

## LEADERSHIP STYLES AND EMPLOYEES' PERFORMANCE IN OSUN STATE UNIVERSITY, OSOGBO

ONIKOYI, IDRIS ADEGBOYEGA, PhD.

DEPARTMENT OF BUSINESS ADMINISTRATION, OSUN STATE UNIVERSITY

OSOGBO, NIGERIA

&

BABATUNDE, BAYODE OLUSANYA, PhD.

DEPARTMENT OF BUSINESS ADMINISTRATION, OSUN STATE UNIVERSITY

OSOGBO, NIGERIA

### **Abstract**

*This study examined impact of leadership styles on employee performance in Osun State University, Osogbo, Nigeria.. The descriptive research design was used for the study. Primary data were obtained through structured questionnaires covering 213 respondents using stratified sampling technique. Four hypotheses were tested to access the effects using regression analysis with  $p$  – value ( $p < 0.05$ ). A total of 213 respondents participated in the study. The results revealed that transformational leadership style had a positive effect on employee performance where  $R^2 = 29.2\%$ . Also, the study revealed that transactional leadership had a positive effect on employee performance where  $R^2 = 26.5\%$  Thirdly, the study revealed that authoritative leadership style had positive effect on employee performance where  $R^2 = 4\%$ . Lastly, laissez-faire leadership style also had positive but very weak effect on employee performance where  $R^2 = 5.7\%$ . In addition, the study revealed that all the leadership styles had significant effect on employee performance except authoritative leadership style which had insignificant effect on employee performance. Based on the above findings, it is further concluded that transformational and transactional leadership style are parts of the most important and powerful parameters, which influences employee performance. It is recommended that supervisors need to make use of a lot of transformational and transactional leadership styles in institutions as they are the most effective leadership styles.*

*Keywords: Leadership Styles, Employee Performance, Transformational Leadership Style, Transactional Leadership Style, Authoritative Leadership Style, Laissez-Faire Leadership Style*

### **Introduction**

In today's competitive environment, organisations expand globally and face a lot of challenges to meet their objectives and chased to be more successful from others. Leaders play essential role in accomplishment of these goals and boost employee's performance by satisfying them with their jobs therefore, it grasps the attention of researchers from many years, yet we are unable to focus on one definition. Many researchers have studied different aspects of leadership. Transactional leadership exchange agreements rewards

effort, promises of rewards for better performance and recognises the achievements, in contrary, transformational leadership gives vision and sense of mission, instills pride and gain, respect and trust (Bass, 1990). Leaders are one of the major key drivers in enhancing the production and innovations (Lievens, Geit & Coetsier, 1997). Transactional leadership is used when organizations give appraisals by recognition, pay increases and career advancement for well performers and punishment for poor performers (Bass, 1998). Maxwell (2002) says that 21<sup>st</sup> century leader is one who

empowers others to be leaders. Managers and supervisors must know the techniques, challenges and benefits of facilitative leadership. According to him, "the old world was composed of bosses who told you what to do and think and made all the decisions. In the new world, no manager can know everything or make every decision now to be successful; a manager has to work in partnership and in collaboration with everyone, in order to tap everyone's ideas and intelligence. Managers now are coach, counselors and team builders. Their job is to find people with talent and skill, and help them work together towards common goals.

According to Saari & Judge (2004), use of transformational leadership can boost up employees' morale and result in job satisfaction. Although, different theoretical approaches have been studying leadership but most renowned framework is transformational and transactional leadership (Hambley, Neill & Kline, 2007). According to Mintzberg (2010) Leadership is the key of trust that comes from the respect of others. Jamaludin (2011) conducted their research on the leadership and their styles and suggested that effective leaders are those who use their powers for betterment of the followers and organization as well. According to Raelin (2011) Leadership is directly connected to the practices to which people are dedicated. The most substantial of leaders is their influential personality that has positive relation with the follower's job satisfaction and the performance (Lian, Brown, Tanzer, & Che, 2011).

