

**IMPACT OF ORGANISATIONAL LEADERSHIP STYLES ON
EMPLOYEE PERFORMANCE – A CASE STUDY OF A
SELECTED HEALTHCARE SECTOR IN NIGERIA**

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Abstract

Leadership is critical in determining an organisation's success at all levels, including in the healthcare industry. The ideal healthcare industry provides quality and affordable healthcare to the public. However, Nigeria's healthcare system faces several challenges, and good leadership in this industry can favour staff and patient care quality. In light of these, many organisations have to experiment with various innovations to improve employee and organisational performance through effective leadership styles. Hence, this study assesses the impact of autocratic, transformational, and transactional leadership on employee performance at a selected tertiary healthcare institution.

This research adopts a cross-sectional study design to elicit responses from the research population comprising one hundred non-management employees and ten management employees. A 30-item validated questionnaire collected information from the respondents and analysed research questions and hypotheses using SPSS version 26. The results reveal that this institution's managers mainly apply transformational leadership. Both the transformational and transactional leadership styles positively impact employee performance; however, transformational leadership had a more significant impact than transactional leadership. In addition, the authoritarian style of leadership negatively affects employee performance.

The findings of this study suggest that adopting and preferring a specific leadership style is not always the case because the healthcare sector is a complex and dynamic institution. While this study focused on only three leadership styles, there is still room for further research on other aspects of leadership styles in the health sector and a comparative analysis between private and public facilities.

Keywords: Leadership Style, Transformational, Transactional, Autocratic, Healthcare, Employee performance

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“Everything that has a beginning has an ending.”

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List of Abbreviations

ATLS – Autocratic Leadership Style

TTLS – Transactional Leadership Style

TFLS – Transformational Leadership Style

CAT - Computerized Axial Tomography

MRI - Magnetic Resonance Imaging

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- I. Introduction letter
- II. Questionnaires

Chapter 1 : Introduction

1.1 Background to the Study

Several research pieces of evidence in the management field have reportedly highlighted the importance of leadership in an organisation and the impact of different styles (Akpapere *et al.*, 2019; Astuti *et al.*, 2020; Ciulla, 2020). The leadership style adopted affects organisational performance, employee commitment, and loyalty. Due to varying factors, organisations undergo rapid changes daily (Saputra and Mahaputra, 2022). These factors are caused by either the organisation itself through organisation structure, organisational culture, innovation as well as leadership or by the external operational bodies such as technological advancements, globalisation, free trade, competitive market, and government involvement, which could positively or negatively affect the organisational performance (Abd Ghani *et al.*, 2010; Bashir and Verma, 2019)

Organisational performance is a yardstick for leadership style, which plays a vital and essential role in organisational growth, organisational performance, and employee profitability, which are critical factors in achieving effectiveness and efficiency in an organisation (Hurduzeu, 2015). Therefore, practical, ethical, civic-minded leadership is crucial to improving productivity and the overall performance of employees and the organisation.

The leadership abilities of a leader/manager in an organisation can result in success for that organisation. A worthy leader can manage individuals of many races, exhibit innovation and creativity, and successfully navigate complex situations that may arise. Thus, an individual's character and action determine whether they are a leader (Aghahowa, 2021). In addition,

followership is a critical component of leadership; one cannot talk about one without mentioning the other (Uhl-Bien *et al.*, 2014). Also, an organisation's leadership style plays a significant role in the discontent of its workforce. Therefore, organisations must hunt for competent leaders and embrace effective leadership styles if they want to remain in today's cutthroat global market (Ekpenyong, 2020).

A leader's method of delivering instructions, carrying out plans and inspiring people is their leadership style. Numerous studies have revealed several leadership philosophies, which include authoritarian, transactional, bureaucratic, charismatic, transformational, coaching, democratic, collaborative, laissez-faire, and servant leadership styles, to name a few (Nanjundeswaraswamy and Swamy, 2014; Al Khajeh, 2018; Famolu and Adelekan, 2018; Abasilim *et al.*, 2019). According to Elena-Iuliana and Maria (2016), the idea of performance is complex, and numerous writers have addressed this. The phrase "organisational performance" describes how well a business is doing in realising its vision, purpose, and goals considering its environment. This performance impacts efficiency, effectiveness, productivity, and profitability.

Organisations exist not just to survive but to thrive through enhancing their performance. Therefore, leadership is essential for many businesses, including the healthcare industry. The healthcare industry encompasses a wide range of industries that provide services ranging from research to manufacturing to facility management. Among the services provided are medical services, including medical insurance, medicine manufacturing, and relevant health services. These industries come under six significant industries: "biotechnology, pharmaceuticals, equipment, distribution, facilities, and managed health care" (Ledesma *et al.*, 2014). Therefore,

concerns about leadership in the healthcare industry are just as critical as in any other business sector.

1.2 Statement of the Problem

As a field of study that cuts across all sectors of human endeavour, management has been used to solve management of human resources, especially in dynamic and complex sectors like the healthcare sector in developing countries like Nigeria (Dash *et al.*, 2019; Onwujekwe *et al.*, 2020). However, there are still gaps and areas within this sector that require adopting innovative management theories and concepts to appraise the effects of leadership styles on employee performance (Uzochukwu *et al.*, 2018). Academics and researchers have long disagreed on the uniqueness and optimum advantages of one specific leadership style as a myth. Therefore, there is a need for studies that will appraise the essence and lapses of some of these leadership styles and give recommendations on where each is appropriate and inappropriate (Al Khajeh, 2018; Jamali *et al.*, 2022). Even though many research studies focus on transformational leadership, they also recognise the value of transactional leadership. According to Yasir *et al.* (2016), transformational leadership has a more practical and significant impact on employees and organisational productivity than transactional leadership.

These leaders motivate employees to see beyond their interests and contribute to a larger vision for the organisation (Raja and Palanichamy, 2011). While transformational leadership motivates through the leader's charisma and inspiration, transactional leadership primarily motivates through rewards. However, Aboramadan and Dahleez (2020) conclude that managers must adopt both leadership styles for work engagements because they positively and significantly influence the employees' attitudes and behaviour.

On the other hand, autocratic leadership is more controlling, and leaders using this form of administration are known to solely make decisions and implementations with little or no contributions from subordinates. However, despite this known trait of autocratic leadership, it is believed that in certain instances, this form of leadership is beneficial to the organisation and can bring about positive results (Dastane, 2020).

Researchers are still examining the effects and impacts of different leadership styles on employee performance. While many leadership styles are practical, there is no agreement on the most effective leadership style. Accordingly, this study aims to shed light on how certain leadership styles affect healthcare employees, with an increasing focus on healthcare. Providing quality healthcare to individuals helps improve their quality of life, which is good for the nation. Effective and efficient leadership in this sector can significantly improve the quality of care delivered to individuals. (Sfantou *et al.*, 2017).

There are several challenges facing the Nigerian healthcare system, both government-owned facilities and privately owned facilities. Good leadership in this industry can have a favourable impact on staff and, as a result, on the quality of care provided to patients. This study explores the predominant leadership style in one of the foremost tertiary healthcare institutions in Nigeria. This research will assess the impact of autocratic, transformational, and transactional leadership on employee and organisational performance at the Babcock University Teaching Hospital (BUTH), Nigeria.

1.3 Research Questions

The study finds answers to the following questions

1. What is the leadership style mainly applied by Babcock University Teaching Hospital managers?
2. What is the impact of the authoritarian leadership style on employee performance at Babcock University Teaching Hospital?
3. What is the impact of transformational leadership style on employee performance at Babcock University Teaching Hospital?
4. What is the impact of transactional leadership style on employee performance at Babcock University Teaching Hospital?

1.4 Aims and Objectives

The main aim of this study is to evaluate the organisational leadership style and its impact on employees in a selected tertiary health care facility in Nigeria. While the specific objectives of the study are to;

- i. Identify the leadership style applied mainly by managers at Babcock University Teaching Hospital
- ii. Examine the impact of authoritarian leadership style on employee performance
- iii. Examine the effect of transformational leadership style on employee performance
- iv. Analyse the impact of transactional leadership style on employee performance

1.5 Research Hypothesis

This study tested the following hypothesis:

H01: there is a significant relationship between the authoritarian leadership style and employee performance at Babcock University Teaching Hospital

H02: there is a correlation between transactional leadership styles and employee performance at Babcock University Teaching Hospital

H03: there is a significant relationship between transformational leadership and employee performance at Babcock University Teaching Hospital.

1.6 Significance of the Study

The importance of health sectors in sustaining the health and well-being of citizens cannot be overstated, especially in developing countries like Nigeria, where nearly half of the citizens are living below the poverty line and the healthcare expenditure are often through out-of-pocket payments (Nneka *et al.*, 2019; Orji *et al.*, 2020; Lain *et al.*, 2022). This identified importance and role positioned the sector as one of the critical sectors that require efficient and effective management of limited healthcare resources to meet the goal of healthcare service providers to satisfy Nigerians' health requirements (Budak and Kar, 2014; Glod, 2018). Therefore, it is necessary to understand the role of leaders concerning leadership styles adopted by healthcare organisations to translate the healthcare sector's national and institutional vision and mission.

Similarly, the needed healthcare resources for actualising Nigeria's target for sustainable development goals and universal healthcare coverage is grossly inadequate as much competent healthcare personnel have left the country for greener pasture, causing a brain-drain scenario

(Ogaboh *et al.*, 2020). Therefore, there is a need for a good leadership structure that will motivate the available healthcare resources through their leadership quality to collectively ensure the delivery of safe and quality health services for the citizens. This factor necessitates the need to conduct a study of this nature that will appraise the impact of leadership style on employees' performance within Nigerian healthcare institutions.

Specifically, findings from a study like this have the potential to serve as a guide for medical directors and heads of units at this institution in improving their leadership styles to increase employee performance. Not only will these findings benefit managers in healthcare institutions, but they could also assist other leaders and management staff at relevant organisations in determining a suitable leadership style for improving employee performance within the Nigerian healthcare sector. Furthermore, the findings of this study can aid in developing leadership programs for managers and staff of the institution alike, which could lead to improvement of management practices and an all-around improvement in the organisation. Additionally, this will add to the existing literature for similar studies, which can be helpful to the student, researchers, and the general public in adding knowledge on the impact of leadership styles on employee and organisational performance.

1.7 Scope of the Study

The scope of this study focused on exploring the impact of autocratic, transactional, and transformational leadership on employees' performance in the healthcare sector in Nigeria, including their motivation, innovation, and efficiency in the organisation.

Chapter 2 : Literature Review and Theoretical Framework

2.1 Introduction

Leadership is vital in determining an organisation's success at all levels. Leadership failure could lead to the organisation's loss in achieving its key objectives. Conversely, when an organisation is well directed, it leads to growth, development, and sustainability. This chapter will reveal the literature on leadership, leadership philosophies, the influence of leadership on worker performance, and other theoretical frameworks pertinent to this study.

2.2 Definition of Research Concepts

2.2.1 Leadership

Leadership is a broad concept, and various authors have attempted to describe and break down this concept. To provide an integrative and holistic definition of leadership, Winston and Patterson (2006) characterised leadership as the ability of people with a range of skills to give members of an organisation the knowledge and skills necessary to realise the goals and objectives of the organisation. The leader ensures that the members are focused on those goals, cooperate, and provide organisational motivation.

A person can give direction to a particular group through leadership, which involves managing relationships to affect the behaviour of another person or group (Al-khaled and Fenn, 2020). One of the most crucial elements in raising an organisation's performance is leadership, which also functions as a system of social influence between superiors and deputies to further organisational objectives. The ability to mobilise a group of people to work toward a single goal is a crucial aspect of leadership. The followers' development, expectations, and capacity-building are at the heart of effective leadership (Klein et al., 2013). Leadership influences employees' motivation,

culture, values, and willingness to accept change, influencing how successful businesses run. It is crucial to remember that leaders are not just found in management but may be at any level of an organisation (Igbaekemen, 2015). Consequently, leaders influence everyone to achieve team and organisational goals.

It has been acknowledged, nonetheless, that employing a suitable leadership style at any given time is a medium for organisational performance. The reason is that any organisation's heart and soul is its leadership. Thus, its significance must not be understated. It involves convincing people to work together toward a common objective so that both the individual and the group benefit from the organisation (Northouse 2014).

Furthermore, it involves using leadership techniques to inspire, develop and motivate employees to give their best efforts or make the most contributions to the organisation's success (Fry, 2013). Leadership also requires inspiring followers, employees, or subordinates to put their all into achieving organisational goals. There are four components to leadership:

- i. The human element, motivation, and capacity to joyfully persuade others to work toward a specific goal.
- ii. Introducing new methods and frameworks to accomplish or modify organisationally set goals or objectives
- iii. Personal influence through communication channels that focuses on achieving and advancing organisational objectives
- iv. A change in followers' attitudes, beliefs, behaviours, and goals (Peretomode, 2015).

