It was found that 37.50% of the respondents strongly agreed that their bosses ensured that employees were carried along in decision making while 55.83% of the respondents agreed with this test item. Meanwhile, 3.33%, 1.25% and 2.08% of the respondents were undecided, disagreed and strongly disagreed with this test item. This indicated that substantial numbers of the respondents agreed that their boss ensured that employees were carried along in decision making. Democratic leaders ensured that employee in an organization are duly carried along in decision making. In particular, the decision relating to productions, processes and policies must as a matter of importance include employees. Employees must know how organization policies and processes affects their jobs and contribution to organization goals and vision. With employees' inclusion in decision making any matter affecting the employee directly would be quickly sorted out without having a negative repercussion on productivity in the organization. In fact, the inclusion of employees in

decision relating to policies and procedures might help in reshaping organizational processes for the betterment of employees' performance. A democratic leader believed that nobody had a monopoly of knowledge hence the need to include employee in decision making affecting the organization. The mean value obtained for this test item of 4.25 confirmed that the test statement was highly significant. Therefore, the performance of employees in Central Specialist Hospital, Sango-Otta might be a direct function of the ability of boss to include employee in decision making in the hospital.

It was discovered that 32.08% of the respondents strongly agreed that their bosses made sure that employees contribute their quotas to the development of the organization while 48.75% of the respondents agreed with this test statement. Also, 9.17%, 7.50% and 2.50% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This revealed that sufficient numbers of the respondents agreed that their bosses made sure that employees contribute their quotas to the development of the organization. With democratic leaders in charge of a unit/department in Central Specialist Hospital, Sango-Otta, it was easier for subordinates to contribute their quotas to the development of this organization. This was because a democratic leader allowed the participation of all and sundries in decision that could bring a better performance to the organization as well as the employees. Experience had showed that democratic leader in an organization usually demonstrated a level of in trust in employees. He believed that employees are capable to getting any job done as long as the job was within the employees' skills and competency. More so, this type of leader had been known to be concerned with every detail relating to employees work. He was prepared to give his counsel to employee whenever necessary in order to enhance the performance of his/her subordinates. He/she believes in helping employees to develop on the job and to learn by

example from those who had acquired the necessary skills in that area of jobs/tasks. The mean value computed for this test item of 4.00 was better than the acceptable mean of 3.00 on a five pointlikert scale. This affirmed the fact that the test item was significant and if put into good use in Central Specialist Hospital, Sango-Otta, might influence employee's performance.

#### 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 by sharing	56 (23.33)	134 (55.83)	34 (14.17)	10 (4.17)	6 (2.50)	3.93	0.89	Highly Sign

2	power and authority	67 (27.92) )	166 (69.17) )	4 (1.67)	3 (1.25)	-	4.24	1.3 7	Sign
4	My boss allows employee to use their own discretion in ensuring that jobs are performed within the deadlines stipulated for them	100 (41.67) )	67 (27.92) )	23 (9.58)	30 (12.50) )	20 (8.3 3)	3.82	1.3 2	Sign
5	Rules and regulations of the organization are easily disobeyed and not properly followed	123 (51.25) )	56 (23.3 3)	45 (18.75) )	9 (3.75)	7 (2.92) )	4.16	1.0 5	Sign

6	The	77	130	23	5	5	4.12	0.8	Highly
	internal	(32.0	(54.17	(9.58)				2	Sign
	control	8)	)		(2.08)	(2.08			
	system is					)			
	weak								
	under this								
	leadership								
	style								
	hence								
	performanc								
	e is slow.								

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 absolution 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.

It was found that 27.92% of the respondents strongly agreed that their boss used persuasion to influence others instead of coercion or force while 69.17% of the respondents agreed with this test item. Also, 1.67%, and 1.25% of the respondents were undecided, and disagreed respectively with this test item. This indicated that substantial numbers of the respondents agreed that their bosses use persuasion to influence others instead of coercion or force. One of the major strength of a laissez-faire was that he believes in persuading his/her subordinates to get things done instead of forcing and threatening them. Subordinates loved to work under a laissez-faire leader since the leader did not care to re-evaluate their jobs. The employees know that their boss was weak in term of enforcement of organizational rules and always prepare to threaten him when given tasks to perform. With his ability of persuasion, he is ready to make the hardest hearted workers to work. He is a boss that is ready to comply with the organization rules but to enforce same on his subordinates is usually a problem. He needs to persuade his subordinates in order to get their attention in relation to compliance with rules and orders of the organization. The mean value obtained for this test item of 4.24 was far better than the acceptable mean of 3.00 and hence, it was reasonable to assert that the test item was significant and might possibly influence employees' performance in Bowen University Teaching Hospital.

