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# **Leadership Styles and Employee Performance Among Selected Humanitarian Organizations in Nigeria**

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## **ABSTRACT**

The aim of this study was to examine the influence of leadership styles on employee performance among selected humanitarian organizations in Nigeria. The problem of the study was the high rate of employee turnover, high rate of absenteeism, lack of performances by the employees. The objective that guided the study was to examine the influence of leadership styles on the employee performance among the selected humanitarian organizations in Nigeria. The study adopted a descriptive cross sectional survey design. The sample size was 406 respondents and all was sampled using the stratified procedure. Data was analysed using frequency and percentage tables, mean standard deviation and ANOVA and simple linear regression. The study found that leadership styles has a significant influence on job performance, The study recommended that style of leadership should be such that is pleasing to the staff if they are to perform better

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**Key Words:** Leadership styles , Employee Performance, Humanitarian Organizations Abuja Nigeria

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## **1.0. Introduction**

The success of any organization is closely tied to employee performance. The quality of the employees' leadership impacts on their motivation level and hence performance (Basit et al 212). When employees have the desire, physically and emotionally to work, then their performance shall be increased (Ojokuku et al 2012). They also stated that having a proper leadership helps in reducing the number of absenteeism and as a result can increase the performance in today's competitive and dynamic business world. The leadership styles that is set in place impacts employee morale, productivity and engagement - both positively and negatively (Swansburg, 1993).

The study was carried out in humanitarian organizations operating in the insurgence area in Abuja- Nigeria will be considered; Action Aid international, Care international, and Mercy Corps.

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## **2.0 LITERATURE REVIEW**

### **2.1 LEADERSHIP STYLES**

Leadership refers to a type of relationship whereby a person makes use of his methods and technique to make many people work collectively for a commonplace undertaking (Gharibvand, 2012). There are three types of leaders (democratic, autocratic and laissez faire) which is most widely frequent and used (Kotler & Armstrong 2002) and Fishkin (2018) proclaimed that democratic leadership influences people in a manner consistent with the basics of democratic principles and process, such as deliberation, equal participation, inclusiveness and self-determination.

Democratic leadership encourages innovation, team work, creativity and people are often being engaged in projects that lead to increased performance, job satisfaction and increased productivity (Gharibvand, 2012). Iqbal, et al. (2015) stated that democratic leader makes no suggestions, however they enquire the opinions of others. This leadership promotes all team members to participate to make final decision and develop entire process to reach their goals (Trivisonno & Barling, 2016).

Autocratic leaders make decisions independently and expect employees to follow their directives without question (Basit et al 212). This style can create a hierarchical, top-down organizational culture where employees have little input. While it can be effective in situations that require quick decision-making, it can also lead to resentment and low morale among employees who feel undervalued and powerless.

Laissez-faire leadership/Delegative leadership, is a type of leadership styles in which leaders are hands-off and allow employees to make the decisions and manage their own tasks (Basit et al 212).

## 2.2. Employee Performance

Employee performance is seen as the development of quantified objectives. (Armstrong 2011), performance here is not seen only as a matter of what people achieved but how they achieve it. High performance is a step towards the achievement of organizational goals and tasks. Frese and Prihatini (2002), opted that an individual performance is highly important for an organization as a whole and the individual working in it.

Kenney et al. (2016) declared that employee's performance is measured against the performance standards set by the organization. There are varieties of measures which will be taken into thought once measure performance for instance exploitation of productivity, efficiency, effectiveness, quality and gain measures (Ahuja, 2006) as in brief explained hereafter.

### 2.2.1 Profitability

Profitability is that the ability to earn profits systematically over a amount of your time. It's expressed because the quantitative relation of profits to sales or come on capital utilized (Luthans, 2000).

### 2.2.2 Efficiency

Efficiency is that the ability to provide the required outcomes by exploitation as bottom resources as do able whereas effectiveness is the ability of workers to satisfy the desired objectives or target (Tzafirir 2005).

### 2.2.3 Productivity

Productivity is expressed as a quantitative relation of output to it of input (Tzafirir 2005). It is a measure of how the individual, organization and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed (Lipsey, 2017).

### 2.2.4 Quality

Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong 2016). It is increasingly achieving better products and services at a progressively more competitive price (Leblebici, 2012).

## 2.3 LEADERSHIP STYLES S AND EMPLOYEES PERFORMANCE

Several scholars and studies have often discussed the correlation between leadership styles and employee's performance (Fu-Jin et al., 2011). (McGrath & MacMillan, 2000). suggested that an effective leadership styles enhances employee performance, especially when faced with new challenges (McGrath & MacMillan, 2000). Effective leadership is viewed as a potent cause of management development and sustained competitive advantage for firm improvement performance (House & Aditya, 2017). An instance of this is a transactional leadership styles that helps an organization attain its objectives efficiently by linking excellent job performance to rewards and ensuring that resources are made available for the employees to get the job done (Zhu.Y & Akhtar. S, 2014). (Fu-Jin et al., 2011), believe that attention should be paid on the effect of leadership when an organization wishes to seek efficient ways to be ahead of the competition. This leadership-centred viewpoint has provided valuable insight into the correlation between leadership and team performance (Guzzo & Dickson, 2016). Akram, et al. (2012) have tried to explore leadership's strategic role, investigating how to employ paradigms of leadership, and using leadership behaviors to improve organizational performance. In general, the effect and impact of leadership styles on employee's performance have not been well researched; scholars like (House & Aditya, 2017) also supported this argument that not enough has been done in studying the role leadership plays in employee performance as well as organizations performance in general

## 2.4 Related studies

Ojokuku, et al. (2012) In their study found out that positive and negative correlation between performance and leadership styles and they concluded that transformational and democratic leadership styles s have positive effect on both performance and followers, and are highly recommended use it especially in this global competitive environment. Managers of corporations should constantly make use of the most of leadership styles which enhances employees performance and employee job satisfactory (Dalluay & Jalagat (2016).