Leaders need to be able to engage in self-appraisal techniques to ascertain how impactful is their leadership approach, to get feedback on the positive or negative influence on their followers

(Saleem, 2015). For example, this approach might affect how willingly subordinates follow their bosses; associates or followers who do not respect their bosses might feel let down, making them want to leave. The actions of leaders and their leadership philosophies can impact the performance of their teams and organisations.

2.2.2 Organisational Performance

Performance is "a result (outstanding) obtained by someone in an athletic contest; a notable achievement in a field of activity; the best result obtained by a technological system, a machine, a device, etc." in the "Romanian Explanatory Dictionary". The definition claims that the term "performance originated in the mechanical and sports industries before being used to signify exceptional achievements in other professions, " meaning that only a specific group of people or a team, notably those with the most outstanding outputs, can achieve high performance. Only one outcome—and nothing else—relates to performance (Elena-Iulina and Maria, 2016). Organisational performance is the degree to which a group succeeds in realising its vision, purpose, and objectives.

The term "performance" has many definitions. Lebas (2015) describes the performance as future-focused, tailored to reflect the distinctive qualities of each business or person, and founded on a causal model connecting components and outcomes. In contrast to businesses that have already achieved the management coalition's objectives, he views successful businesses as ones that will do so. As a result, both capabilities and the future impact performance. In contrast to other authors, Michel Lebas understood the difference between "a performance," "performance," and "being performant".

The focus of the performance is typically a quantitative result that is better than anticipated or deriving from previous outcomes. Folan (2007) identifies three governance of performance priorities: First, assess each entity's performance within the constraints of the environment in which they choose to operate. For instance, evaluation of the cooperation is in the markets where it serves rather than markets irrelevant to a company's operations.

Second, the firm or corporation whose performance is evaluated will always link performance to one or more of its goals. As a result, internal goals, and targets rather than those established by outside groups gauge a company's performance. Third, performance is distilled down to its most significant and recognisable components at this point. Folan contends that the factors influencing performance include the environment, the objectives to be achieved, and the important and acknowledged variables. Folan uses a range of concepts to describe the idea of performance because it must be judged and appraised from several angles. Neely (2017) stated that evaluating an initiative's effectiveness and efficiency should be quantified when assessing performance. For this quantification, both quantitative and qualitative formulations are feasible. Neely and other academics contend that performance and efficacy are intrinsically related.

The organisational performance focuses on management and how actively and correctly personnel are involved in achieving the company's strategic goals (Doval, 2020). Dragomir and Pânzaru (2014) define performance as a state of competitiveness attained through a level of productivity and effectiveness that guarantees a considerable presence and availability on the market while accounting for the complex interactions among many components. Financial performance, market success, and Shareholder success are three separate components of an organisation's results, according to Richard et al. (2015). Similarly, Annick Bourguignon identifies three primary interpretations for the word performance because the notion could not be

defined separately: (i) performance is the criterion for success. It is not a thing in and of itself to do. It varies, depending on how actors or businesses are thriving; (ii) Action produces results in terms of performance; this definition simply refers to a value. (iii) Performance is all about taking action, and performance measurement assess results obtained within a process or activity (Elena-Iulina and Maria, 2016). In this view, performance is not an event that happens at a specific time but rather a skill.

The achievement of organisational goals is performance, according to Bourguignon (2004). This definition applies to all managerial disciplines (general politics, management control, and HR management). The objective or aim, therefore, influences performance. When goals change, performance transforms into an action subset; performance will also be multidimensional; interpretation is subjective since it results from an operation, which means coming close to a reality that matches a desire.

According to Annick Bourguignon, it is impossible to come up with a single definition of performance because of its link to goals and objectives. As a result, a specific degree of performance to achieve any purpose or aim is required. Notably, the objectives are not automatically categorised. Hence, performance cannot be fully defined.

2.2.3 Factors Affecting Organisational Performance

Job stress, motivation, and communication are three aspects that affect employee performance (Aghahowa, 2021). According to Aghahowa, job stress causes failure to combine available resources and job expectations with personal skills. Job stress is caused by a workplace environment that poses a hazard to employees (Noor and Hafiz, 2017). Because certain firms require a specific amount of contribution, some employees may be unable to reach assigned

targets due to workplace stress. It also leads to demand surpassing an individual's capacity, which usually fails to please upper management.

According to Conway *et al.* (2018), a certain amount of pressure can improve a person's performance. However, too much pressure can cause mental and physical problems. Environmental variables, organisational factors (leaders), and human factors can contribute to job stress (employees). Stress can significantly affect an employee's effectiveness because every individual is exposed to stressors on the job and in their personal lives, which impact work productivity and performance.

Motivation is the capacity to meet a demand or the readiness and desire to carry out an action demanded by the activity (Aghahowa, 2021). Regardless of the size or location of an industry, motivation is now universally acknowledged. Managers and leaders have realised that motivating their workforce is essential to effectively reaching and learning business objectives. On a long-term basis, motivated workers demonstrate the qualities of self-satisfaction, and fulfilment, with the commitment needed to produce more work in a given amount of time and of higher quality. Also, they adhere strictly to organisational rules that result in efficiencies, a competitive advantage, and a positive company reputation.

According to Berman *et al.* (2015), employee motivation is one of the most crucial factors in accomplishing company objectives and goals. Furthermore, a high level of motivation is linked to job performance, a sense of pride in one's work, and a long-term dedication to the organisation, all of which enhance productivity and performance. As a result, motivation is a crucial part of corporate operations.

The third factor influencing performance is communication. Okonkwo, Nwankwo, and Nebo (2015) posited that conveying ideas or thoughts to others and making oneself understood by others is known as communication. It is the method by which one party (the sender) engages with another party (receiver) by sending them information or a message. Therefore, a company's teams and units can work together more effectively with good communication. Meanwhile, its absence produces challenges in managing business processes or more importantly, judgmentally hurts members of a team.

Information may be misconstrued if those involved in communication processes lack the fundamental abilities and skills needed for effective communication (Aghahowa 2021). Communication across management levels in an organisation facilitates the transition of modules, missions, and orders. The effectiveness of the interaction between employees and leaders depends on how well the target employees comprehend and interpret the information provided. For information to be presented accurately, it must also be acceptable. Leaders and managers ensure this through their efforts to ensure that information is accepted (Mangal and Mangal, 2019).

Akintaro and Shonubi (2016) argued that a breakdown in communication between management, employees, and customers leads to ineffective efforts and unrealised goals. As a result, to remain profitable and competitive in today's demanding environment, all production aspects, such as materials, machines, and staff, must be carefully handled.

2.2.4 Health Care Sectors

The healthcare sector is further divided into six categories and includes any business that provides products or services connected to health and medical care. Numerous distinct sectors,

sub-industries, and enterprises make up the healthcare industry. Pharmaceuticals, biotechnology, buildings, equipment, managed health care, and distributions are some sectors (Ledesma 2015). Companies that provide medical services, products, market medical insurance, or aid in people's access to healthcare are in this sector. Several essential factors define the healthcare markets, and these economic considerations influence the government's involvement in healthcare markets and activities. Healthcare services are very inelastic in price, and providers and customers must deal with several fundamental uncertainties regarding their needs, outcomes, and service prices.

The healthcare industry comprises many operations, from research to equipment production to management. The three categories of drug makers include biotechnology firms, big pharmaceutical firms, and producers of generic drugs. Biotech companies research and develop novel pharmaceuticals, devices, and treatment methods. Medical equipment manufacturers range from businesses that produce basic supplies like bandages, forceps, scalpels, and gloves to those that do cutting-edge research and create sophisticated apparatus like surgical robots, CAT scans and MRI machines. Businesses that manage healthcare are in charge of offering health insurance coverage. Finally, healthcare facilities corporations operate hospitals, labs, clinics, nursing homes and mental health facilities (Scott, 2019).

2.3 Styles of Leadership

A manager's choice of method and approach in performing their leadership duties is known as their leadership style (Sofi, 2015). It is defined as a specific activity by a corporate leader to allow employees to carry out the organisation's aims. Leadership style is crucial and necessary in businesses nowadays. It has to do with how a director or supervisor carries out their duties as a leader and the relationships they want to have with their team members or co-workers (Xenikou,

2017). People's leadership styles reflect their "doings" and "behaviours." Leadership styles may be categorised in many ways, such as participatory, charismatic, bureaucratic, and authoritarian.

Any organisation with the right leadership style combined with other aspects of its operations has a greater chance of succeeding. The leadership style used by an organisation has a significant impact on the culture of that organisation, which impacts the organisation's effectiveness directly or indirectly (Haque *et al.*, 2015; Klein *et al.*, 2013).

Evidence from the literature (Khan and Nawaz, 2016; Sriyakul *et al.*, 2019; Mehta, 2020) showed that one leadership style might not be effective in achieving desirable employees and organisational targeted growth because of several factors that influence the choice of leadership style and output. For example, the dynamic nature of the organisation, the work at hand, the team members' qualifications, the kind of group the leader is in charge of as a whole, and—most importantly—the leader's personality. They do not think that anyone's leadership style is always the greatest because each circumstance may call for a different leadership style or a combination of many (Akpapere *et al.*, 2019). According to some writers, a leader's style may influence employee work satisfaction, which connects to the employee's desire to leave the company (Khan *et al.*, 2014).

2.3.1 Autocratic Leadership

An autocratic leader is perceived as a leader that is always aware of his position as a superior being, with little or no trust in their subordinates' ability to make better decisions (Chukwusa, 2018). The distinguishing traits of autocratic leaders are tradition and dominance; they anticipate their associates to follow their instructions (Al Khajeh, 2018). In essence, autocratic rulers continue to exercise their authority (Obiwuru *et al.*, 2011). An authoritarian employer thinks that

paying workers is the only thing that can inspire them and that doing so is an appropriate reward for their hard work. This leadership style is characterised by total individual control over all decisions and little participation from group members. An autocratic/authoritarian leader is arbitrary, coercive, domineering, legitimate, power-focused, and oppressive (Al Khajeh, 2018; Iqbal *et al.*, 2015).

Autocratic leaders make independent judgments and insist on strict adherence to the law. In most cases, these leaders often use centralised decision-making that takes full responsibility for their actions and those of their subordinates (Hogg, 2021). Autocratic leaders usually disregard their employees' viewpoints, make decisions based only on their convictions, and are perceived as totalitarian, having shown the traits of dictatorial control over their subordinates (Chukwusa, 2018). Other signs of autocratic leadership include little to no participation from group members, leaders making all choices, group leaders dictating all work procedures, and group members seldom being trusted with significant decisions or duties (Al Khajeh, 2018; Iqbal *et al.*, 2015).

Armstrong (2012) posit that the best scenarios when and where an autocratic leadership may be helpful include time of emergencies when tough decisions are needed to get an organisation through rough patches. Additional precautions may be required in such cases to prevent a potential accident. On the other hand, autocratic leadership has several drawbacks, such as the inability of followers to feel pleasure in their accomplishments, the denial of personal growth or enjoyment from self-actualisation and the tendency to irritate people and rob organisations of cooperation and long-term loyalty. Moreover, the dictatorial approach is characterised by an "I tell" philosophy. Although this strategy might give a company a clear direction, it also has the potential to create issues (Obiwuru *et al.*, 2011).

However, an autocratic approach is occasionally necessary. It is useful when the company is in a crisis or when an issue must be addressed immediately (Bhargavi and Yaseen, 2016). Because there is no shared aim and force is the primary source of incentive, autocratic leadership is recognised for limiting devotion, creativity, and innovation (Al Khajeh, 2018).

2.3.2 Transformational Leadership Style

Under a transformational leadership style, followers are nurtured, and their needs are considered. Managers that use this approach focus mainly on developing the employees' complete value system, including their abilities, motivation, and morals (Ebrahim, 2018). In transformative leadership, employees have faith, respect for, and loyalty to their boss. Furthermore, they feel compelled to go above and beyond what is expected (Obiwuru *et al.*, 2011). The transformational leader motivates team members by emphasising the importance of work results, forcing them to put the organisation's needs over their own, and igniting their higher-order drives.

According to Aghahowa (2021), the leader stimulates intellectual stimulation by inspiring followers to engage in critical thinking and discover novel ways to their careers. As a result of transformational leadership, an organisation's performance, contentment, and commitment to its objectives would increase. These four components characterise transformative leadership; charisma, inspirational drive, intellectual stimulation, and personalised consideration (Obiwuru *et al.*, 2011).

The first is charisma, or idealised influence, driven by a sense of purpose and objective, eliciting pride from the group and among its members and winning them over with respect and trust. As a result, employees are more likely to put the team's needs ahead of their self-interest and

curiosities, reassuring others that difficulties will be overcome and fostering charismatic conduct. Charismatic leaders enjoy great trust and confidence from their followers (Aghahowa 2021).