Furthermore, 33.33% of the respondents strongly agreed that their bosses



always give them the authority needed to do their jobs well while 55.42% of the respondents agreed with this test item. In continuation, 5%, 2.150% and 3.75% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This revealed that sufficient numbers of the respondents agreed that their bosses always give them the authority needed to do their jobs well. A laissez-faire leader was ready to give his/her authority to subordinates when performing a task. He is prepared to release his power to subordinates during the process to accomplish a task/job by the employees. He is ready to give his/her full backing to the subordinates in order to ensure that the outcome of the tasks is favourable to the overall goal of his/her department. He/she is less concerned on the procedures and methods used by his/her subordinates to get the jobs done. His focus is not on whether or not the subordinates deviate from the laid down rules in accomplishing the jobs but success of the task that might help in alleviating his/her unit/department. In fact, he is prepared to hand over more authorities to his subordinates if the outcome of a task come out favourably. Aliyu (2012) argued that a laissez-faire leader is an inactive leader and always prepared to push his responsibility to his employees. The mean value obtained for this test item of 4.12 with a standard deviation of 0.90 affirmed that the test item was significantly and might influence employee performance.

Moreover, 41.67% of the respondents strongly agreed that their bosses allowed employees to use their own discretion in ensuring that jobs were performed within the deadlines stipulated for them while 27.92% of the respondents agreed with this test statement. Conversely, 9.58%, 12.50% and 8.33% of the respondents were undecided, disagreed and strongly disagreed respectively with this test statement. This revealed that 69.59% of the respondents agreed that their boss allowed employees to use their own discretion in ensuring that jobs were performed. With laissez-faire boss in

charge, employees are prepared to use their own discretion to get things done for the organization. He is a leader that is prepared to take the blame when things were not going as expected. He supports any employee who uses his/her initiative, ideas, and skill to get things done for his department. Under this leadership style, employees who are ready to use their discretion for the betterment of the organization developed quickly but they lacked advanced knowledge of organizational system since the boss is not a teaching boss. The mean value obtained for this test item of 3.82 was better than the acceptable mean of 3.00 on a five point Likert scale. This revealed that the test item was significant as a measure of laissez-faire leadership style and hence, might influence employees' performance positively.

Resultantly, it was found that 51.25% of the respondents strongly agreed that rules and regulations of the organization were easily disobeyed and not properly followed while 23.33% of the respondents agreed with this test item. Meanwhile, 18.75%, 3.75% and 2.92% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This indicated that sufficient numbers of the respondents agreed that those rules and regulations of the organization were easily disobeyed and not properly followed by laissez-faire leader. With laissez-faire boss in charge of a department the rules and regulations of the organization might be easily disobeyed by subordinates. This was because a laissez-faire might not be interested in strict enforcement of organizational rules and regulations since his theory was laid on the fundamentalism of persuasion and not brutal force. He wants the employees to see their working place as their second home as a result of this, he gives employees the liberty to operate within the confine of certain organizational rules which might not be totally complied with by his subordinates. He does not believe in the use of stick before organizational rules and regulations were complied with by employees and hence, the rules

were easily disobeyed or not fully obeyed by his employees. The mean value computed for this test item of 4.16 confirmed that the test item was significant and might influence the performance of employees under this leadership style.

On a final note, 32.08% of the respondents strongly agreed that the internal control system was weak under this leadership style hence performance was slow while 54.17% of the respondents agreed with this test item. Also, 9.58%, 2.08% and 2.08% of the respondents were undecided, disagreed and strongly disagreed respectively with this test item. This indicated that sufficient numbers of the respondents agreed that the internal control system was weak under this leadership style hence performance was slow. There was a high probability that the internal control system might be weak under laissez-faire leadership style. This was because compliance to rules and regulations of the organization might be seriously weak as a result of failure of the employees to abide by these rules. In addition, it is a fact that a laissez-faire leader in an organization is an enforcer of rules and regulations. He is prepared to bend any internal control system that might hinder him to delegate his authority appropriately to the subordinates. He is always a result oriented boss irrespective of the method used to achieve this result. He is not ready to jeopardize his employees' liberty at the altar of enforcement of internal control system. He is ready to be merciful with any subordinate that is ready to produce performance in future. As argued by Richard (2017) is not a lackadaisical leader because he usually shows concern for organization cultural behaviours that could influence performance. The mean value obtained for this test item of 4.12 confirmed that the test item was significant and hence, might influence the performance of employee in the study area.

#### 4.1.2.4 Perception of respondents on performance of employees in Central Specialist Hospital

The performance of employees in an organization depends to a large extent on the type of leadership style adopts and practices by an organization. For instance, experience has shown that an autocratic leadership style does much harm to employee performance than a democratic style of leadership. In fact, with laissez-faire leadership style employees tended to performance reasonably well but this performance might not be in the right balance with the level of employees' compliances with rules and regulations of their organization thereby affecting much of their contributions to their organizations. This section of the chapter dealt with the assessment of respondents' perception on the performance of employees in Central Specialist Hospital, Sango Otta.

#### 4.1.2.4.1 Perception of respondents on influence of autocratic leadership style on quality of employees' work

The quality of employees' works might be affected with autocratic leaders in charge. This was because no sane employees love to work under duress. Employees want to be free to perform their duties. They want to be able to enjoy some levels of liberty when doing their jobs. They hate to be controlled and manipulated before carrying out their jobs. Therefore, this section focused on the assessment of respondents' perception on how autocratic leaders might influence the quality of employees' works.