Mulla & Krishnan (2011) proposed that transformational leadership is associated with subordinate's moral values. Today, it becomes necessary for every organization to have a specific leadership style in order to have outstanding performance on a very

long term basis. The employees' are the most valuable asset an organization can have, in which the role they play cannot be over emphasized towards organizational goals and development. Moreover, there must be a specific relationship between the management which is tagged as leaders and the employees in order to achieve its set goals and objectives. In the global market has made organizations more aware and prone to adopt change(s) on a continuous basis. The complexity of the organizational operations requires that there must be an effective participation from every level of the organization. In addition to land, labor, and capital, human resource is also an important asset of organization. It plays a key role in the smooth running of the organization and achieving its goals. In this ever-changing and competitive global market, human resource can become the competitive advantage of the organization, if managed effectively. This is evident from literature that leaders have significant influence on their subordinates. The significance of leadership style increases in the services sector, as it has direct impact on the employee and economic development. Therefore, the development and growth in most organization ensures the overall growth of national economy and as well as human resource development, especially in a developing countries.

### **Statement of the Problem**

In order to maintain the growth and achieve higher objectives, the top management in the Osun State University needs to understand the problems and make strategies to satisfy, retain, and motivate employees to exert extra efforts. Various studies coupled with research findings, pointed out a lot of authoritative leadership tendencies and thus; this was a breeding

ground for poor innovation, decreased commitment, poor team chemistry which hugely affected employee performance as was indeed observed through the study findings. This suggested that; the inability to meet performance targets due to the lack of strategic interventions of specific leadership styles to specific situations was predicted as the problem at hand. May be it was because of poor approaches in leadership and in fact the history of most management in nature, this was continuously affecting employee performance and the deliverance of quality services to the community had hugely been affected, hence warranting the study.

For employees to accomplish their work, managers must encourage individuals who reports to them, co-workers, and supervisors or customers. Because of this, for effective and efficient organizations' leadership, the human factor must be critically looked out from the employee performance. Osun State University has a set of leadership standards expected to be lived by its managers or leaders with the view to improving performance. The problem for this study was to establish the leadership behaviours that are exhibited at Osun State University, taking Okuku and Osogbo Campus and to know how it was affecting the performance of employees.

### **Research Hypotheses**

H<sub>0</sub>: That transformational leadership does not have effect on employee performance.

H<sub>0</sub>: That transactional leadership does not have effect on employee performance.

H<sub>0</sub>: That autocratic leadership style does not have effect on employees' performance

H<sub>0</sub>: That laissez – faire leadership style does not have effect on employee performance.

## **Literature Review**

### **Concept of Employee Performance**

The main goal of any organization is to enhance the job performance of its employees so that it could survive in this highly competitive environment. Performance is a multidimensional construct and an extremely vital criterion that determines organizational successes or failures. Prasetya and Kato (2011) define performance as the attained outcomes of actions with skills of employees who perform in some situation. According to Pattanayak (2005), the performance of an employee is his/her resultant behavior on a task which can be observed and evaluated. To Pattanayak, employee performance is the contribution made by an individual in the accomplishment of organizational goals. Here employee performance is simply the result of patterns of action carried out to satisfy an objective according to some standards. This means employee performance is a behavior which consists of directly observable actions of an employee, and also mental actions or products such as answers or decisions, which result in organizational outcomes in the form of attainment of goals. Ibrahim (2004) defined job performance as an important activity that provides both the goals and methods to achieve the organizational goals and also provide the achievement level in term of out-put. El-Saghier (2002) considered it as an effort of an employee to achieve some specific goal; the researcher will adopt this definition. As the performance of an organization is dependent on the quality of the workforce at all levels of the organization (Temple, 2002), it is essential to discuss the concept of individual performance. People are an organization's greatest assets: individuals and organizations

have learned about the importance of the role of people in an organization, and how the success of an organization depends on its people (Bartlett and Ghoshal, 1995). The role of human resources is absolutely critical in raising performance in an organization (Armstrong and Baron, 1998). Ultimately it is the performance of many individuals, which culminates in the performance of an organization, or the achievement of goals in an organizational context (Armstrong and Baron, 1998).