The second is the inspirational drive, and according to Jyoti and Bhau (2015), a transformative leader inspires others to identify with him through his idealised and behavioural charm. A tailored relationship with a transformative leader helps create a positive work environment. They consequently perform better overall, which leads to higher productivity. According to Obiwuru *et al.* (2011), inspirational motivation is typically paired with charm and focuses on a leader establishing higher standards and turning into a reference figure. One theory holds that followers look up to their inspirational leader as someone who can stir their emotions and increase awareness of goals that benefit both parties (Obiwuru *et al.*, 2011). This is demonstrated by the conveying of high expectations and the straightforward expression of pertinent objectives. The leader always expresses optimism about the future, projecting an exciting feeling of organisational change and offering a compelling vision for the future. In transformational leadership, inspiration happens by giving the followers' work significance and challenges; as a result, team spirit is sparked and individual enthusiasm (Obiwuru *et al.* 2011). The leader challenges followers to imagine positive futures for the group and themselves.

The third is intellectual stimulation, which exposes followers to novel, thought-provoking concepts and motivates them to abandon preconceived notions (Obiwuru *et al.*, 2011). A leader is defined as someone who fosters intelligence, logical reasoning, deliberate problem-solving, and systematic aptitude. Among transformational leadership are the desire to approach challenges from alternative angles, suggest fresh approaches to job completion, and encourage previously unquestioned assumptions to be re-examined (Obiwuru *et al.* 2011). Furthermore, the

leader inspires the followers to be inquisitive by challenging presumptions and inventive by rethinking challenges and tackling familiar circumstances. The last element of transformational leadership is individual/personalised consideration. Through coaching and mentoring, followers emerge. The leader serves as a mentor to the followers, paying great attention to their inter-individual differences. Individual followers are spoken to increase their maturity levels and develop better strategies for overcoming obstacles. In addition to coaching and assisting others in discovering and developing their talents, the leader pays close attention to others' worries (Obiwuru *et al.*, 2011).

The relationship between leaders and followers is shown to be strong in transformational leadership, which allows for a thorough understanding of motivational levels, interests, and values. Transformational leadership exemplifies excellent leadership abilities. When a leader elevates the interests of his or her staff by pushing them to look above their self-interest, this is known as servant leadership. Due to a variety of factors, transformational leaders are effective and productive.

2.3.3 Transactional Leadership Style

Leaders that constantly offer something in exchange, such as pay rises, promotions, new tasks, performance reviews, and welfare programmes, are referred to as transactional leaders (Uchenwamgbe, 2013). Employee expectations are one of the main issues with the transactional leadership style. (Ojokuku *et al.*, 2012). In the transactional leadership style, goals and incentives are exchanged between the organisation's management and employees.

Transactional leadership, according to Longe (2014), increases organisational success. In addition, transactional leadership is proven to help create and maintain an environment where the

human and organisational potential is maximised since workers continuously receive tangible and intangible benefits. This leadership style creates an enabling environment for employee performance and a compelling vision that improves overall organisational performance (Longe 2014). However, research shows that transactional leadership does not directly influence corporate success. It was concluded that transactional leadership did not foster employees' self-improvement through innovation (Sofi and Devanadien, 2015).

Obiwuru *et al.* (2011) argue that transactional leadership results in followers acquiescing to their leaders' demands but not in followers demonstrating enthusiasm or commitment. They believe this type of leader ensures that members within the organisation perform tasks required to function positively. The purpose of such a leader is to ensure followers is to ensure that internal actors fully understand the path to goal attainment, remove any possible systemic obstructions, and push the team to execute the planned tasks and goals.

Transactional leaders also demonstrate constructive and corrective acts; the former involves contingent incentives, while the latter encourages management by exception. Examples of contingent rewards include the ease of getting tips, welfare systems, and contingent rewards to influence. It considers its followers' aspirations and compensates them when their objectives are met. Under transactional leadership, people are expected to perform at desirable levels due to the established goals and objectives. When these goals are met, they are acknowledged (Obiwuru *et al.*, 2011).

A key aspect of active management, by exception, is one where the leader defines what constitutes unproductive behaviour and sets performance standards. This can include disciplining followers who do not live up to the expectations. This leadership approach, therefore, demands

continuous oversight for deviations, mistakes, and errors, as well as quick corrective action when they happen (Obiwuru *et al.*, 2011).

2.3.4 Charismatic Leadership Style

Charismatic leadership, as one of the most effective trait-driven leadership styles has been described in management literature as a style of leadership that command affective commitment from the employees and link these to organisational goals (Ojokuku *et al.*, 2012; Benison *et al.*, 2014). In addition, charismatic leaders are visionary leaders who use their personality to encourage their team to perform satisfactorily to achieve shared organisational goals (Michael, 2010; Kissas, 2020). These qualities, as mentioned earlier in charismatic leaders, endeared them to their subordinates, and they are admired due to their unparalleled levels of accomplishment and ability to inspire (Benison *et al.*, 2014; Kissas, 2020). This leadership style is also renowned for the qualities of charismatic leaders in bringing out the best by providing adequate support and avenue for personal development, thereby inspiring them to be innovative and creative to achieve a common goal (Supratman *et al.*, 2021).

Critically, the charismatic leadership style is not without its cons, as we have found several studies that expressed its pros. According to Michael (2010), The most admired leaders are those with charisma, but there is a significant flaw that slightly diminishes their worth. Once they depart an organisation, the organisation becomes rudderless, which has a devastating impact on the organisation's performance. Some arguments against this leadership style hinge on the fact that charismatic leaders rarely build a substitute when they are no longer with the organisation (Machokoto, 2019). Their leadership is constructed primarily on personality strength and typically eliminates other strong personalities who compete with them. As a result, the group has many contented followers but few potential leaders (Ozgenel, 2020).

2.3.5 Bureaucratic Leadership Style

Bureaucratic leaders derive their name from the word bureaucracy. They are related to strong leaders who develop and enforce policies to drive objectives, implementation, strategy, and outcomes to accomplish organisational goals (Nielsen and Moynihan, 2017). Similarly, bureaucratic leaders may not have their strengths in developing and enforcing policies, but they may confidently rely on established policies and persuade subordinates to join in (Michael, 2010). This is often seen as leadership by following protocol. It is a characteristic form of leadership style that dominates most of the ministries, agencies and departments in the public sector in most developing countries (Ohemeng *et al.*, 2020).

Leaders that adopt this specific leadership ideology often believe that regulations determine the course of events and are adamant about following rules and procedures rather than individuals' intuition (Nwosu and Nwoko, 2019). Research findings have shown that this school of thought is often laden with rigidity as it reduces the need to improvise or think outside the box as everything is perceived to be done by following laid rules, regulations and existing policies (Kibbe, 2019; Purwanto, 2020). Leaders that adopt this model are often criticised as adamant, "by the book," and resistive to change generally, which often makes them distant from reality (Kibbe, 2019; Purwanto, 2020).

The problem with such a leadership style is that the consequences do not become apparent until after the damage has been done and may leave the organisation disorganised (Byron and Roscigno, 2019). It is important to note that the benefits of choosing an appropriate leadership style are often defeated when there is no inflectional relation in an organisation when people have to do things in one way (Michael, 2010).

2.3.6 Democratic leadership style

Democratic leadership infers greater active engagement from group members in decision-making and is often referred to as participative leadership. This leadership style prioritises people and results (Bhargavi and Yaseen, 2016; Puni et al., 2014). A management which is democratic encourages its employees to be involved in the organisation's decision-making processes (Nwokocha and Iheriohanma, 2015). Puni et al. (2014) argue that a democratic organisation does not have a centralised decision-making mechanism, and outstanding performance is recognised and rewarded. On the other hand, Nwokocha and Iheriohanma (2015) believe that leaders who rely on the contributions of employees or subordinates risk having their followers make poor judgments. This is considered to harm the company and may motivate people to quit. As a result, it is anticipated that all parties will discuss options and reach a consensus. Theoretically, democratic leadership sounds excellent, but in practice, it is typically hampered by the slowness of its decision-making. Any practical results require considerable effort and time (Nwokocha and Iheriohanma, 2015). This type of leadership allows joint decision-making by the group and the leader. Objective feedback and reinforcement are given, and the group grows more responsible. Kotter (2015) asserts that this one is the most traditional of all leadership philosophies.

The superior offers the opportunity for the subordinates to take the initiative and contribute, while the leaders help the followers complete their tasks by providing support. Here, group members are urged to share their opinions while the leader can still make the final decision. Democratic leadership fosters creativity and increases group members' sense of involvement in the process. Being an active member of the Democratic Party has several benefits. The sharing of ideas among subordinates is encouraged since it leads to problem-solving creativity (Sadia and Aman, 2018). Additionally, employees are more engaged and invested in initiatives, which

increases their propensity to be concerned with the outcome. Members of the group are seen to be more productive under democratic leadership.

Although there are many benefits of democratic leadership, it has several shortcomings, one of which is poor communication and unfinished initiative in circumstances where undefined roles exist, or timing is critical. Also, members may not always have the appropriate skills or expertise to make meaningful decisions. This type of leadership works best where members of the organisation are knowledgeable and willing to share their knowledge on the subject matter. Allowing everyone enough time to share their thoughts, plan, and decide on the best action is also critical.

2.3.7 Laissez-faire Leadership style.

The word "laissez-faire" was coined in French and roughly translated to "let it be." It is regarded as the "hands-off" method (Nwokocha and Iheriohanma, 2015). This form of leadership entails giving subordinates the freedom to finish tasks and fulfil obligations uniquely without setting any specific criteria within which assignments should be delivered (Gill, 2014). It is believed that leaders who utilise this leadership style have low trust in their abilities and allow subordinates to perform tasks as they wish. Moreover, since they do not give members specific goals, do not help them make decisions, or provide advice, they allow subordinates to have excessive authority (Akpapere, 2019). Puni *et al.* (2014) further described it as a leadership style where a leader manages and supervises subordinates without micromanaging them.

It is believed that laissez-faire leaders do not believe in the capacity building of their members since they perceive that they can handle themselves (Puni *et al.*, 2014). Laissez-faire leaders avoid taking action, delay making decisions, are unreachable when needed, and fail to take

responsibility for their inability to lead. Laissez-faire leaders do not assert their authority. This approach, seen as a weak and ineffective leadership style, fosters the establishment of a cosy workplace but also lowers morale and impairs group effectiveness. People who use this leadership style aim to delegate decision-making duties to their group because they are concerned about their ability to lead. A laissez-faire leader is unlikely to strive to create connections with subordinates and may opt to either neglect or avoid outstanding obligations. This leadership style is related to dissatisfaction, inefficiency, and inefficiency (Deluga, 2020). On this, opinions differ. Decisions are made by anybody willing to accept them under this leadership style.

2.4 Factors Affecting Leadership Styles

Evidence from literature has shown that leaders and their specific leadership styles are not too far away from the reality of the organisation in most cases, and they are often circumstantial, transitory, and dynamic (Javadi *et al.*, 2018; Helming *et al.*, 2019; Alameeri *et al.*, 2020). On this note, it is essential to understand that no two organisations or individuals will have the same characteristics. Therefore, the issue of modelling leadership style might not be practical because of myriads of factors that influence the choice of leaders and leadership style selection (Li *et al.*, 2018; Khan *et al.*, 2020).

Conversely, the choice of leadership style does not require the issue of considering organisational goals but also considering the type of employees within the organisation and the profile of employees that the organisation will recruit in the future (Alameeri *et al.*, 2020). Mullins (2014) hypothesised that a better comprehension of people's wants and expectations at work had increased understanding of a manager's leadership style. Furthermore, Mullins asserted that these traits have combined to produce opposition to totally authoritarian leadership styles.

In addition, Berraies and El Abidine (2019) also made a case for organisational need influencing leadership, as leaders are often employed or engaged based on the needed change or innovations the organisations need to implement. For example, changes in the way work is organised, demands for greater social responsibility on the part of employers, such as through initiatives to involve workers in decision-making and promote work-life balance, broader educational and training standards, advances in science and technology knowledge, shifts in the social value system, and changes in scientific and technical expertise (Fapohunda, 2014).

2.5 Leadership Styles and Employees Performance

What determines whether a company succeeds or fails the leadership style. Numerous studies on leadership and organisational performance indicate that organisational performance influences top management's leadership qualities and behavioural paradigm. Ukaidi (2016) asserts that the emphasis on the style of leadership and systemic behaviour has shifted from the attributes of the leader to the leader's style. Rowe (2011) claims that the style approach has proved that managers who adopt a democratic or participatory leadership style are more successful than those who use an autocratic or laissez-faire approach. Yukl (2012) added that employees respond favourably to participatory leadership in organisations by producing more work, making it the best form of administration for governing any organisational system.

There are many reasons there should be a connection between management and organisational effectiveness. Innovation-based competition, price-performance rivalry, falling returns, and the constructive destruction of traditional competencies characterize today's competitive and dynamic marketplaces. Numerous studies have revealed that when confronted with these new

issues, organisations can perform better when their executives exhibit good leadership behaviours (McGrath and MacMillan, 2000).

Since some academics think that leadership is one of the most crucial components in boosting a company's efficiency and productivity, it is essential to review the effects of leadership on performance. Effective leadership is a significant driver of management development and a sustainable competitive advantage (Obiwuru *et al.*, 2011).