Table 4.5 Distribution of respondents' perception on the quality of employees' work

S/ N	Variable	YES (%)	NO (%)	Mean	Std	Remark
1	Employees do set up clear	51 (21.25)	189 (78.75)	1.21	0.42	Low Quality

	objectives and ) goals to deliver the work on time					
2	Subordinate place a value on quality of work done	178 (74.17 )	62 (25.83)	1.74	0.44	High Quality
3	Subordinate do carry out a client survey	43 (17.92)	197 (82.08)	1.18	0.38	Low Quality
L	Subordinates ensures that jobs and tasks are performed in line with the lay down procedures	203 (84.5 8)	37 (15.42)	1.85	0.34	High Quality
5	Employees ensure that work done meet the specification of client and customers of the hospital	211 (87.92 )	29 (12.08)	1.88	0.32	High Quality

Source: Researcher's Field work, 2025

Table 4.5 presented the distribution of respondents' perception on the quality of work done by the employees. From the table, 21.25% of the respondents said yes employees did set up clear objectives and goals to deliver the work on time while 78.75% of the respondents said no. This indicated that sufficient numbers of respondents did not agreed that employees did set up clear objectives and goals to deliver the work on time. The implication of this was that with autocratic leader in charge, no employees could set up his/her own objectives and goals to deliver the work in time without the knowledge of his boss. In fact, an autocratic boss detests employee that believed that he knows it all and hence, by passing him in a matter of policy and procedure. Employees were disposed as a rule to follow the laid down procedures to complete a job and task in time when dealing with autocratic leader. The mean value computed for this test item of 1.21 affirmed that no employees could use his own objectives or goal to get job done in time without recourse to this type of leader and hence, employees' job quality under this test item was low.

Also, 74.17% of the respondents said yes subordinates placed a value on quality of work done under autocratic leader while 25.83% of the respondents disagreed with this test statement. This showed that sufficient numbers of the respondents were in support of the fact that under autocratic leader subordinates place a value on quality of work done. With autocratic leader in charge subordinates ensued that all necessary procedures were followed on the jobs in order to produce high quality work that might meet the specification of both internal and external customers. In relation to Central Specialist Hospital, Sango Otta under autocratic boss, usually made sure that they produce high quality work with regard to the hospital rules. This indicated employees who are medical personnel attend to patients promptly and their administrative counterparts ensure that they did their jobs as at

when due. The mean value obtained for this test variable of 1.74 affirmed that the test item was significance and hence, the performance of employee under autocratic leadership style in this organization had improved.

The result in the table farther revealed that 17.92% of the respondents said yes subordinate did carry out a client survey while 82.08% of the respondents refused to support this test variable. This indicated that sufficient numbers of the respondents did not support this test item. The implication of this was that, an autocratic leader does not care whether his/her organization is losing its clients to its competitors since his main concern is to ensure strong internal control system at the detriment of clients. With autocratic leaders in charge, clients and customers tend to run away from an organization. This is because no sane customers / clients would continue to patronize an organization where the management do not care about their complaints and feelings. The mean value computed for this test item of 1.18 was less than the acceptable mean of 1.50. This implied that employees in Central Specialist Hospital, Sango Otta did not carry out clients' survey and hence, the quality of this performance item was tend to be low.

Also, 84.58% of the respondents said 'yes' subordinates ensured that jobs and tasks were performed in line with the laid down procedures while 15.42% of the respondents did not support this test item. This indicated that substantial numbers of the respondents were in support of the fact that subordinates ensured that jobs and tasks were performed in line with the laid down procedures. With autocratic leader in charge, employees made sure that all necessary procedures in a job or performing a task were appropriately followed. This was necessary because failure of an employee to follow appropriately the laid rules might be melt with sanction. Employees/ subordinates as a matter of necessity adequately followed what was required of the in order to please their leaders. The mean value computed for this test

item of 1.85 confirmed that the performance of employees in relation to this test variable was high.

More so, 87.92% of the respondents said 'yes' employees ensured that work done met the specification of client and customers of the hospital while 12.08% of the respondents failed to support this test item. This showed that substantial numbers of the respondents were in agreement that employees ensured that work done met the specification of clients and customers of the hospital. It was the responsibility of employees of Central Specialist Hospital, Sango Otta to ensure that they satisfy their clients and customers respectively. Thus, with autocratic leader in charge, employees were on their toes in order to meet not only the deadline stipulated for tasks/jobs but also to enhance customers and clients' satisfaction by ensuring that work done were in line with their specification. The mean value obtained for this test variable of 1.88 was better than the acceptable mean of 1.50 on a two point Likert scale. This revealed that the quality of employees' jobs under autocratic leader in line with this variable had significantly improved.

#### 4.1.2.5.2 Perception of respondents on effect of democratic leadership style on employees' efficiency

The style of leadership adopted in an organization might make or mar the efficiency of employee. Employee efficiency seems as the rate at which employees were able to apply organizational rules and regulations in order to get things done. The extent at which a democratic leader related to his subordinates had been found by many scholars to enhance the efficiency of employees. This was because a democratic leader ensured that all employees under his/her care were carried along in the course of applying policies, rules and procedures of the organization. In fact, with democratic leader in charge it might be difficult to distinguish between the leader and the subordinates



based on the fact that everyone were actively involved in production processes. Therefore, this section assessed the respondents' perception on employee efficiency in relation to democratic leadership style.