Amos (2004) states, that “the effective management of individual performance is critical to the execution of strategy and the organization achieving its strategic objectives”. Performance cannot be left in anticipation that it will develop naturally, despite the employee’s natural desire to perform and be rewarded for it. This desire needs to be accommodated, facilitated and cultivated (Amos 2004). In return for this performance, organizations extend themselves in various forms of acknowledgement (Foot and Hook, 1999). Individual performance has become a topical issue in today’s business environment, so much so that organizations go to great lengths to appraise and manage it (Armstrong and Baron, 1998).

Furthermore, Cummings and Schwab (1973) concur with the belief that performance is ultimately an individual phenomenon with environmental factors influencing performance, primarily through their effect on the factors are those factors over which the organisation has little or no control, such as demands for job grading systems (Hellriegel, Jackson & Slocum, 1999).

### **Concept of Leadership.**

Leadership style is a way of life operating throughout the enterprise and permits an

executive to rely on the initiative of the personnel of an entity and the following are classifications of leadership styles, which listed below:

### **Democratic leadership style**

The democratic leadership style is a very open style of running a team. Ideas move freely amongst the group and are discussed openly. Everyone is given a seat at the table, and discussion is relatively free-flowing. This style is needed in dynamic and changing environments where very little can be taken as a constant. In these fast moving organizations, every option for improvement has to be considered to keep the group from falling out of date.

The democratic leadership style means facilitating the conversation, encouraging people to share their ideas, and then synthesizing all the available information into the best possible decision. The democratic manager must also be able to communicate that decision back to the group to bring about unity once the plan is chosen. A democratic style of management will put trust in employees and encourage them to make decisions. This requires good two-way communication and often involves democratic discussion group, which can offer useful suggestions and ideas. Managers must be willing to encourage leadership skills in subordinates. In democratic manager style, the manager wants to keep the employees informed about matters that affect them, he allows employees to share in decision-making and problem-solving duties, and provide opportunities for employees to develop high sense of personal growth and job satisfaction.

### **Laissez Faire Leadership style**

The leader's ability to leads, contingent upon various situational factors, including the leader's preferred style. Contingency

theories to leadership support a great deal of empirical freedom to leadership, (*laissez-faire* style) North house (2001). Many researchers have tested it and have found it to be valid and reliable to explaining how effective leadership can be achieved. It stresses the importance of focusing on interpersonal relationships between the leader's style and the demands of various situations and employees. Under this type of leadership, according to Kumar (2015) maximum freedom is allowed to subordinates. They are given freehand in deciding their own policies and methods and to make independent decisions. It carries the belief that the most effective leadership style depends on the ability to allow some degree of freedom to employees in administering any leadership style.

This study will aim to investigate further how *laissez-faire* may contribute to employee performance. On the other hand, much has been written in regard to the relation of positive self and effective management. Kerns (2004) discussed the relationship of values to organizational leadership and his study was hugely in support of the *laissez-faire* style in bridging the gap between the employer and employee where his concern was solely on the fact that *laissez-faire* would create a positive environment through which employees and employers felt like a family regardless of their positions.

#### **Autocratic Leadership style**

Autocratic leaders are classic "do as I say" types. Typically, these leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders retain for themselves the decision-making rights. They can damage an organization irreparably as they force their 'followers' to execute

strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows Michael (2010).