Transactional leadership assists companies in achieving their objectives more successfully by associating job performance with worthwhile rewards and ensuring that employees have the tools they need to do their jobs. Additionally, visionary leaders create a strategic insight into potential future states, convey that understanding using metaphor and framing, serve as a consistent example of the vision, and encourage adherence to the objective. According to reports, concentrating on the benefits of leadership is a time-tested strategy when certain firms look for effective strategies to enable them to surpass competitors (Obiwuru *et al.*, 2011).

Creating team standards, supporting teams in resolving problems, and coordinating group operations are all attributed to team leaders. The leader-centred perspective improves the comprehension of the relationship between leadership and team effectiveness (Guzzo and Dickson 2016). Numerous studies have examined how to employ leadership paradigms and behaviours to enhance organisational performance and the strategic role of leadership (Yukl 2012). Fu-Jin *et al.* (2016) found that performance increases when executives use their leadership style to demonstrate care, concern, and respect for their workforce. They will work harder on any assignment because effective leadership improves employees' satisfaction at work.

Numerous studies have demonstrated that a strong leadership style enhances staff effectiveness, especially when dealing with novel issues (McGrath and MacMillan, 2000). Since many academics believe that leadership is one of the most crucial factors in enhancing organisational performance, it is essential to comprehend how leadership affects organisational performance. Effective leadership is a potent catalyst for management development and a sustainable competitive advantage (Boyd and Wright, 2012).

According to Purcell et al. (2013), intangible assets like culture, skill, competency, drive, and leadership styles are the primary source of strength and zeal in organisations that can integrate processes, people, and performance. Previous studies have shown that leadership paradigms significantly affect customer satisfaction, financial performance, and employee satisfaction. However, House and Aditya (2017) criticised leadership studies for concentrating only on leader-follower relationships to the exclusion of several other duties that leaders have and for separating environmental and organisational variables that are crucial in mediating the relationship between leadership and performance. The study also revealed that, depending on the depth of inquiry, the findings show several problems with earlier leadership research.

According to House and Aditya (2017), macro-level research focuses on the entire company and its surroundings, while micro-level studies focus on the leader concerning subordinates and immediate superiors. Leaders impact organisational outcomes and their associates (Tarabishy *et al.*, 2015). Jing and Avery (2018), who researched the gaps in our understanding of the relationship between leadership and organisational performance, claim that despite the hypothesised relationship between leadership and performance put forth by some researchers, the current findings are ambiguous and difficult to interpret. By investigating the effect of leadership styles on workers' performance in the health industry, this study aims to close the gap.

2.6 Empirical Review

This section presented some of the evidence in the literature that specifically addressed the critical units of the study's objectives and helped set the tone for the discussion of the findings. Obiwuru *et al.* (2011) examined how several leadership philosophies impacted the organisational effectiveness of a small corporation. The study's conclusions show that the transformational leadership style, which incorporates creative thinking, charm, and individual concern, has marginally beneficial benefits on worker performance. The broad range of performance results from the significant benefits of contingent/constructive compensation, management by exception, and other transactional leadership attributes studied in this study. This study found that the transactional leadership style, as opposed to the transformational leadership style, had a more substantial effect on employee performance in small organisations.

Purwanto *et al.* (2020) study also emphasised the need to stagger between transactional and transformation leadership, especially for leaders operating in newly established businesses and organisations. The study was conducted on the leadership style adopted by public health centres and directly related to the focus of this study conducted at a tertiary hospital. Therefore, the findings and the recommendations are not only comparable but also relatable. Raja and Palanichamy (2011), in their study on the effects of employee performance on leadership style in India's public and private sectors, found a negative association between a laissez-faire leadership style and employee performance using a 95% confidence range. He said staff performance and the organisation's goals suffer when a manager slackens.

According to Xu and Wang (2018), more excellent organisational performance is possible due to people working together and improving their knowledge, motivation, skills, and talents focused on a particular goal. According to research, transformative leadership and organisational

performance are associated. Transformational leadership significantly affects an organisation's performance (Jyoti and Bhau, 2015; Sofi and Devanadhen, 2015).

Leadership is one of the most crucial elements in enhancing an organisation's effectiveness, claim Al-khaled and Fenn (2020). The study found that a company's leadership style affects its general performance. Their investigation concentrated on three types of leadership: authoritarian, democratic, and laissez-faire. It also investigated how various leadership philosophies affected how well a company performed. The results show a substantial correlation between leadership styles and business success since a leader's management style ultimately affects how well an organisation performs.

While a leader incorporates people and considers their viewpoints when making choices, productivity increases, especially among employees who feel like they are a part of a process that pushes them. When choosing the optimal leadership style for an organisation, it all boils down to human behaviour and psychological perspectives. This study found that democratic leadership is the most successful leadership style for increasing organisational efficiency (Al-Khaled and Fenn 2020).

2.7 Theoretical Framework

Some leadership theories will serve as the theoretical underpinning for this. Trait theory, the great man theory, and contingency theory are used in this research.

2.7.1 Great Man Theory

The phrase "great man" can be traced back to the nineteenth century when great leaders were great men that made impactful impressions in society, and their gender and positionality were adopted as a yardstick for being a great leader. This theory is deeply rooted in the idea that

leadership talents are inborn and hereditary, and that people are either born with them or not. The great man's concept of leadership gained popularity in the nineteenth century with anecdotes about some of history's most celebrated individuals. This includes individuals like Julius Caesar, Aristotle, Plato, Da Vinci, Abraham Lincoln, Alexander the Great, Socrates, Isaac Newton, Albert Einstein, and Mahatma Gandhi (just to name a few). They contributed to the belief that great leaders are born, not produced.

This leadership paradigm was significantly impacted by the historian Thomas Carlyle's statement that "the history of the world is the history of leadership." He emphasised that inspirational leaders lead efficient and productive organisations with the necessary attributes and qualities. (Belmejdoub 2015). The question of whether leaders are born or made has been the subject of inconclusive arguments over the years, with Sarros and Butchatsky's (1996) leadership research in Australia where big organisations' executives were appraised on whether or not leaders are innate or nurtured (Belmejdoub 2015). The investigation revealed that most of the respondents (big corporations' executives) said that, rather than being born humble or feeling that there is more to life than what happens to them, leaders are a blend of both attributes. Additionally, they said that while environment, or circumstance, plays a part in leadership, so does their psychology.

According to Belmejdoub (2015), the noble myth is that ordinary people lack the intelligence to organise themselves and make wise decisions that would result in a prosperous society. Belmejdoub asserts that only a select group of persons, known as "philosopher monarchs," are capable of inspiring flocks to achievement. This assertion is supported by the notion that people are born into a position naturally. However, the ability to actualise that natural part lies in

individuals' personality to become an influential leader in that position (for example, a prince to become king, a farmer's child to become a farmer like the parents or go into other professions).

Some of the flaws associated with the "Great Man Theory" was early research's focus on leadership which seemed to concentrate more on those who had already demonstrated their leadership abilities. Because persons of lower social standing had fewer opportunities to rise to leadership positions, and these characters typically featured rulers who had inherited their jobs, the idea that leadership is an inherent aptitude emerged (Al-Khaled and Fenn 2020).

One of the main issues with the great man theory of leadership, according to Cherry (2020), is that not everyone with the so-called innate leadership talents goes on to become a great leader. In contrast, today's well-known leaders are frequently described as having the suitable characteristics or personalities for the job, implying that these individuals' inherent talents make them successful leaders. Everyone who possessed the necessary traits would eventually end up in leadership positions if leadership were just an inherited trait. Cherry (2020) continued by stating that research has shown that leadership is a complicated topic and that several things affect a leader's effectiveness. The qualities of the chosen leader, the scenario or setting, and group characteristics all play a part in deciding the type of leadership required and the efficacy and productivity of that leadership.

2.7.2 Trait Theory

It is pertinent to note that trait theory is one of the first theories on leadership. It emphasises leaders' physical and psychological traits, abilities, and values. The focus is primarily on leadership, as seen from the viewpoint of the individual leader. This method is based on the idea that attributes lead to consistent behaviours across situations. Therefore, it is thought that

leadership qualities are innate traits that people possess and that typically persist throughout time (Bastola, 2020). Previous studies on trait theory (Salihu, 2019; Uslu, 2019; Bastola, 2020; Verwati and Hartono, 2020) focused on personality factors that they believed were related to leadership effectiveness and interest in comprehending significant historical figures.

Early research believed that leadership was an individual difference variable, a unidimensional personality attribute that could be accurately evaluated and distributed equally throughout the population (Fleenor, 2006). A large portion of the early research on the trait method focused on methodically analysing crucial differences between leaders and followers. Higher-ranking employees are thought to possess more incredible leadership skills than those in lower-ranking roles. The fact that numerous studies were conducted to create accurate and valid assessments of leadership characteristics only strengthens the case.

Nevertheless, researchers found that only a few traits seemed to set leaders apart from followers. Leaders exhibited marginally higher levels of “flexibility, sociability, intelligence, self-confidence, dominance, and height than non-leaders” (Salihu, 2019; Uslu, 2019; Bastola, 2020; Verwati and Hartono, 2020). The lack of appropriate assessment of crucial characteristics, issues with leader selection, and measurement errors of leadership qualities are the causes of the little variations between leaders and non-leaders. Early proponents of characteristic theory believed that a good leader has skills that could be used in every circumstance. These early researchers anticipated that leadership skills would be helpful both on the battlefield and in business.

Some researchers (Salihu, 2019; Uslu, 2019; Bastola, 2020; Verwati and Hartono, 2020) developed lists of characteristics linked to effective leadership. To build the lists, several researchers merged incompatible qualities. Lists included character and intellectual ability features and other aspects associated with leadership that were acknowledged as components of

behaviours and talents. In addition, these lists had traits like emotional stability, creativity, self-assurance, motivation, fierceness, intelligence, perseverance, and ambition. However, the lists were not exhaustive and usually omitted important leadership traits (Fleenor, 2006).

2.7.3 Contingency Theory

This leadership theory was propounded and promoted by Fiedler (1967), who said that a group's effectiveness depends on how the leader interacts with their followers and how much power and influence the environment gives them. Alternatively, to put it another way, a distinctive leadership style has varying outcomes depending on the situation. Therefore, this model's goals include identifying the ideal blend of leadership styles and illustrating various leadership circumstances and types (John, 2015).

The goal of contingency theory is to match a leader's personality to situational conditions. According to contingency theorists, leadership theories must consider the environments in which leaders work. For instance, Fred Fiedler's contingency model assumes that a leader's preferred style has been effectively established and proposes that situational elements be adjusted to get better results. According to Mitchell *et al.* (1970), the fundamental tenet of the idea is that the efficiency of interacting groups depends on how many leadership philosophies interact and how advantageous the circumstances are for the leader. According to Fiedler's contingency theory, a person would be fit for specific situations that a group could face. When a difficult situation arose, the group would search for a capable leader. The theory's main flaw is that different people have distinctive personalities and that various settings exist.

They connected the incident with specific circumstances, asserting that some individuals with leadership qualities might never be put in the optimal event. They thus think that life is a game of

chance. The fact that times and people are dynamic and often change with time shows that people will adapt and that neither the people nor the situation is constantly inflexible and unchanging, making this approach problematic and open to psychological analysis. The presumption that people adapt to their surroundings appears valid in real life, where leadership styles are called into practice (Belmejdoub 2015). According to Chemers (2010), the situational favourableness dimension of the model examines three variables: the level of cooperation and support provided by the followers, the task's level of organisation, and its level of structure.

2.8 Gaps in Literature

Several research studies have shown the connection between leadership style and employee performance. However, opinions on the matter are mixed. Although some research suggests that both the transactional and transformational leadership styles are beneficial to how the employees perform, the latter has a more significant influence on employee performance than the former (Kehinde and Banjo, 2014). Others claim that due to their reckless behaviour and lack of leadership, laissez-faire leaders negatively impact staff performance. Furthermore, according to Ojukuku et al. (2012), bureaucratic leadership undermines organisational effectiveness. They argue that bureaucratic managers cannot inspire their staff to work productively, which might lead to more remarkable results.

In a study by Iqbal, Anwar, and Haider (2015) to determine the impact of leadership styles on organisational performance, authoritative leaders showed less creativity and only promoted one-sided discussions. However, it also revealed a substantial impact on the satisfaction and motivation of employees. Furthermore, this leadership style proved only effective in the short term. Additionally, they argued that authoritarian leadership degrades socialization and communication in the workplace, which are crucial for effective organisational performance.

Thus, autocratic leadership breeds friction inside organisations, which impairs productivity. On the other hand, Bhargavi and Yaseen (2016) believe that the authoritarian leadership style positively impacts organisational performance.

There are few studies on the effect of leadership styles on employee and organisational performance in the health sector, and the conclusions of these several studies are inconsistent. Additionally, there does not seem to be any research on the effects of autocratic, transformational, and transactional leadership styles on the productivity of the Babcock University Teaching Hospital's staff and organisations. Previous research has not studied how healthcare leaders' duties impact employees and, by extension, the company.