Table 4.6 Distribution of respondents' perception on employee efficiency in Central Specialist Hospital

S/ N	Variable	Yes	No	Mean	Std	Remark
1	Employees do implement their plan using the smallest possible expenditure of resources	190 (79.17)	50 (20.83)	1.79	0.41	Efficiency
2	Employee get jobs done within the time specified for them	234 ( 97.50)	6 (2.50)	1.98	0.07	Very Efficiency
3	Subordinates in the organization are results oriented	189 (78.75)	51 (21.25)	1.79	0.40	Efficiency

4	Subordinates in my department carry out their jobs with minimum supervision	231 (96.25)	9 (3.75)	1.96	0.21	Efficiency
5	Subordinates in my department contribute meaningfully to strategic opinion in the hospital	211 (87.92)	29 (12.08)	1.88	0.32	Efficiency

Source: Researcher's Field work, 2025

Table 4.6 presented the distribution of respondents on employee efficiency in Central Specialist Hospital, Sango-Otta. Looking at the result from the table, it was discovered that 79.17% of the respondents said 'yes' employees do implement their plan using the smallest expenditure of resources while 20.83% of the respondents refused to support this test item. The import of this was that sufficient numbers of the respondents support the fact that when democratic leader was in charge, employees do implement their plan using the smallest possible expenditure of resources. One of the hallmarks of a democratic leader in an organization is that he allows his subordinates to carry out a job/task based on their own ideas and what they had learned without going against the laid down procedures. He allows his employees to use their own opinions, ideas and skills to get things done for their department using the smallest expenditure of resources. His focus as a boss is usually cost minimization not at the detriment of quality services and

products. The mean value computed for this test item of 1.79 with a standard deviation of 0.41 affirmed that this test item was efficiency accomplished among employees under democratic leader in Central Specialist Hospital, Sango-Otta.

Moreover, it was found that 97.50% of the respondents said 'yes' employees got jobs done within the time specified for them while 2.50% of the respondents failed to support this test parameter. This indicated that substantial numbers of the respondents supported the fact that employees got jobs done within the time specified for them. Democratic leader ensured that he used both carrot and stick in order to enhance the performance of his subordinates on the job. He made sure that his employees were well motivated in order to ensure that the jobs for them were completed as at when due. Employees of Central Specialist Hospital, Sango-Otta made sure that jobs allocated to their departments/units were completed before the due date. This was necessary in order to increase the patronage of clients and customers in the teaching hospital. The mean value obtained for this test statement of 1.98 with a standard deviation of 0.07 confirmed that the test item was very effective.

Also, 78.75% of the respondents were in support of the fact that subordinates in the organization were results oriented while 21.25% of the respondents failed to support this test statement. This revealed that enough respondents were in support of the fact that subordinates in the organization were results oriented. The influence of democratic leader on their subordinates could not be under estimated. This was because a democratic boss ensured that he participated effective in operational activities and saw to the completion of each activities processes in his/her department. He continually emphasizes same to his/her subordinates to be result oriented in whatever assignment/ task they were assigned to do. He ensures that his/her subordinates were

given every necessary support to succeed on their jobs. This had continually helped many employees under such bosses in the hospital to always see to the end of a task without compromising laid down procedure and standard. The mean and standard deviation computed for this test item were 1.79 and 0.40 respectively. This showed that subordinates under democratic leader in the hospital were results oriented. This assertion was premised on the fact that the mean value obtained for the test item was better than the acceptable mean of 1.50 on a two pointlikert scale with a standard deviation of 0.40 that indicated a slight dispersion from the mean.

Furthermore, 96.25% of the respondents said 'yes' subordinates in their department carried out their jobs with minimum supervision while 3.75% of the respondents refused to support this test statement. This indicated that substantial numbers of the respondents were in agreement that subordinates in their departments carried out their jobs with minimum supervision when a democratic leader was in charged. A democratic leader believes in training and development of his/her subordinates. He ensures that his subordinates are adequately trained in doing the jobs and as a result of this he did not need to always stay with them when doing their tasks. He only attends to issues relating to policies, direction, procedures and processes and tried to explain same to the subordinates. The mean value computed for this test statement of 1.96 affirmed that the test item was efficiency in the hospital.

More so, 87.92% of the respondents said 'yes' subordinates in their departments contributed meaningfully to strategic opinion in the hospital while 12.08% of the respondents failed to support this test item. This revealed that substantial numbers of the respondents believed that subordinates in their departments contributed meaningfully to strategic opinion in the hospital. Democratic leader is a leader for the people. He demonstrates by giving the necessary leverage to the subordinates to participate effectively in

decision making of the organization. He continually assured the employee that even when they were wrong he was there for them and that no employee would be victimized as a result of his opinion. This attribute of democratic boss had helped employees in the hospital to relate properly and mutually with his bosses without any rancor. The mean value obtained for this test item of 1.88 with a standard deviation of 0.32 confirmed that the test item was efficiency and hence, subordinates in Central Specialist Hospital, Sango Otta might be efficiency in this regard.