#### **Paternalistic Leadership**

Paternalistic leadership is an approach that is based, intentionally or unintentionally, on the idea that the leader is in a better position than the followers to know best what is good for the organization, or the followers. In a nutshell it's the "leader as expert father figure". In today's climate where participation and involvement in the workplace are much more popular than before, the paternalistic leader often acts in ways that many leadership gurus would criticize. The reality is that most leaders sometimes act in paternalistic ways, and make decisions on behalf of followers that work out well, and it's also a reality that leaders sometimes (or in fact, often) are in positions that allow them to have information and expertise that others in the organization may lack. The issue is whether leaders acting in paternal type roles make decisions that would be better than if followers made them or had extensive input into them. However, when paternalistic leadership incorporates an over inflated ego, and a strong refusal to keep in touch with followers in an organization, it's often the case that the leader becomes harmfully dictatorial and makes poor decisions.

#### **Transactional Leadership**

Transactional leadership emphasizes to transactions between leaders and

subordinates. Bass and Avolio (2003) suggest that characteristics of transactional leadership consist of two aspects, namely contingent reward and exception management. Contingent reward is where leaders make agreement about what must subordinate do and promising reward obtained when goal is achieved. While exception management is leader monitor deviations from established standards and take corrective action to achieve organisational goals. Yulk (2007) asserts that transactional leadership style is one leadership style that emphasizes on transaction between leaders and subordinates. Transactional leadership motivates and influence subordinates by exchanging reward with a particular performance .In a transaction the subordinate promised to be given rewards when subordinate is able to complete their duties in accordance with agreements. In other words, he encourages subordinates to work. Transactional leadership styles can affect positively or negatively on performance. It depends on employee assessment. Positive effect can occur when employees assess transactional leadership positively and a negative effect can occur if employee considers that transactional leadership styles cannot be trusted because they do not keep their promises, dishonest or not transparent.

### **Transformational Leadership Styles**

This seeks to transform of visionary. It becomes collective vision where subordinates work to realize the vision into reality. In other words, transformational process can be seen through a number of transformational leadership behaviors as: attributed charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration

(Bass and Avolio, 2003). Yulk (2007) states that application of transformational leadership style can improve performance because, transformational leadership style wants to develop knowledge and employees' potential. Leader with transformational leadership provides opportunity and confidence to his subordinates to carry out duties in accordance with his mindset to achieve organizational goals. Butler (1999) states that a transformational leader encourages subordinates to have vision, mission and organization goals, encouraging and motivating to show maximum performance, stimulates subordinates to act critically and to solve problems in new ways and treat employees individually. Suharto (2005) suggests that more frequent transformational leadership behaviors implemented will bring significant positive effect to improve psychological empowerment quality of subordinates.

### **Historical Background of Osun State University**

Osun State University (UNIOSUN) was established by Osun State Government pursuant to the University Establishment Law passed by the State House of Assembly in December, 2006 and signed into law by His Excellency, Prince Olagunsoye Oyinlola. The National Universities Commission having reviewed the requisite documents, granted approval and formal recognition to Osun State University as the 80th university in Nigeria and 30th State University. Osun State University is set up as a conventional, multi-campus university charged with the production of high quality, well-rounded, globally competitive and entrepreneurial graduates who are catalysts for rapid and sustainable socio-economic development of Osun State and Nigeria. Although the university is intended to be a conventional

university, it optimized the application of Information and Communication Technologies (ICTs) in its teaching, learning and research activities.

The university is an equal opportunity institution where no person shall be required to satisfy requirements pertaining to race, (including ethnic grouping), sex, place of birth, family origin, religious or political persuasion as a condition of becoming or continuing as a student, the holder of a degree or other awards of the university, or of appointment or employment at the university. The university however reserved the right to impose any disability or restriction on any person where such a person willfully refuses or fails on grounds of religious belief or similar grounds, to undertake duty generally and uniformly imposed on all persons or any group of them and which in the opinion of the university, is reasonably justified in the interest of the State or the nation.