Chapter 3 : Methodology

3.1 Introduction

This chapter discusses the technique used in conducting this study. It includes the research design, study population and sampling, research instrument, validity and reliability of the instrument, method of data collection, data analysis and management, and ethical considerations of the research.

3.2 Research Design

The study adopted a one-time engagement cross-sectional study design to elicit responses from the study respondents at the case study organisation, Babcock University Teaching Hospital, Nigeria. Due to the nature of the research, this study design was selected because it is necessary to relate the impact of leadership style in the organisation.

3.3 Study Population and Sampling

This study sampled a population of management and non-management staff members at a tertiary healthcare facility. The study area is a tertiary hospital facility called Babcock University Teaching Hospital situated in Ogun state, Southwest Nigeria. The institution has at least fifteen departments in its facility: Chemical Pathology, Community Medicine, Dental, Family Medicine, Haematology unit, Histopathology unit, Medical Microbiology, Medicine, Obstetrics and Gynaecology, Ophthalmology unit, Paediatrics, Pharmacy, Physiotherapy, Radiology, and Surgery.

The sampled respondents were one hundred non-management employees and ten management employees selected using the purposive sampling technique to include representatives from diverse departments.

3.4 Research Instrument

The study was conducted using a semi-structured questionnaire adapted from the Multifactor Leadership Questionnaire and covered the four research questions and objectives, including the respondents' socio-demographic profiles. The instrument was drafted by extracting information from existing study data and tools used to gather data and conduct analyses from similar research. The sections include information on the identification of leadership styles adopted by the respondents' organisations leaders, the impact of the adopted leadership styles and the overall employees' performance in each case.

All the questions on the three leadership styles (Authoritarian, transformational, and transactional) were coined from the standardized tool adapted. The questionnaire allows researchers to examine the leader's (management-employees) self-evaluation and subordinates' perception of the leader's actions (Avolio, 2010). The questionnaire adapted for this research was divided into three sections:

Section A: Elicited information on the demographic characteristics of the respondents and assessed respondents' personal information such as age, gender, marital status, educational attainment, roles within the organisation and years of experience.

Section B: The second section, which has three parts, examined the organisational leadership style, and was filled by the employees in correspondence with how their leaders lead. The response was measured on a 5-point Likert scale (“Never, Seldom, Sometimes, Often, Always”).

Section C: The third section assessed the impact of leadership on employee performance using the Likert scale universal response option (“Strongly Agree, Agree, Undecided, Disagree and Strongly disagree”)

Two separate questionnaires were prepared to elicit information from both sample populations (management and non-management staff).

3.5 Validity and Reliability of Research Instrument

The functions of validity and reliability are combined as a procedure adopted to ensure that the data collected were credible and accurate for the purpose set out at the beginning of this study. After a good review of extant literature, the careful adaptation of the Multifactor Leadership Questionnaire (standardized tool), peer-review process and pre-test technique (administering of 10% of the sample among staff at an institution with a similar demographic profile to the study population) were all used to ensure both validity and reliability of the instrument.

3.6 Sources of Data

In this study, two sources of data were examined: the principal source, which came from surveying respondents who were Babcock University Teaching Hospital employees, and the secondary source, which came from data gotten from other studies, journals, publications, and books. Related writings on the study topic and field served as secondary data sources. It was intended to draw inferences from earlier research on the subject and to point out connections and gaps in the current investigation, particularly during the discussion of the findings at the end of the study.

3.7 Method of Data Collection

The institution's administration was contacted in a letter asking permission to conduct the study. Once approved, the managers and staff received the link to the survey form. Google forms were used to collect data in a confidential, anonymous manner, along with directions on how to complete the survey.

3.8 Data Analysis and Management

The instrument was coded into an appropriate format for analysis after being checked for completeness to verify that participants completed all questions. The Statistical Package for Social Sciences was used to analyse the study's data. Descriptive statistics like frequency and percentages were employed to answer the study questions and explain the demographic features of the respondents. The prevalence of performance was calculated using composite scores, and the link between managers' leadership philosophies and employees' performance was examined using correlational analysis. At a p-value of ≤ 0.005 , all statistical measures were significant. Data collected for this study was kept private and only utilized for the investigation.

3.9 Ethical Considerations

Before the commencement of this research, the researcher obtained ethical clearance from the National College of Ireland ethics committee based on ethical guidelines and procedures for research involving human participants. Furthermore, the questionnaire distributed to participants included information about the research and confidentiality statements. Participants were not asked for personal information or identification to maintain their anonymity. The decision to take part in this study was entirely voluntary.

Chapter 4 : INTRODUCTION

The focus of this chapter was on analysing the sample information collected from the sphere of study in keeping with the responses given by the respondents. Overall, a hundred and twenty questionnaires were valid for analysis (110 for the staff and ten for the Managers). During this section, efforts were created to make helpful information collected from the research. The responses were classified into logical variables like age, sex, role, and length of service, among others. The results of the information analysis include charts, graphs, and percentages, among others, using applied mathematics tools like Microsoft workplace, Microsoft surpasses and applied mathematics Package for Social Sciences (SPSS) version 26.0 software.

4.1 Demographic Characteristics

4.1.1 Gender Distribution

A total target sample of a hundred and fifty (120 staff and thirty Managers) was calculable; however, the returns collated for the study was a hundred and twenty, posting a response rate of 80percent and a non-response rate of 20 per cent.

Figures 4.1 and 4.2 depict a pictorial presentation of the gender of the respondent in terms of percentages. The majority (60%) of the non-management employees were females, while the majority (60%) of the management employees that responded to the survey were males. Overall, the study had more female respondents.

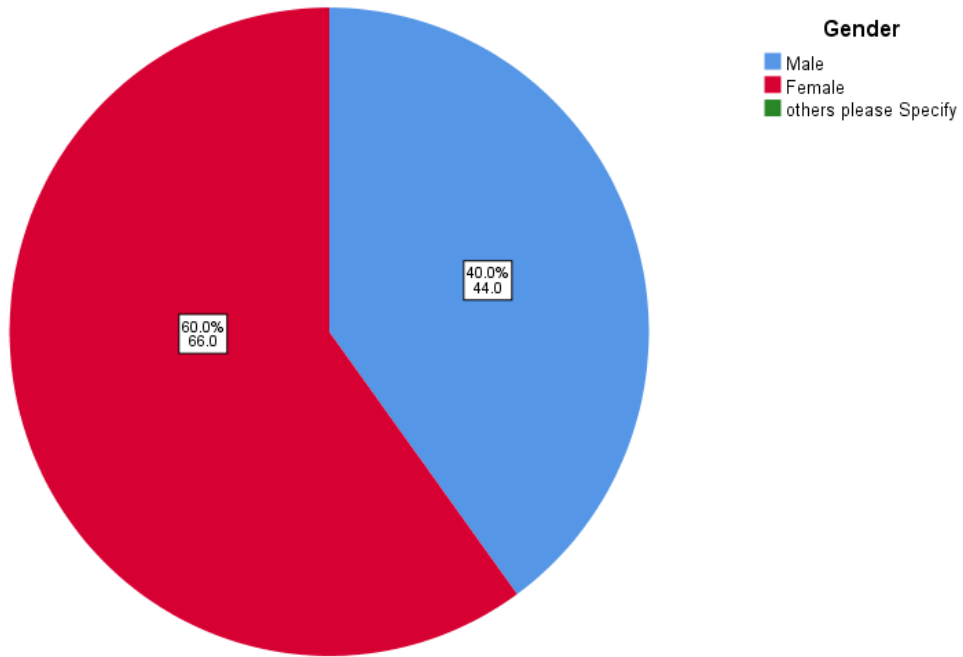


Figure 4.1 Employees' gender distribution

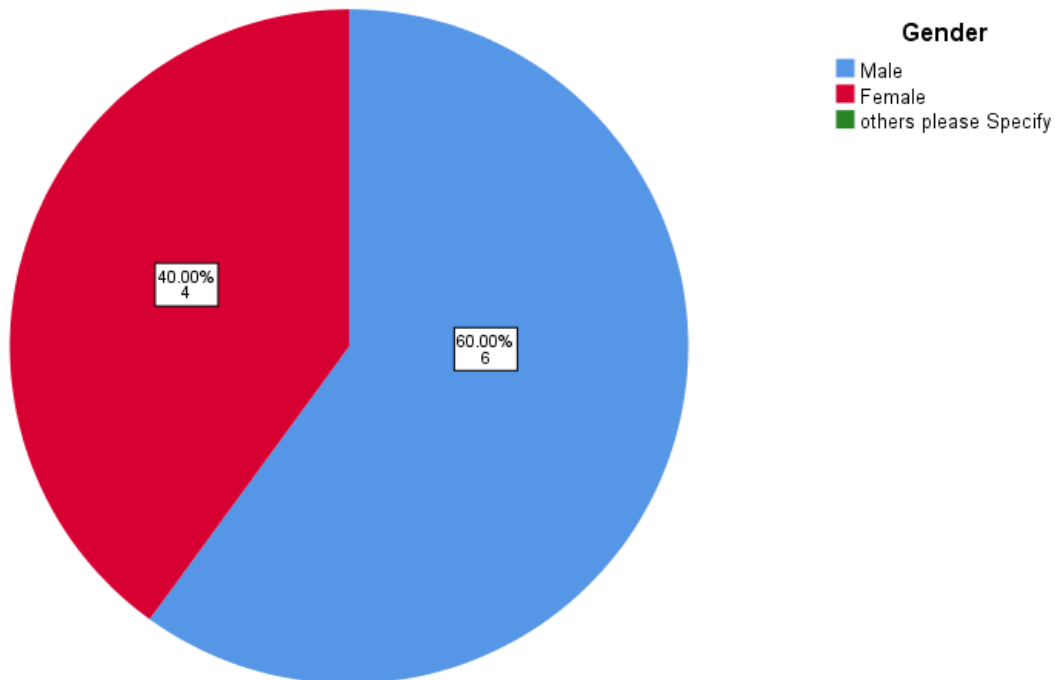


Figure 4.2 Managers' gender distribution

4.1.2 Age Distribution

The age distribution of the respondents is in figures 4.3 and 4.4 below. One hundred and ten valid employees responded: 12.7% were under 25 years old, 61% were 26 to 30 years old, 23.6% were 31 to 40 years old, and 1.8% were 41 to 50. For the managers, 60% of the total valid respondent fell in the 26 to 30 years age bracket, 30% in the 31 to 40 years age bracket and the remaining 10% were those in the 41 to 50 years age bracket.

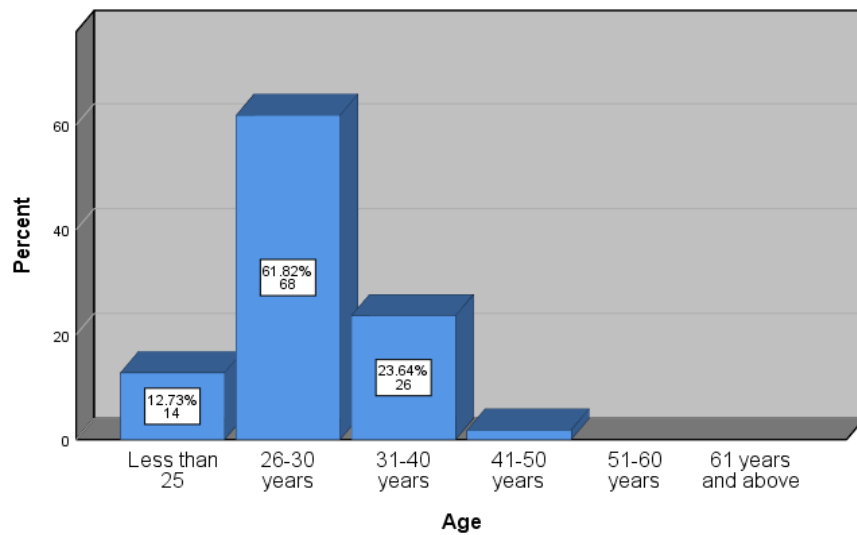


Figure 4.3 Employees' age distribution

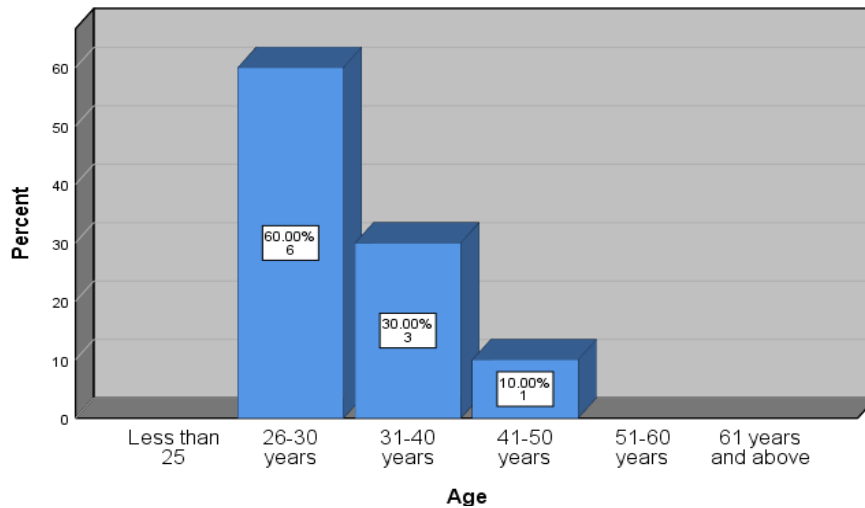


Figure 4.4 Managers' age distribution

4.1.3 Education Level of Respondents

The educational level of the respondents is in figures 4.5 and 4.6 below. The results show that of the employees, 4.5% are of diploma level, 45.5% possess a bachelor's degree, 47.3% are post-graduate degree holders, and 2.7% have other certifications. 50% of the managers possess a bachelor's degree, while 30% are at the post-graduate level, and those with different forms of accreditation constitute the remaining 20%.