#### 4.1.2.5.3 Perception of respondents on employee effectiveness in relation to Laissez-Faire Leadership Style

The effectiveness of employees might be difficult to achieve under laissez-faire leadership style. This was because a laissez-faire leader committed abdication of authority to subordinates to do whatever he/she seem right to achieve results. This too much of latitude of freedom for employees according to Houston (2016) might be abused and misused by the subordinates. In fact, sufficient numbers of their subordinates might feel like boss and fail to comply with the least internal control system in their organization. This if continued, might affect both the performance of the organization as well as that of the subordinates. Therefore, this section assesses the effectiveness of employees in relation to laissez-faire leadership style.

Table 4.7 Distribution of Respondents perception on employees' effectiveness in Central Specialist Hospital.

S/	Variable	Yes	No	Mean	Std	Remark
N						

1	Subordinates in my department carry out their jobs within the time stipulated for them.	102 (42.50)	138 (57.50)	1.43	0.48	Not Effective
2	Employees in the University Hospital are ready to achieve the target goal of the organization within the limited resources when laissez-faire leaders were in charge	98 (40.83)	142 (59.17)	1.41	0.49	Not Effective
3	With laissez-faire leader in charge subordinate in my departments are willing to put in a great deal of extra effort to help this organization be successful	70 (29.17)	170 (70.83)	1.29	0.46	Not Effective

4	With Laissez-faire leader Subordinates in my department go extra mile to meet the customers' needs	88 (36.67)	152 (63.33)	1.37	0.47	Not Effective
5	Employees in the university hospital achieve their departments target without being pushed by superior officials/ management when laissez-faire leader was in charge	72 (30.00)	168 (70.00)	1.30	0.46	Not Effective

Source: Researcher's Field work, 2025

Table 4.7 presented the distribution of respondents' perception on the effectiveness of employees of Central Specialist Hospital, Sango Otta. From the table, 42.50% of the respondents said 'yes' subordinates carried out their jobs within the time stipulated for them whenever laissez-faire leader was in charge while 57.50% of the respondents did not support this test statement. This showed that sufficient numbers of the respondents were of the opinion that subordinates in their departments did not carry out their jobs within the

time stipulated for them. A laissez-faire leader accommodates unscrupulous behaviours of subordinates at work. He is a leader that is very weak in implement necessary internal control system to check the excessiveness of the subordinates in terms of failure to complete the jobs assigned to them in time, absent from duties and other vices that do not encourage job effectiveness. As argued by Dele (2017) that subordinates under laissez-faire leader lacked necessary impetus to contribute meaningfully to organizational effectiveness. Their effectiveness are usually zero when laissez-faire leader was in charge. The mean value obtained for this test item of 1.43 affirmed that subordinates under the laissez-faire leader in the hospital did not carry out their jobs within the time stipulated for them and hence, their effectiveness in this regard was zero.

Resultantly, it was discovered that 40.83% of the respondents said 'yes'. Employees in Central Specialist Hospital, Sango-Otta were ready to achieve the target goal of the organization within limited resources when laissez-faire leaders were in charge while 59.17% of the respondents said 'no' to this test item. This revealed that substantial numbers of the respondents were not in support of the fact that employees in Central Specialist Hospital, Sango-Otta were ready to achieve the target goal of the organization within limited resources when laissez-faire leaders were in charge. Employees under a laissez-faire leader were not usually goal oriented since their boss as well as no definite target for his/her department. These kinds of employees wasted the resources allocated for them to achieve a task simply because they were not well trained by their leaders. Their (employees) effectiveness in handling a task was always inadequate since they had not been seriously trained and develop on the job. They were just way fairing employees as argued by Aliyu (2005). They have no specific goal in mind to accomplish for their department/unit since their leader was also lacks adequate training in organizational



discipline. The mean value computed for this test item of 1.41 confirmed that employee effectiveness with regard to this test statement was not adequate.

Moreover, 29.17% of the respondents said 'yes' with laissez-faire leader in charge subordinates in their departments were willing to put in a great deal of extra efforts to help the organization to be successful while 70.83% of the respondents said 'no' to this test variable. This showed that sufficient numbers of the respondents supported the fact that with laissez-faire leader in charge subordinates in their departments were not willing to put in a great deal of extra efforts to help the organization to be successful. The head as they said determined what happened to the whole body and hence, since laissez-faire leader was not ready to go the extra mile to see the organization succeeded then, the subordinates as well might not be ready to contribute meaningfully to the development of the organization. A laissez-faire leader has no intention to push himself and subordinates under him to achieve result. He believes that employees could under whatever challenge they might face during the course of doing their jobs without him actively involved in the process. His failure to supervise his subordinates might affect the overall output of a process, policy and procedure and seriously contribute to employee ineffectiveness on the job. The mean value obtained for this test variable of 1.29 indicated that the effectiveness of employees in this regard was not encouraging when a laissez-faire leader was in charge.