Although the university in the tradition of the best universities in the world offered opportunity to suitably qualified candidates from all over the globe, it shall take cognisance of its catchment areas in line with established government policy to facilitate exploitation of the enormous human and material resources in the State for sustainable development. In order to achieve its academic objectives, the University operated a collegiate system comprising the following Colleges: the College of Health Sciences; College of Science, Engineering and Technology;

College of Humanities and Culture; College of Management and Social Sciences; College of Law; College of Agriculture and College of Education. The Colleges took off simultaneously but in an orderly fashion. The MOTTO of Osun State University is "LIVING SPRING OF KNOWLEDGE AND CULTURE". This summarizes the goal of the university to be an everlasting source (spring that is living) of knowledge generation and utilization. Osun State is globally acclaimed for its propagation of Nigerian culture.

## **Methods**

### **Research design**

For the purpose of this research work, descriptive research design was used to examine the impact of leadership styles on employees' performance in Osun State University, Okuku and Osogbo campus. The population of this study comprises of all the staff that is, teaching and non-teaching staff of Osun State University, in both Okuku and Osogbo Campus numbered four hundred and fifty-four (454) staff as at the time of investigation as at the month of march, 2017.

### **Sample Size and Sampling Techniques**

The sample size for this research work is however 213 respondents. Therefore, the least sample size is considered to be adequate for the study. According to this study, the population comprises of staff of teaching and non-teaching staff from both respective campuses and it is depicted in the table below.

**Table 1: Population of Staff in Osun State University, Okuku and Osogbo Campus.**

STAFF	OKUKU CAMPUS	OSOGBO CAMPUS
NON-TEACHING	40	194
TEACHING	69	151
TOTAL	109	345

Field Survey, (2017).

As cited by Cochran (1963), the sample size was determined using this formula, since the population of this study is quite cumbersome.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n= sample size

N= population

e= level of precision

Since:

N= 545

e= 0.05

Therefore n= 454

$$n = \frac{454}{1 + 454(0.05)^2}$$

In this study, stratified sampling technique was used to select the sample size.

### Method of Data Collection

The instrument used to collect data from the selected study areas which enable the researcher to test hypotheses and evaluate outcome, in carrying out the research, was primary source of data. The advantage of primary source of data is that the exact information wanted will be obtained. The primary source of data for this study was mainly through a well-structured research questionnaire.



## Hypotheses Testing

**Hypothesis One Testing:** Transformational leadership style does not significant effect on employee performance.

**Table 2:** Regression Analysis for Transformational Leadership Styles and Employee Performance.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541 <sup>a</sup>	.292	.289	2.607

a. Predictors: (Constant), Transformational Leadership Style Scale

**Source: Field Survey (2017).**

Table 2 shows positive relationship that exists between transformational leadership style and employee performance. The variable was statistically significant at 95% confident limits. Table 2 also reflects  $R^2$  value of .292 which means that there is a positive but weak relationship between transformational leadership style and employee performance. Transformational leadership style accounted for 29.2% variance in employee performance.

**Table 3: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	592.209	1	592.209	87.165	.000 <sup>b</sup>
	Residual	1433.565	211	6.794		
	Total	2025.775	212			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Transformational Leadership Style.

**Source: Field Survey (2017).**

Since the  $P < 0.005$  Sig 000) and  $F - \text{Statistics } 87.165$ ,  $P < 0.05$ , therefore reject Null hypothesis ( $H_0$ ) and the study concludes that there is significant relationship between transformational leadership style and employee performance.

**Table 4: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.241	.970		6.435	.000
	Transformational Leadership Style	.270	.029	.541	9.336	.000

a. Dependent Variable: Employee Performance Scale

**Source: Field Survey (2017).**

The result reveals that the calculated t-statistics for the parameters estimates is ( $t = 9.336$ ),  $P < 0.05$  is greater than tabulated t- statistics at 95% confident limit. Also, with the value of R at significant (0.000) in the model shows that there is significant relationship between the dependent variable and predictor variable at 95% confident limit.