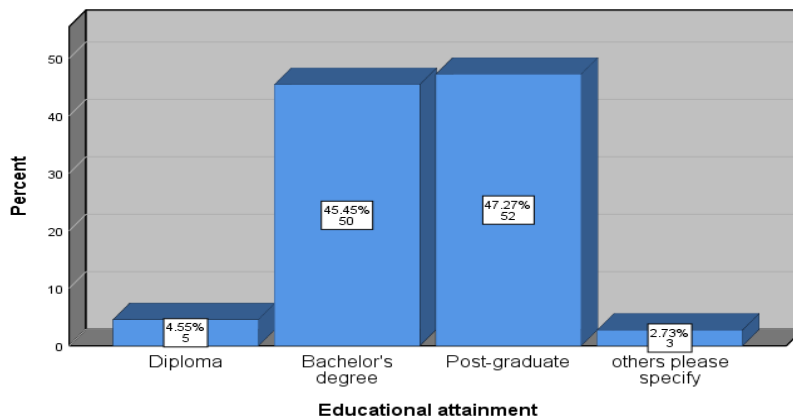


Figure 4.5 Employees' educational achievement

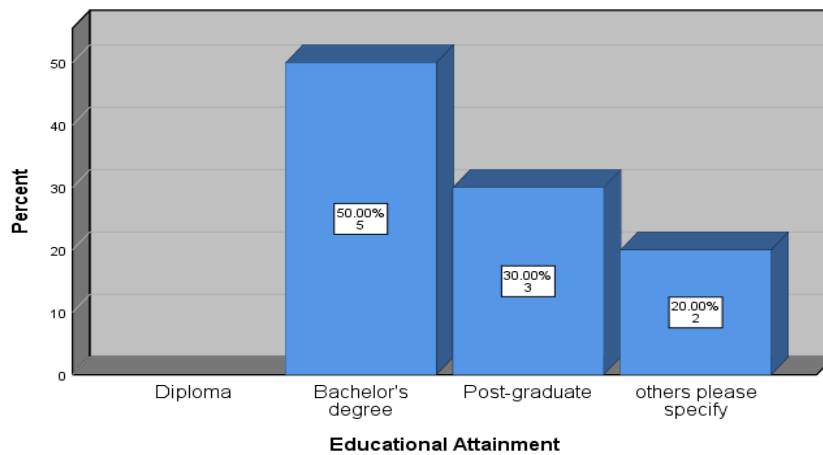


Figure 4.6 Managers' educational achievement

4.1.4 Roles in the Organisation

The roles of the employees are shown in figures 4.7 and 4.8 below. Information on the role or offices occupied by respondents was ascertained to categorise respondents based on their roles. The primary essence of the roles of managers and the employee in the research study is to review the length of the manager's command and ascertain the weight of each leadership style on each employee. The research revealed that the responses from the employee were dominated by those holding other offices aside from the listed ones, which means that most might be at the last cadre in the hierarchy.

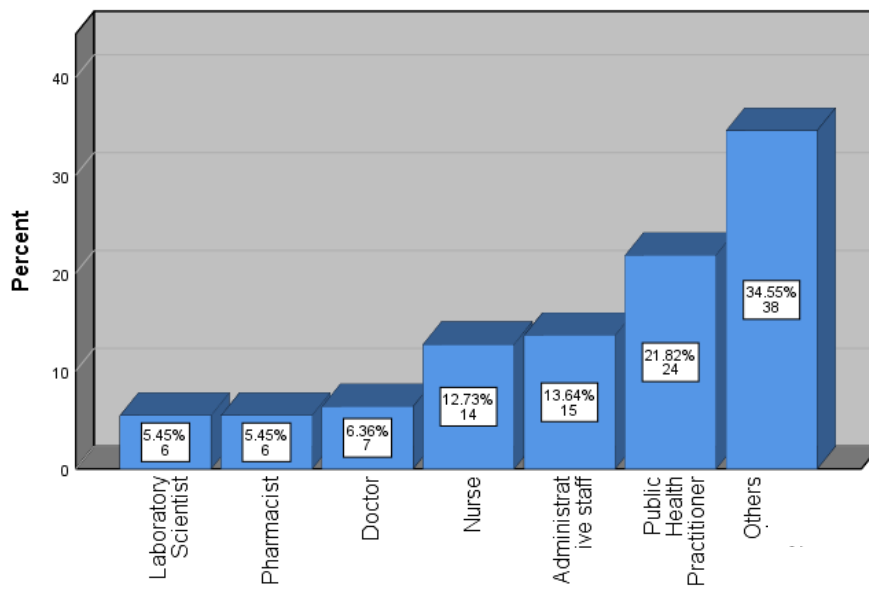


Figure 4.7 Employees' roles in the organisation

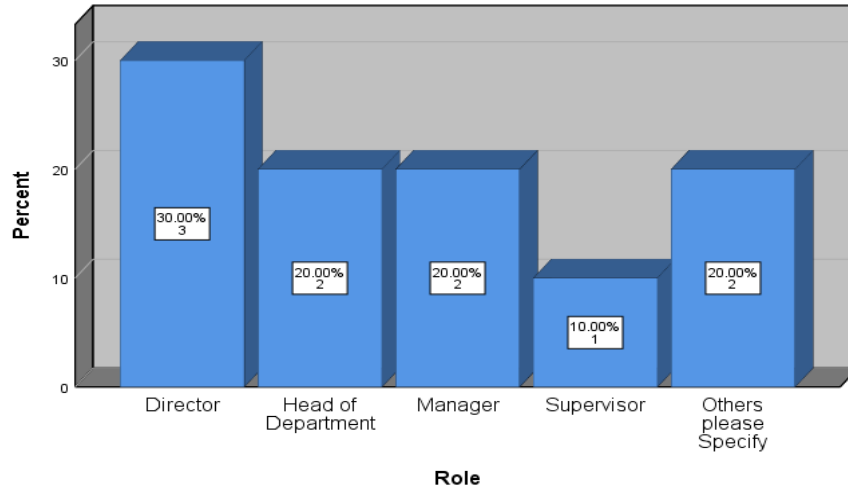


Figure 4.8 Managers' roles in the organisation

4.1.5 Work Length at Current Institution.

The years of service in the current institution are shown below in figures 4.9 and 4.10. 59% of the employees have spent between 1-5 years with the organisation, 29% have spent less than a year, while 11% have spent 6-10 years. Of the managers, 60% have spent 1-5 years, and 20% have spent 6-10 years.

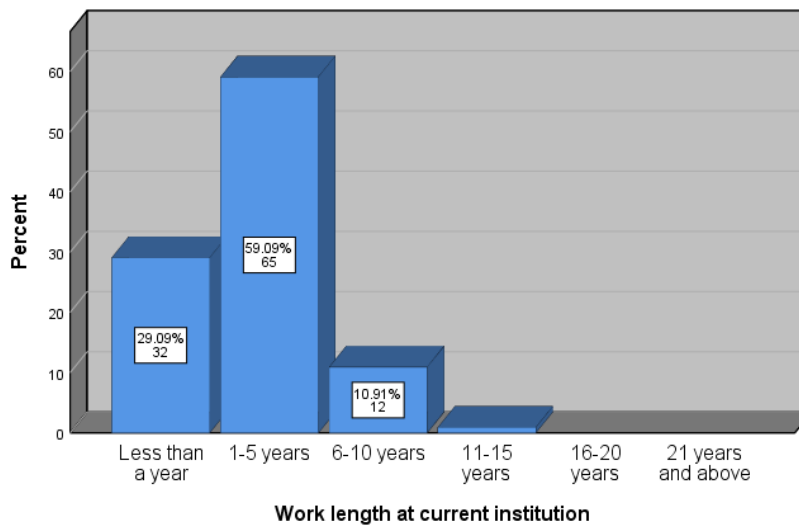


Figure 4.9 Employees' work length in the organisation

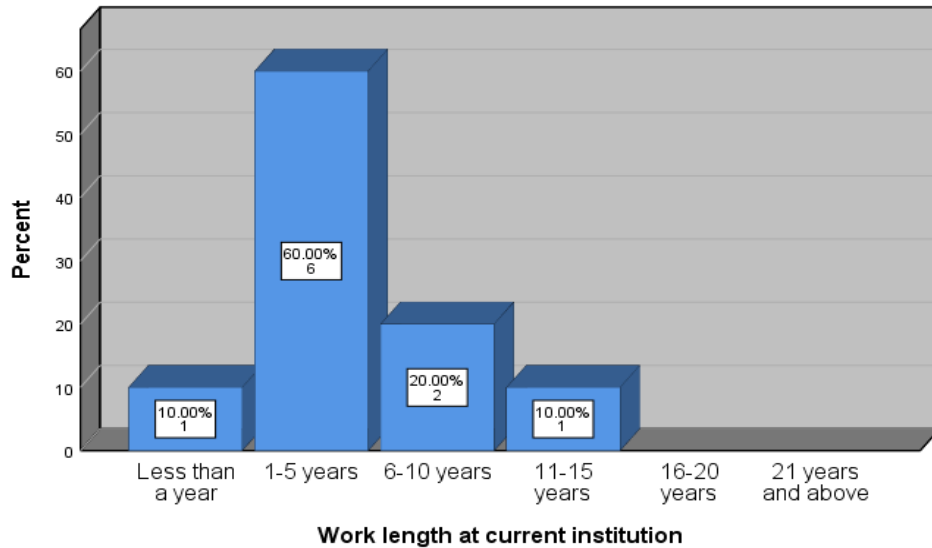


Figure 4.10 Managers' work length in the organisation

4.2 Impact of Organisational Leadership Styles on Employee Performance

The focus adopted by the researcher with the primary data was purely to ascertain the following questions:

- What leadership style is mainly applied by managers at Babcock University Teaching Hospital?
- What is the impact of the authoritarian leadership style on employee performance at Babcock University Teaching Hospital?
- What is the impact of transformational leadership style on employee performance at Babcock University Teaching Hospital?
- What is the impact of transactional leadership style on employee performance at Babcock University Teaching Hospital?

To answer these questions, the researcher questioned respondents (via questionnaires) to establish whether organisational leadership style contributed to the employee's service delivery and development performance.

4.3 Multiple Regression Analysis

Multiple regression analysis was conducted to determine the effect of leadership styles (independent variables) on employees' performance (dependent variable). The study adopted the following regression equation to establish the relationship between variables:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \varepsilon \quad (1)$$

Where Y = Employee performance, β_0 is the constant of regression, β_1 , β_2 , are β_3 are the regression coefficients/weights of the following respective independent variables: x_1 = Authoritarian leadership style, x_2 = Transactional leadership style, x_3 = Transformational leadership style, and ε = error term. The three independent variables were measured using the responses obtained from the respondents

4.3.1 The effect of leadership styles on employee productivity from employees' point of view

Table 4-1 Correlation analysis of dependent and independent variables from employees' responses

		ATLS	TTLS	TFLS	IMPACT
ATLS	Pearson Correlation	1	-0.035	-0.192*	-0.115
	Sig. (2-tailed)		.717	0.045	0.234
	N	110	110	110	110
TTLS	Pearson Correlation	-0.035	1	0.830**	0.729**
	Sig. (2-tailed)	0.717		0.000	.000

	N	110	110	110	110
TFLS	Pearson Correlation	-0.192*	0.830**	1	0.812**
	Sig. (2-tailed)	.045	0.000		0.000
	N	110	110	110	110
IMPACT	Pearson Correlation	-0.115	0.729**	.812**	1
	Sig. (2-tailed)	0.234	0.000	.000	
	N	110	110	110	110

The correlation analysis in Table 4-1 revealed that transactional leadership style (M = 3.6348, SD = 0.95316) and transformational leadership style (M = 3.6773, SD = 0.99137) positively correlated with employee performance (M = 3.4970, SD = 0.88911) with correlation coefficients of 0.729 and 0.812 respectively while authoritarian leadership style (M = 2.7727, SD = 0.64756) negatively correlated with employee performance (M = 3.4970, SD = 0.88911).