Furthermore, 36.67% of the respondents said 'yes' with laissez-faire leader subordinates in their department went extra mile to meet the customers' needs while 63.33% of the respondents said 'no' to this test item. This showed that sufficient numbers of the respondents disagreed with this test item. The import of this was that with laissez-faire leader in charge of the subordinates in departments/units in the hospital might not be ready to meet customers' needs. A laissez-faire leader had no control over his/her subordinates. He

lacks seriousness in implanting the internal control system that might help in curtailing the excessiveness of some staff under him. The employees continue to capitalize upon this and tend to run away from their responsibility. His level of intimacy with subordinates has no definite limit and as a result of this subordinates continue to lack proper effectiveness in the area of meeting customers need. For instance, many nurses in the hospital might not sometimes be willing to attend to patients in time and their departmental heads continue to overlook this without appropriate action while others might not even come to work as a result of inadequate excuses. This scenario had continued to deprive the employees of this hospital essential effectiveness in the area of meeting customers' needs. The mean value obtained for this test item of 1.37 confirmed that the employees' effectiveness in this regard was not good.

In addition, 30% of the respondents said 'yes; employees Central Specialist Hospital, Sango Otta achieved their departments' targets without being pushed by superior officials/management when laissez-faire leader was in charge while 70% of these respondents said 'no' to the test statement. This showed that substantial numbers of the respondents were in support of the fact that employees in the university hospital achieved their departments target while being pushed by superior officials/management when laissez-faire leader was in charge. Since the leader was weak, there was need for the management and superior officials in the hospital to intervene. This was necessary in order to ensure that the goal of the hospital and that of the department were achieved. Failure to achieve this departmental goal and target might lead to failure to achieve the overall target of the teaching hospital. The mean value obtained for this test item of 1.30 was less than the acceptable mean of 1.50. This implied that employees under laissez-faire leadership style has not done better with regard to this test item and hence,

their inadequacy was said to be ineffective.

## 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

H<sub>01</sub>: 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 R<sup>2</sup> 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 <sup>a</sup>	.228	.226	2.55508

a. Predictors: (Constant), autocratic leadership style

Source: Researcher's Fieldwork Computation, 2025.

Table 4.8 indicate the coefficient of determination (R<sup>2</sup>) 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.

A prediction equation is useful if the independent variable, autocratic leadership style has some correlation with the dependent variable measure of employee work quality. This has been shown in Table 4.8 that autocratic leadership style and employee work quality has a moderate correlation of 0.478 indicating that there is a moderate relationship between the two variables.

#### 4.2.1.1.2 ANOVA

An ANOVA was conducted at 95% level of significant, the findings of F Calculated and F Critical are as shown in Table 4.9

Table 4.9 ANOVA

ANOVA<sup>a</sup>

		Sum of		Mean		
Model		Squares	Df	Square	F	Sig.
1	Regression	562.534	1	562.534	86.167	.000 <sup>b</sup>
	Residual	1899.773	291	6.528		
	Total	2462.307	292			

a. Predictors: (Constant), autocratic leadership style

b. Dependent Variable: employee work quality

Source: Researcher's Fieldwork Computation, 2025.

The result in Table 4.9 shows that autocratic leadership style statistically influenced employee work quality as it is associated with sig-value of 0.000

which is less than 0.005 or 5%. Therefore, alternative hypothesis that says autocratic leadership style will significantly affect organizational effectiveness as a tool for employee work quality is accepted.

The findings in Table 4.9 show that F Calculated was 86.167 and F Critical was 3.951 an indication that F Calculated > F Critical an indication that the overall regression model was significant for the study.

#### 4.2.1.1.3 Regression Coefficients

In order to establish the individual influence of independent variables on dependent variables, the researcher conducted regression analysis. The findings are as shown in Table 4.9.

Table 4.9Regression Coefficients

Model	Coefficients				
	Unstandarlized Coefficients		Unstandarlized Coefficients	T	Sig
	B	Std Error	Beta		
(Constant)	9.566	1.214		7.877	.000
autocratic leadership style	.541	.058	.478	9.283	.000

Dependent Variable: employee work quality

Source: Researcher's Fieldwork Computation, 2025

The finding in Table 4.9 shows that when holding all other variables constant,

employee work quality would be at 9.566. A unit increase in autocratic leadership style while holding all other factors constant, employee work quality would be at 0.541.

Also, the p value of autocratic leadership style was  $0.000 < 0.05$  an indication that gender diversity significantly influenced employee work quality. This implied that the null hypothesis which stated that autocratic leadership style was not significant on employee work quality was rejected. It was saved to assert that autocratic leadership style was significant on employee work quality. The quality of employees' job might be negatively affected with autocratic leader in charge. This was because an autocratic leader believes in the use of force to enhance employee performance on the job. He is not in support of the fact that employee could use their initiatives, knowledge and skills to improve the quality of their jobs. For instance, the time allocated for jobs and tasks to be done might be reduced by employees through new procedures and methods introduced by these subordinates to complete the task which might not seem right to this kind of boss. As argued by Aliyu (2018) that an autocratic leaders lacked the consistent that was noted with democratic leaders in persuading his/her subordinates to improve the quality of their jobs. He does not allow subordinates to use a different method to get jobs done without knowledge. He insists in the use of stick, query and sanction to help the subordinates to increase their performance.

#### 4.2.1.2 Test of Hypothesis Two

H<sub>02</sub>: There is no significant effect of democratic leadership style on employee efficiency in Central Specialist Hospital, Sango Otta.