The coefficient of transformational leadership style in the estimated regression line shows .541 which implies that 54.1% of the improvement on transformational leadership was accounted for by the employees' performance. The overall regression model is statistically significant in term of its goodness of fit ( $F = 87.165$ ,  $P < 0.05$ ).

**Hypothesis Two Testing:** Transactional leadership style does not have significant effect on employee performance.

**Table 5: Regression Analysis for Transactional Leadership Styles and Employee Performance Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514 <sup>a</sup>	.265	.261	2.657

a. Predictors: (Constant), Transactional Leadership Style

**Source: Field Survey (2017).**

Table 5 shows positive relationship that exists between transactional leadership style and employee performance. The variable was statistically significant at 95% confident limits. Table 5 also reflects  $R^2$  value of .265 which means that there is a positive but weak relationship between transactional leadership style and employee performance. Transactional leadership style accounted for 26.5% variance in employee performance.

**Table 6: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	536.211	1	536.211	75.956	.000 <sup>b</sup>
	Residual	1489.563	211	7.060		
	Total	2025.775	212			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Transactional Leadership Style

**Source: Field Survey (2017).**

Since the  $P < 0.005$  Sig 000) and  $F - \text{Statistics } 75.956$ ,  $P < 0.05$ , therefore reject null hypothesis ( $H_0$ ) and the study concludes that there is significant relationship between transactional leadership style and employee performance.

**Table 7: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.332	.914		8.019	.000
	Transactional Leadership Style	.366	.042	.514	8.715	.000

a. Dependent Variable: Employee Performance

**Source: Field survey (2017).**

The result reveals that the calculated t-statistics for the parameters estimates is ( $t = 8.715$ ),  $P < 0.05$  is greater than tabulated t- statistics at 95% confident limit. Also, with the value of R at significant (0.000) in the model shows that there is significant relationship between the dependent variable and predictor variable at 95% confident limit.

The coefficient of transactional leadership style in the estimated regression line shows .541 which implies that 54.1% of the improvement on transactional leadership was accounted for by the employees' performance. The overall regression model is statistically significant in term of its goodness of fit ( $F = 75.956$ ,  $P < 0.05$ ).

**Hypothesis Three Testing:** Authoritative leadership style does not have significant effect on employee performance.

**Table 8: Regression Analysis for Authoritative Leadership Styles and Employee Performance: Model Summary**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.093 <sup>a</sup>	.009	.004	3.085

a. Predictors: (Constant), Authoritative Leadership Style.

**Source: Field Survey (2017).**

Table 8 shows positive relationship that exists between authoritative leadership style and employee performance. The variable was statistically insignificant at 95% confident limits. Table 4.39 also reflects  $R^2$  value of .009 which means that there is a positive but very weak relationship between authoritative leadership style and employee performance. Authoritative leadership style accounted for 0.9% variance in employee performance.

**Table 9: ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	17.491	1	17.491	1.838	.177 <sup>b</sup>
Residual	2008.283	211	9.518		
Total	2025.775	212			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Authoritative Leadership Style

**Source: Field Survey (2017).**

Since the  $P < 0.005$  Sig 000) and  $F -$  Statistics 1.838,  $P < 0.05$ , therefore accept null hypothesis ( $H_0$ ) and the study concludes that there is insignificant relationship between authoritative leadership style and employee performance.

**Table 10: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.865	.965		14.371	.000
Authoritative Leadership Style	.065	.048	.093	1.356	.177

a. Dependent Variable: Employee Performance

**Source: Field Survey (2017).**

The result reveals that the calculated t-statistics for the parameters estimates is (  $t = 1.356$ ),  $P < 0.05$  is less than tabulated t- statistics at 95% confident limit. Also, with the value of R at significant (0.000) in the model shows that there is insignificant relationship between the dependent variable and predictor variable at 95% confident limit.