Table 4-2 Analysis of variance from employees' responses

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.721	3	19.240	71.698	0.000 ^b
	Residual	28.445	106	0.268		
	Total	86.166	109			
a. Dependent Variable: IMPACT						
b. Predictors: (Constant), TFLS, ATLS, TTLS						

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), authoritarian leadership style, transformational leadership style, transactional leadership style.

Table 4-2 presents the analysis of variance (ANOVA). ANOVA was used to establish the significance of the regression model. The Sig. value of 0.000 ($p=0.000 < 0.05$) indicates that the model has a confidence level greater than 95% and is statistically significant in predicting how authoritarian, transactional, and transformational leadership styles influence employee productivity.

Table 4-3: Regression analysis from employees' responses

Coefficient									
	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B		Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	0.615	0.316		1.945	0.054			0.615	0.316
ATLS	0.029	0.080	0.021	0.356	0.723	0.914	1.094	0.029	0.080
TTLS	0.158	0.096	0.170	1.651	0.102	0.295	3.387	0.158	0.096
TFLS	0.606	0.094	0.675	6.458	0.000	0.285	3.512	0.606	0.094

Based on the result of the analysis given in Table 4-3, the link between the dependent and independent variables is described in the following regression equation:

$$Y = 0.615 + -0.029(x_1) + 0.158(x_2) + 0.606(x_3).$$

The coefficients show that the transformational leadership designs considerably completely predict worker productivity with standardized B's of 0.675 ($p < 0.01$); this suggests that the performance of staff whose immediate leaders exhibit transformational leadership characteristics

improved by 60.6%. The results additionally recommend that authoritarian and transactional leadership designs insignificantly completely predict worker performance.

4.3.2 The result of leadership designs on worker productivity from managers' point of view.

Table 4-4: Correlation Analysis of Dependent and Independent Variables from Managers' responses

Correlations					
		IMPACT	ATLS	TTLS	TFLS
Pearson Correlation	IMPACT	1.000	-0.696	-0.099	0.304
	ATLS	-0.696	1.000	-0.439	-0.475
	TTLS	-0.099	-0.439	1.000	0.625
	TFLS	0.304	-0.475	0.625	1.000
Sig. (1-tailed)	IMPACT		0.013	0.392	0.196
	ATLS	0.013		0.102	0.082
	TTLS	0.392	0.102		0.027
	TFLS	0.196	0.082	0.027	.
N	IMPACT	10	10	10	10
	ATLS	10	10	10	10
	TTLS	10	10	10	10
	TFLS	10	10	10	10

The correlation analysis in Table 4-4 revealed that transactional leadership style (M = 3.916667, SD = 0.44618) and authoritarian leadership style (M = 2.8500, SD = 0.43355) negatively correlated with employee performance (M = 4.0667, SD = 0.55667) with correlation coefficients of -0.099 and -0.696 respectively while transformational leadership style (M = 4.200000, SD =

0.58689) positively correlated with employee performance (M = 4.0667, SD = 0.55667) with correlation coefficient of 304.

Table 4-5 Analysis of Variance from Managers' responses

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.080	3	0.693	5.872	0.032b
	Residual	0.709	6	0.118		
	Total	2.789	9			
a. Dependent Variable: IMPACT						
b. Predictors: (Constant), TFLS, ATLS, TTLS						

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), authoritarian leadership style, transformational leadership style, transactional leadership style.

Table 4-5 presents the analysis of variance (ANOVA). ANOVA was used to establish the significance of the regression model. The Sig. value of 0.000 ($p=0.000 < 0.05$) indicates that the model has a confidence level greater than 95% and is statistically significant in predicting how authoritarian, transactional, and transformational leadership styles influence employee productivity.

Table 4-6 Regression analysis from managers' responses

Coefficient									
	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	9.093	1.794		5.069	0.002	4.704	13.482		
ATLS	-1.071	0.307	-0.835	-3.491	0.013	-1.823	-0.320	0.741	1.350
TTLS	-0.834	0.336	-0.669	-2.483	0.048	-1.656	-0.012	0.584	1.713
TFLS	0.308	0.261	0.325	1.182	0.282	-0.330	0.947	0.560	1.787

Based on the outcome of the analysis presented in table 6, the relationship between the dependent and independent variables can be represented using the following regression equation= $1.794 + -0.307(x_1) + 0.336(x_2) + 0.261(x_3)$.

The coefficients show that the transformational leadership styles insignificantly positively predict employee productivity with standardized B's of 0.325 ($p > 0.01$); this implies that the performance of employees whose immediate leaders exhibit transformational leadership characteristics improved by 30.8% insignificantly. The results also suggest that authoritarian and transactional leadership styles insignificantly negatively predict employee performance.

Conclusively, the employees are the best candidate to decipher what style of leadership makes them perform better and judging by the analysis of their responses, the following was deduced:

1. The most applied leadership style at Babcock University Teaching Hospital is transformational, as it correlates positively and with the highest coefficient from both analyses.
2. The authoritarian leadership style negatively impacts employee performance.
3. Transaction leadership style has a minimal positive impact on the employee's performance.
4. The transformational leadership style appears to be the best of the three styles as it has been revealed to impact the performance of employees significantly and positively.

Chapter 5 : Discussion

5.1 Introduction

This chapter discussed the data output from the analysis of the questionnaire used to assess the impact of the autocratic, transformational, and transactional leadership styles on employee and organisational performance within the healthcare sector, focusing on Babcock University Teaching Hospital, Nigeria. This section presents subheadings that position the discussion in a sequential manner that will be easy for the readers to follow the trends from the introductory part to the discussion section containing the socio-demographic characteristics and the research objectives.

5.2 Sociodemographic Characteristics

In this study, the demographic characteristics of the two respondents' categories differ because it assessed employees and managers using the triangulation model to improve validity. Most respondents were females in their late 20s or 30s who had worked at the institution for a significant time. As a result, the respondents are suited for the research and can provide credible answers to questions about the leadership styles adopted by managers in the institution. The age and gender distribution presented in this study do not fully represent the staff demographics working in the institution but only represent those that voluntarily partake in this study through an online data collection exercise using google form. Therefore, this research cannot conclude that there were more female employees in this institution or the Nigerian healthcare sector because of this finding.

Looking at similar studies that presented identical demographic profiles, Donkor *et al.* (2021) have a related employee gender distribution among their study participants in Ghana, where more than half of the management employees that participated in the study were males. Also, Anyango (2015) had a similar report to Donkor *et al.* (2021); most of the participants in the study were male management employees. Although these two studies were not conducted within the health sector, they were carried out in selected state-owned enterprises and banking sectors.

Comparatively, the age and gender distributions found in this study were dissimilar to the one presented by a study conducted among health sector employees in Pakistan by Rasool (2015), where the respondents were majorly male older adults in their late 30s and early 40s. The observable differences might be due to differences in research focus. The current study used a case study method that sampled a considerable number of respondents compared to the Rasiil (2015) study that assessed the entire health sector with over 750 respondents. Another explanation might be a result of the fact that women are more underemployed by men. As of 2017, The International Labour Organisation (ILO) reported that women make up a little under 47% of the worldwide labour force and about 72% of men, with certain places facing a disparity of more than 50 per cent (Peksen and Blanton, 2017).

Over half of the respondents are between the age group 26-30years. These results are similar to that of Anyango (2015), who had most of her study participants within this age range. Still, it contrasts with that of Donkor *et al.* (2021), whereby most respondents are between 30-39years. Ehimare (2011) also noted that most of the workforce is within the age group 26-30years. According to the National Bureau of Statistics, the majority of the Nigerian Labor Workforce are between the age of 25-36years (Coibion, 2020). Most of the employees have a postgraduate degree, while the majority of the managers have a bachelor's degree. Most of the employee

respondents might be in the last cadre in the hierarchy. The years of service at the current institution are between 1-5years for both management and non-management employees.

5.3 Leadership Styles Mostly Applied by Managers at BUTH

The study focused on three leadership styles adapted from the multifactor leadership questionnaire. The results show that transactional and transformational leadership styles were the most adopted at this institution. This is based on the responses of both management and non-management employees using the frequency of those that picked each of the styles compared to the authoritarian style. This assertion from the respondents means they understand the implications of how the institution is being run by the management employees and the boards concerning the type of leadership styles being adopted. This assertion was also buttressed by both descriptive statistical findings that show a higher mean percentage of responses by both management and non-management employees for the transformational and transactional leadership styles.

The findings might also be linked to the fact that as an institution that provides healthcare services to the public, there are several departments and units with different headship. This might give room for a good track record for performance-based appointments of leaders to drive employee performance and the overall organisation performance output. This aspect of the findings showed valid generalizability as it was similar to the findings reported by Rasool (2015), where transformational leadership style was the preferred and adopted leadership style. Although, in principle, there is no one-cap-fit-all leadership style in management, as the study of Anyago (2015) has shown that both transactional and laissez-faire leadership styles were also adopted by the banking institution assessed in the study. The researcher realised something interesting during the comparative discussion of findings from other similar studies presented on

how it is possible that the same number of respondents might also pick other types of leadership like laissez-faire leadership, charismatic, bureaucratic styles if it was part of the focus of this study (if the research focused on more than leadership styles).

Pinging back to the empirical review presented in the previous chapters in this research report also showed similar connections with studies conducted by Obiwuru et al. (2011); Wang et al. (2011); Bhau (2015); Sofi and Devanadhen (2015). Their findings reported that the respondents from their studies ascertained a correlation between adopting transformation leadership styles and positive employee cum organisational performance. This further improves this study's validity, credibility and finding generalisability as it shares similar finding outcomes with numerous research.

5.4 Impact of Organisational Leadership Styles on Employee Performances

This study showed that both transactional and transformational leadership styles positively correlate with employee performance based on the responses of both management and non-management employees, while authoritarian has a negative correlation. This assertion from the respondents is a little bit far-fetch as the study did not measure employee performance. Thus, there was no way to measure the relationship between the two variables. However, the research perceived that their assertion, as previously mentioned, showed that they leveraged their understanding of their performance and overall organisational performance based on how the management employees and the boards are running the institution concerning the type of leadership styles adopted. This assertion is bolstered by the analytical and statistical findings that showed a higher mean percentage of responses by both management and non-management employees for the transformational and transactional leadership styles compared to the authoritarian style with a lesser mean percentage.

A comparative look at similar studies that presented findings in agreement with the current study showed that Hoxha (2019) concluded that both transactional and transformational leadership styles positively affect employee performance. Although the study also provided an in-depth comparative finding to differentiate which of the two styles had more positive results, the transformational approach was reported to have had a more positive impact on employees' performance. Similarly, Advani (2015) also noted that transformative leadership and transactions organisational leadership is crucial because employee effort improves organisation performance, and people are the sole resources that can improve the industry's overall performance. Finally, Alamir (2010) investigates the effects of transactional and transformative leadership on employee satisfaction. This study's correlational and regression analysis shows that transactional leadership correlates favourably with organisational commitment.

Conversely, a study by Shrestha and Mishra (2011) showed a negligible correlation between transactional leadership and organisational styles with employees or organisational performance. In contrast, Lee (2010) revealed a contrasting finding to that of Shrestha and Mishra by concluding that transformational and transactional leadership significantly increase organisational commitment and invariably influence employee performance. However, both studies shared few similarities with this current work because of the position of the study respondents, that opined that both leadership styles increase employees' commitment but might not significantly correlate to positive organisational performance as there are other possible reasons for this.

Additionally, Kehinde and Banjo (2014) conclude that organisational commitment and transactional leadership are adversely associated. To increase organisational commitment and performance, leaders with transactional leadership attributes should develop novel ways to

inspire employees to go above and beyond the call of duty. Looking at specific data points from this study, it was evident that the respondents' views supported the notion that the transactional leadership style creates a mutual relationship with employees. The leader establishes organisational goals and champions the means for achieving those goals in collaboration with the workforce. Transformational leadership impacts the employees via inspiration and self-development, which positively changes the employee. The performance of employees from this study whose leaders exhibit transformational leadership characteristics improves by about 60%. This study also deduced that managers agreed that transactional and authoritarian leadership styles negatively correlate with employee performance. This study concluded that the transformational leadership style is the best and the most applied in Babcock University Teaching Hospital and the authoritative style negatively affects employee performance. In contrast, transactional leadership styles have little positive impact on employee performance.

Linking the literature review evidence and the result from this study, it was discovered that the way a leader approaches giving commands, carrying out plans, and inspiring people are known as their leadership style. Authoritarian, transactional, bureaucratic, charismatic, transformational, coaching, democratic, collaborative, laissez-faire, and servant leadership styles, to mention a few, have all been recognized in various studies as different types of leadership (Al Khajeh, 2018; Famolu and Adelekan, 2018). The performance and productivity of a company soar when a strong leadership style is in place. In addition, employee satisfaction in an organisation is said to be significantly influenced by the organisation's leadership style. Therefore, for firms to thrive in today's cutthroat global market, they must look for good leaders and leadership styles (Ekpenyong, 2020).