Objective Two: Investigate the effect of democratic leadership style on employee efficiency in Central Specialist Hospital, Sango Otta

The findings of coefficient of correlation R and coefficient of adjusted

determination  $R^2$  is as shown in Table 4.10;

Table 4.10 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528 <sup>a</sup>	.307	.304	2.79148

a. Predictors: (Constant), democratic leadership style

Source: Researcher's Fieldwork Computation, 2025.

Table 4.10 indicate the coefficient of determination ( $R^2$ ) that democratic leadership style explains (30.7%) in the differences of employee efficiency, while the increasing degree in democratic leadership style will increase employee efficiency by (0.528). 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.

A prediction equation is useful if the independent variable, democratic leadership style has some correlation with the dependent variable measure of employee efficiency. This has been shown in Table 4.11 that democratic leadership style and employee efficiency has a moderate correlation of 0.528 indicating that there is a moderate relationship between the two variables.

#### 4.2.1.1.2 ANOVA

An ANOVA was conducted at 95% level of significant, the findings of F Calculated and F Critical are as shown in Table 4.11;

Table 4.11 ANOVA

## ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	273.044	1	273.044	35.040	.000 <sup>b</sup>
	Residual	2267.584	291	7.792		
	Total	2540.628	292			

a. Predictors: (Constant), democratic leadership style

b. Dependent Variable: employee efficiency

Source: Researcher's Fieldwork Computation, 2025

The result in Table 4.11 shows that democratic leadership style statistically influenced employee efficiency as it is associated with sig-value of 0.000 which is less than 0.005 or 5%. Therefore, alternative hypothesis that says democratic leadership style will significantly affect efficiency as a tool for employee performance is accepted.

The findings in Table 4.11 also shows that F Calculated was 35.040 and F Critical was 4.1213 an indication that  $F_{\text{Calculated}} > F_{\text{Critical}}$  an indication that the overall regression model was significant for the study.

### 4.4.2.2.3 Regression Coefficients

In order to establish the individual influence of independent variables on



dependent variables, the researcher conducted regression analysis. The findings are as shown in Table 4.12.

Table 4.12Regression Coefficients

Model	Coefficient				
	Unstandarliz		Unstandarlize	T	Sig
	ed		d		
	Coefficients		Coefficients		
	B	Std	Beta		
		Erro			
		r			
(Constant)	12.761	1.31		9.742	.000
		0			
democratic	.569	.062	.528	5.919	.000
leadership					
style					

Dependent Variable: employee efficiency

Source: Researcher's Fieldwork Computation, 2025

The finding in Table 4.12 shows that when holding all other variables constant, employee efficiency would be at 12.761. A unit increase in democratic leadership style while holding all other factors constant, employee efficiency would be at 0.528.

Also, the p value of democratic leadership style was  $0.000 < 0.05$  an indication

that democratic leadership style significantly influenced employee efficiency. This showed that the null hypothesis which stated that democratic leadership style was not significant on employee efficiency in Central Specialist Hospital, Sango Otta was rejected. This implied that democratic leadership style was sufficiently significant on employees' efficiency in the organization. The employee efficiency in terms of managing the resources of the organization can be accomplished on a task with the contribution of employee towards decision making process of the organization. Also, abiding by rules and regulations guiding the organization affairs could be enhanced if democratic leadership style is deployed by bosses in the hospital. As noted by Aliyu (2018) cited in Houston (2006) that one of the greatest quality of a democratic leadership was that he ensured that his/her subordinates were carried along during decision relating top policy, process and procedure in the organization. A democratic leader does not only disseminate information to subordinates on what is needed to be done, he makes sure that he/she participates in activities leading to final outcome of a task/work/process. In addition, the level at which a democratic leader related to his subordinates had makes it possible for employees under him to effectively contribute their own quotas to organizational performance. He (democratic leader) believes that he is not only the boss but also an employee which duty is to see that employees under him do their best whenever they were called upon. He uses both carrot and stick simultaneously in order to persuade his subordinate to contribute seriously to a process. His style of leadership is full of persuasion and perseverance for employees. He is ready to accept employee mistake as long as they are prepared to learn. He is readily available to solve employees' problem even their personal problems as long as they contribute meaningfully to organizational performance. Employees under this leader are prepared to give their very best since their boss is ready to listen and appreciate the little effort they provide towards the successful completion of works/jobs.

#### 4.2.1.1.3 Test of Hypothesis Three

H<sub>03</sub>: Laissez-faire leadership style has no significant effect on employee effectiveness in Central Specialist Hospital, Sango Otta

Objective Three: Explore the effect of laissez-faire leadership style on employee effectiveness in Central Specialist Hospital, Sango Otta

#### 4.4.3.2.1 Model Summary

The findings of coefficient of correlation R and coefficient of adjusted determination R<sup>2</sup> is as shown in Table 4.13;

Table 4.13 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.454 <sup>a</sup>	.206	.204	2.59139
a. Predictors: Predictors: (Constant), Laissez-faire leadership style				

Source: Researcher's Fieldwork Computation, 2025

Table 4.13 indicate the coefficient of determination (R<sup>2</sup>) that Laissez-faire leadership style explains (20.6 %) in the differences of employee effectiveness, while the increasing degree in Laissez-faire leadership style will increase employee effectiveness by (0.454). 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.