Akram, et al. (2012) in their concluded that there was a significant effect of leadership styles s towards employee commitment thus they can perform better at their work place while interaction of employers and workers frequently leads to better job performance Ismail, et al. (2011).

## 3.0 METHODOLOGY

A descriptive Cross sectional research design together with qualitative and quantitative approaches were used (Creswell 2009). The target population was of 3495 humanitaria organisations operating in Nigeria, according to NGO explorer as at September 2022. From the population, a sample size of 406 employees using stratified sampling was selected from the insurgence region. The data was collected using a questionnaire and interview guide. The

instrument was tested for content validity through content review by experts, who evaluated the relevance of each question item. The Content validity ratio of 0.833 was greater than the minimum ratio of 0.70 provided by Amin (2005). Based on this, the instrument declared to be content valid. Instrument reliability was tested using Cronbach's alpha coefficient, computed with the Statistical Package for Social Scientists (SPSS). The Cronbach's coefficient ( $\alpha$ ) of 0.85 was obtained, which was higher than the minimum of 0.70 provided in Amin (2005) and so the instrument was declared reliable. Data analysis was done using relative frequencies for profile of respondents, mean, one way ANOVA, Pearson's Linear Correlation Coefficient ( $r$ ) and simple linear regression to establish the relationship between and the effect of reward on employee performance and to test the study's hypothesis. The 0.05 level of significance was used to establish whether the computed statistical values are statistically significant so that the decisions on hypothesis are taken (Amin, 2004).

## 4.0. Results

### 4.1 Demographic characteristics of the Respondents

Majority of the respondents were male 70.7% and with the age between 30-45 years (37.7%).

### 4.2. Leadership styles and employee performance

The main target of this study was to establish the effect of leadership styles on employee performance in insurgence area, Nigeria. In line with this, the researcher tested a hypothesis that leadership significantly affect the of employee performance. To achieve this target and to test the study's hypothesis, the Pearson's linear correlation coefficient and simple linear regression analysis were used, results of which are presented in tables 1 and 2.

**Table 1: Pearson's Linear Correlation Coefficient Results for Leadship style styleand Employee Performance in Humanitarian organizations in abuja, NigeriaGovernment**

Variables Correlated	R-value	Sig.	Interpretation	Decision on Ho
Leadership styles Vs Performance	.046**	.002	Significant correlation	Rejected

Results in table 1 reveal that there is a positive significant relationship between leadership styles and employee performance ( $r=.046$ ,  $p=0.02<0.05$ ). The findings indicate that applying abetter leadership styles can improve employee performance and vice versa. Based on these results, the null hypothesis is rejected and a conclusion is taken that leadship style style have potential of increasing employee performance in humanitarian organizations in abuja,Nigeria.

Table 2 shows results of simple linear regression between the two variables.

**Table 2: Simple Linear Regression Results for Leadship style styleand Employee Performance in HUMANITARIAN ORGANIZATIONS IN ABUJA, NIGERIA**

Variables Regressed	Adjusted R <sup>2</sup>	F	Sig.
Leadship style style Vs Performance	.001	.002	.000 <sup>a</sup>
Coefficients	Standardized Beta	t	Sig.
(Constant)	73.683	16.332	.001
Leadership styles	.043	.869	.385

Regression analysis results in Table 2 reveal that leadership styles account for 36.3% on employee performance in **humanitarian organizations in abuja, Nigeria**(adjusted r-square =0.363). The remaining percentage (63.7%) is the contribution of other factors, not included in this model. The results indicate that leadship style style significantly influence employee performance, as indicated by the F-value=.002 and Sig-value=.000. Based on these results, the null hypothesis is rejected, leading to a conclusion that leadship style styleare a significant determinant of employee performance at Humanitarian organizations in abuja,NigeriaGovernment. The coefficients section of this Table indicated that, leadship style style positively and significantly influence employee performance in Humanitarian organizations in abuja,NigeriaGovernment ( $\beta=0.040$ , Sig=0. 385). This suggests that a one unit increase in leadship style styleis likely to bring a 0.040 improvement in employee performance and it can be also the reverse.

## 5.0 CONCLUSION AND RECOMMENDATIONS

### 5.1 Influence of Leadership on employee job Performance

The finding revealed that leadership styles influences employee's performance among staff of selected humanitarian organizations in Nigeria and this is in line of with the findings of Fishich (2018) and Kotler and Armstrong (2002) which held that democratic leadership encourages innovation, team work, creativity and people are often being engaged in project that lead to increase in performance, job satisfaction and increase productivity, Gharibvand

(2012). Ojokuku et al (2012) stated that democratic leaders make no suggestion, however they inquire the opinion of others, thus promoting all team members to participate to make final decision and develop entire process to reach their goals.

The study concluded that the application of democratic leadership styles motivates and bring out the best from employees as they tend to enjoy free hand in the decision making procedures of the organization thus equal participation in all things serves as a driving force to bring out their best.

The study recommended that Management humanitarian organizations in Abuja, Nigeria should adopt democratic leadership because it influences people in a manner consistent with the basics of democratic principles and process as gives all employees equal participation and inclusiveness.

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