5.5 Limitations of the Study

The first noticeable limitation was the use of a small sample size which might limit the statistical power of the data compared to other similar studies that the researcher discovered during the comparative discussion, which used a large sample size.

Secondly, the researcher selecting only a quantitative data collection method could also be an issue. This is because mixed-method research may have improved the findings since the qualitative components would have enabled the researcher to explore the reasons behind the style choice and the impression it has on the respondents.

Thirdly, the research used only one location, which might limit the generalization of the findings. The recommendations from the results might not be suitable for other areas outside the locality of the case study area since the Nigerian healthcare sector is complex, complicated and dynamic with privately and publicly owned healthcare service-providing institutions. However, the researcher believed that model is helpful for replicability for further research in other privately-owned teaching hospitals and similar organisations in the country.

5.6 Relevance to practice

Healthcare service-providing institutions (both private and public) are responsible for providing quality and affordable healthcare services to the populace. At the same time, they are often faced with the struggle to survive in the fiercely competitive modern corporate world. These two key points have forced many organisations to stay on their toes and try innovations that will improve employee and organisational performance through appropriate leadership styles. Leaders are the force behind a tactical manoeuvre to remain competitive while offering quality and affordable services. Therefore, this study is relevant in the healthcare sector as all healthcare-providing

institutions require leaders who influence others to achieve institution objectives while enhancing employee performance. This study is also relevant because it explains the best leadership style applied to positive employee performance within the healthcare sector.

Chapter 6 : Conclusion and Recommendations

6.1 Introduction

This chapter concludes the entire project report with recommendations for further research and solutions to improve employees' performance through adopting the most effective leadership styles as supported by the findings.

6.2 Conclusion

This study presented the findings that identified the leadership style that the management employees and leaders are adopting at Babcock University Teaching Hospital, as well as the correlation between these leadership styles and employee performance. Generally, the study achieved the predefined aims and objectives, answered the research questions, and reported the findings on the tested hypotheses. The first objective's result showed that transformational and transactional leadership styles were the most applied leadership styles in the institution compared to the authoritarian style.

In addition, the study's second, third, and fourth objectives revealed that authoritarian leadership has a negligible impact on employees' performance. In contrast, transactional and transformational leadership styles significantly positively affected employees. The study also made a comparative clarification among the two with positive impacts. It concluded that the transformational leadership style appears to be the best of the three as it revealed a significant positive effect on employee performance.

Conclusively, the researcher strongly believed that the adoption and preference of a specific style of leadership is not always the case as the healthcare sector is a complex and dynamic institution

that will benefit more from a pragmatic adoption of leadership styles based on the current situation

6.3 Recommendations for Practice and Future Research

This study presents the following recommendations for practice:

- The healthcare management board should ensure that the organisational leadership structure should be flexible by adopting other leadership styles that will complement the most preferred style to meet up with the dynamic challenges of the Nigerian healthcare system
- Also, leaders should select the best leadership styles as required by the situations and people at the hospital. The system should not be rigid and focus on just one way of leading.
- The leaders in healthcare institutions should also reflect on their personal and individual traits and how it influences their leadership styles to complement the lapses and drive employee and organisational performance.

Conversely, the following recommendations are made for future research to improve the overall impacts of leadership styles in the Nigerian healthcare sector.

- A similar study can be carried out in other institutions contributing to the Nigerian healthcare system, such as the federal, state, and local governments' health ministries, departments, and agencies, to determine whether transactional and transformational approaches are also practical in other areas. In addition, researchers should conduct more research to explore different aspects of leadership styles. Other factors may influence employee performance, and this discovery may complement the current findings.

- Other researchers should consider qualitative method/mixed methods in future research to further explore related concepts to leadership styles, as this will give details on the factors influencing the type of leadership styles to be adopted.
- A comparative study can also be carried out between public and private institutions teaching hospitals as this will give an insight into the leadership styles in the Nigerian healthcare sector.

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Appendix

I. Introduction Letter



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08th July 2022

Re: AYOMIDE RACHAEL AFOLABI

AYOMIDE RACHAEL AFOLABI is a registered student on the Master of Science in Management programme (level 9).

Please except this letter as verification that at present, AYOMIDE is completing the final weeks/months of this programme and is required to complete a 20 credit Dissertation.

As part of her studies, she is required to undertake an information research project prior to completion of her master's degree.

Any assistance given to her will be highly appreciated.

Should you need anything further, please feel free to contact me via the various details noted below.

Kind regards,

Ariadny Bittencourt
Programme Coordinator
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II. Questionnaires

Impact of Organizational Leadership Styles on Employee Performance

Questionnaire

Dear Respondent,

My name is Ayomide Afolabi, a master's student at the National College of Ireland, studying Management. This study aims to critically assess the Impact of organizational leadership style on employee and organizational performance in Nigerian healthcare facilities. Your participation in this study will provide information on leadership practices in the health sector and how it impacts the performance of employees and the organization.

This questionnaire is divided into three sections, and each has its own set of questions. It should take you about 10 mins to complete this survey. Please note that participation in this survey is very important but completely voluntary. You may decide to stop being a part of the research study at any time without any explanation required from you. You have the right to omit or refuse to respond to any question. You have the right to have your questions about the procedures answered. If you have any questions as a result of reading this information sheet, you should ask the researcher before you begin.

The data collected here does not contain any personal information about you. All information gathered through this survey will remain anonymous, confidential and utilized solely for academic purposes. Your completed questionnaires will be collected, evaluated and stored in a way that protects your privacy.

Thank you for your contribution.

By continuing, you are agreeing that: (1) you have read and understood the participant information (2) Questions about your participation in this study have been answered satisfactorily (3) You are aware of the potential risks (if any) and (4) you are taking part in this research study voluntarily

Yes --- (Please continue with the questionnaire)

No---- (Please do not continue with the questionnaire. This questionnaire is only meant for those who give consent

Instruction: *Please pick the option that best suits your answer in all sections and state your answer in the space provided as appropriate*

Section A: Demographic Characteristics

1. **Age:** Less than 25 [] 26-30 [] 31-40 years [] 41-50 years [] 51-60 years [] 61 years and above []
2. **Gender:** Male [] Female [] others []
3. **Marital status:** Single [] Married [] Divorced [] Widowed []
4. **Educational Attainment:** Diploma [] Bachelor's degree [] Post-graduate [] others please specify _____
5. **Role:** Doctor [] Nurse [] Public Health Practitioner [] Administrative staff [] Laboratory Scientist [] Pharmacist [] Others []
6. **Work length at current institution:** Less than a year [] 1-5 years [] 6-10 years [] 11-15 years [] 16-20 years [] 21 years and above []
7. **Work length under current manager/supervisor** Less than a year [] 1-5 years [] 6-10 years [] 11-15 years [] 16-20 years [] 21 years and above []

Section B: Organizational Leadership style

Kindly consider the following statements about your manager(s) in this section carefully and answer by ticking the appropriate column that describes if your manager utilizes that leadership style. Please be as truthful as possible.

S/N	Variables	Never	Seldom	Sometimes	Often	Always
	Part A – Autocratic leadership					
8	Decision-making is solely made by my manager					
9	My manager does not accept and consider ideas and suggestions from					

	subordinates					
10	My manager provides supervision and close monitoring to make sure that subordinates are performing jobs correctly					
11	Manager spoon-feeds what has to be done and how to do it					
12	Subordinates are provided with directions or threatened with punishment that forces them to achieve the set goals and objectives					
13	When procedures and strategies does not deliver expected results, my manager establishes a new plan without consulting his subordinates					
	Part B – Transactional leadership					
14	My manager clearly communicates standards and guidelines that need to be followed					
15	My manager informs subordinates what they can get after every accomplishment					
16	Subordinates are informed of the standard and guidelines needed to perform a task					
17	My manager does not make any changes as long as subordinates are executing their jobs properly					
18	My manager feels gratified and contented once agreed upon standards have been met					
19	Once goals are accomplished, rewards and recognitions are provided					
	Part C – Transformational leadership					
20	My manager provides guidance on what subordinates should and could do					
21	My manager helps subordinates grow and develop themselves					
22	My manager empowers subordinates to be innovative					
23	My manager provides assistance to those who need help					
24	My manager raises trust among the subordinates					

25	My manager uses subordinate's opinion to solve work problems.					
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Section C: Impact of Leadership Style on Employee performance

Carefully consider the following statements about how your managers leadership style has influenced you and other employees. Kindly pick the option that best describes how much influence their leadership has had. Please be as truthful as possible.

S/N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
26	Employees are motivated to work hard because of the positive influence of the manager					
27	Assigned tasks are accomplished due to the style of leadership employed by my manager					
28	Employees are encouraged to be innovative and creative in their job, our manager drives us to the limit					
29	Employees try to perform well in their job because they are greatly inspired by their manager					
30	Employees feel competent to perform tasks required from their position because of constant guidance from their manager					
31	Team performance is high in my organization because of the managers way of leading					

Thank you for taking out time to participate in this study.

Impact of Organizational Leadership Styles on Employee and Organizational Performance

Questionnaire

Dear Respondent,

My name is Ayomide Afolabi, a master's student at the National College of Ireland, studying Management. This study aims to critically assess the Impact of organizational leadership style on employee and organizational performance in Nigerian healthcare facilities. Your participation in this study will provide information on leadership practices in the health sector and how it impacts the performance of employees and the organization.

This questionnaire is divided into three sections, and each has its own set of questions. It should take you about 10 mins to complete this survey. Please note that participation in this survey is very important but completely voluntary. You may decide to stop being a part of the research study at any time without any explanation required from you. You have the right to omit or refuse to respond to any question. You have the right to have your questions about the procedures answered. If you have any questions as a result of reading this information sheet, you should ask the researcher before you begin.

The data collected here does not contain any personal information about you. All information gathered through this survey will remain anonymous, confidential and utilized solely for academic purposes. Your completed questionnaires will be collected, evaluated and stored in a way that protects your privacy.

Thank you for your contribution.

By continuing, you are agreeing that: (1) you have read and understood the participant information (2) Questions about your participation in this study have been answered satisfactorily (3) You are aware of the potential risks (if any) and (4) you are taking part in this research study voluntarily.

Yes --- (Please continue with the questionnaire)

No---- (Please do not continue with the questionnaire. This questionnaire is only meant for those who give consent

Instruction: *Please pick the option that best suits your answer in all sections and state your answer in the space provided as appropriate*

Section A: Demographic Characteristics

1. **Age:** Less than 25 [] 26-30 [] 31-40 years [] 41-50 years [] 51-60 years [] 61 years and above []
2. **Gender:** Male [] Female [] others []
3. **Marital status:** Single [] Married [] Divorced [] Widowed []
4. **Educational Attainment:** Diploma [] Bachelor’s degree [] Post-graduate [] others please specify_____
5. **Role:** Director [] Head of Department [] Manager [] Supervisor [] Others []
6. **Work length at current institution?** Less than a year [] 1-5 years [] 6-10 years [] 11-15 years [] 16-20 years [] 21 years and above []

Section B: Organizational Leadership style

Kindly consider the following statements in this section carefully and answer by ticking the appropriate column that best describes your leadership style. Please be as truthful as possible.

S/N	Variables	Never	Seldom	Sometimes	Often	Always
	Part A					
7	Decision-making is mostly made by me					
8	I do not accept and consider ideas and suggestions from subordinates					
9	I provide supervision and close monitoring to make sure that subordinates are performing jobs correctly					
10	I spoon-feed my subordinates what has to be done and how to do it					
11	Subordinates are provided with directions or threatened with punishment that forces them to achieve the set goals and objectives					

12	When procedures and strategies does not deliver expected results, I establish a new plan without consulting subordinates					
	Part B					
13	I clearly communicate standards and guidelines that need to be followed					
14	I inform subordinates what they can get after every accomplishment					
15	Subordinates are informed of the standard and guidelines needed to perform a task					
16	I do not make any changes as long as I know subordinates are executing their jobs properly					
17	I feel gratified and contented once agreed upon standards have been met					
18	Once goals are accomplished, rewards and recognitions are provided					
	Part C					
19	I provide guidance on what subordinates should and could do					
20	I help subordinates grow and develop themselves					
21	I empower subordinates to be innovative					
22	I provide assistance to those who need help					
23	My subordinates trust me					
24	I use opinions from my subordinates to solve work problems.					

Section C: Impact of Leadership Style on Employee performance

Carefully consider the following statements about how your way of leading has influenced your team and subordinates. Please be as truthful as possible.

S/N	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
25	Employees are motivated to work hard because of the leadership style in place					
26	Assigned tasks are accomplished due to the style of leadership employed					
27	Employees are innovative and creative in their job due to the influence of their managers					
28	Employees try to perform well in their job because they are greatly inspired by their managers					
29	The constant guidance provided to employees by managers makes them competent to perform tasks					
30	Team performance is high in my organization due to the method of leadership employed					

Thank you for taking out time to participate in this study.