A prediction equation is useful if the independent variable, Laissez-faire leadership style has some correlation with the dependent variable measure of employee effectiveness. This has been shown in Table 4.16 that Laissez-faire

leadership style and employee effectiveness has a moderate correlation of 0.454 indicating that there is a moderate relationship between the two variables.

#### 4.2.1.1.2 ANOVA

An ANOVA was conducted at 95% level of significant, the findings of F Calculated and F Critical are as shown in Table 4.14;

Table 4.14 ANOVA

ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	508.155	1	508.155	75.671	.000 <sup>b</sup>
	Residual	1954.152	291	6.715		
	Total	2462.307	292			

a. Predictors: (Constant), Laissez-faire leadership style

b. Dependent Variable: employee effectiveness

Source: Researcher's Fieldwork Computation, 2025.

The result in Table 4.14 shows that Laissez-faire leadership style statistically influenced employee effectiveness as it is associated with sig-value of 0.000 which is less than 0.005 or 5%. Therefore, alternative hypothesis that says

Laissez-faire leadership style will significantly affect employee effectiveness as a tool for employee performance is accepted.

The findings in Table 4.14 also shows that F Calculated was 75.671 and F Critical was 3.967 an indication that  $F_{\text{Calculated}} > F_{\text{Critical}}$  an indication that the overall regression model was significant for the study.

#### 4.2.1.1.3 Regression Coefficients

In order to establish the individual influence of independent variables on dependent variables, the researcher conducted regression analysis. The findings are as shown in Table 4.15

Table 4.15 Regression Coefficients

Model	Coefficients				
	Unstandarlized Coefficients		Unstandar lized Coefficien ts	T	Sig
	B	Std Error	Beta		
(Constant)	9.453	1.308		7.227	.000
Laissez-faire leadership style	.540	.062	.454	8.699	.000

Dependent Variable: employee effectiveness

Source: Researcher's Fieldwork Computation, 2025.

The finding in Table 4.15 shows that when holding all other variables constant, employee effectiveness would be at 9.453. A unit increase in Laissez-faire leadership style while holding all other factors constant, employee effectiveness would be at 0.454.

Also, the p value of Laissez-faire leadership style was  $0.000 < 0.05$  an indication that Laissez-faire leadership style significantly influenced employee effectiveness. This indicated that the null hypothesis which stated that laissez-faire leadership style was not significant on employee effectiveness was rejected. It was save to reason that laissez-faire leadership style was significant on employees' effectiveness. The type of leadership style adopted by an organization might make or mar the effectiveness of employees as well as the performance of the organization. A laissez-faire leader was usually an inactive leader that depended solely on his subordinates' discretion in getting things done in the organization. His relationship with his trusted subordinates was so close to the extent that he delegates all his authorities into the hands of these subordinates. Subordinate under him made decisions relating to work to be done. He has no input on what is needed to be done. He is so carefree that internal control system under his watch was weak. His trusted subordinates behave like king in the organization and his report is always in their favour. Jobs and works were unnecessarily delayed and hardly would subordinates under him meet the deadline stipulated for jobs. The effectiveness of subordinate/employee under him in relation to work to done was zero. His lackadaisical attitudes to his/her trusted employee usually hamper processes, decision and procedures. His employees disobey rules and regulations of the organization at will since he always shows preferential treatment in their support. As pointed by Ishola (2017) that employee effectiveness is always at lower level whenever an organization put in position, a laissez-faire leader.

## 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 [    ]

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

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

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

## Leadership Styles

- 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
- 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 empowers subordinate by sharing power and authority
- 12 My boss uses persuasion to influence others instead of coercion or force
- 13 My boss always gives 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.

### SECTION C: EMPLOYEES PERFORMANCE RATING

INSTRUCTION: This section consists of some selected statement on employee performance rating, you are required to tick ( ) the appropriate option to the statement. The statements are rated base on two point Likert scale. These scales are;

Yes = 1

No = 0

V	QUALITY OF EMPLOYEES WORKS	Yes	No
1	Employees do set up clear objectives and goals to deliver the work on time		
2	Subordinate place a value on quality of work done		
3	Subordinate do carry out a client survey		
4	Subordinates ensures that jobs and tasks are performed in line with the lay down procedures		
5	Employees ensure that work done meet the specification of client and customers of the hospital.		

## VI EMPLOYEES EFFICIENCY

- 9 Subordinates in my department carry out their jobs with minimum supervision
- 10 Subordinates in my department contribute meaningfully to strategic opinion in the hospital

## VII EMPLOYEES EFFECTIVENESS

- 11 Subordinates in my department carry out their jobs within the time stipulated for them.
- 12 Employees in the University Hospital are ready to achieve the target goal of the organization within the limited resources
- 13 My subordinate is willing to put in a great deal of extra effort to help this organization be successful
- 14 Subordinates in my department go extra mile to meet the customers' needs
- 15 Employees in the university hospital achieve their departments target without being pushed by superior officials/management