The coefficient of authoritative leadership style in the estimated regression line shows .093 which implies that 9.3% of the weak improvement on authoritative leadership was accounted for by the employees' performance. The overall regression model is statistically insignificant (  $F = 1.838$ ,  $P < 0.05$ ).

**Hypothesis Four Testing:** Laissez-Faire leadership style does not have significant effect on employee performance.

**Table 11: Regression Analysis for Laissez-Faire Leadership Styles and Employee performance. : Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.239 <sup>a</sup>	.057	.053	3.008

a. Predictors: (Constant), Laissez-Faire Leadership Style.

**Source: Field Survey (2017).**

Table 11 shows positive relationship that exists between), Laissez-Faire Leadership style and employee performance. The variable was statistically significant at 95% confident limits. Table 11 also reflects  $R^2$  value of .057 which means that there is a positive but weak relationship between laissez – faire leadership style and employee performance. Laissez-faire leadership style accounted for 5.7% variance in employee performance.

**Table 12: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	116.182	1	116.182	12.838	.000 <sup>b</sup>
	Residual	1909.592	211	9.050		
	Total	2025.775	212			

a. Dependent Variable: Employee Performance.

b. Predictors: (Constant), Laissez-Faire Leadership Style.

**Source: Field Survey (2017).**

Since the  $P < 0.005$  Sig 000) and F – Statistics 12.838,  $P < 0.05$ , therefore reject Null hypothesis ( $H_0$ ) and the study concludes that there is significant relationship between ), laissez-Faire leadership style and employee performance.

**Table: 13 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.043	.889		13.550	.000
	Laissez-faire Leadership Style	.197	.055	.239	3.583	.000

a. Dependent Variable: Employee Performance.

**Source: Field Survey (2017).**

The result reveals that the calculated t-statistics for the parameters estimates is ( $t = 3.583$ ),  $P < 0.05$  is less than tabulated t-statistics at 95% confident limit. Also, with the value of R at significant (0.000) in the model shows that there is significant relationship between the dependent variable and predictor variable at 95% confident limit.

The coefficient of laissez-faire leadership style in the estimated regression line shows .239 which implies that 23.9% of the weak improvement on laissez-faire leadership style was accounted for by the employees' performance. The overall regression model is statistically significant in term of its goodness of fit ( $F = 12.838$ ,  $P < 0.05$ ).

### Discussion of Findings

The first research question was whether transformational leadership style has effect on employee performance and hypothesized that transformational leadership styles has moderate positive relationship on employee performance. The study found that the combined factors making up transformational leadership styles have significant relationship with employee performance. The combined factors include: attributed charisma, idealized influence, inspirational motivation, intellectual stimulation and; individualized consideration. The study findings reaffirm Rassol, Arfeen, Mothi and Aslam (2015) found out that transformational leadership can perform better in highly organic environment where focus is on competitive advantages. Results of their study also explored that the impact of transactional leadership was not much stronger as compared to transformational leadership on job performance. Raja and Palanichamy (2015) in their study results, indicate

sufficient evidence, at the 5% level of significance, that there is a linear positive relationship between transformational leadership and employee performance.

Ojokuku, Odetayo and Sajuyigbe, (2012) found a positive and negative correlation between leadership styles and organisational performance in their findings. Also, the findings of Umaru, Munirat, Isyaka, Theresa, Nana and Aina (2014) show that there is a significant relationship between leadership style and performance in an organisation. This study has observed that leaders and leadership style in organisations have affected the ability of their organisations to achieve corporate goals and objectives. According to Iqbal, Anwar and Haider (2015), in their findings, it shows that autocratic leadership style is useful in the short term and democratic leadership style is useful in all time horizons. And participation leadership style is most useful in long term and effect on employees is positive. Ikenga and Osabiya (2015) also supports that there is a significant relationship between leadership styles and employees performance in the attainment of organisational goals and objectives. Nwadukwe, Uche & Court Ogele Timinepere (2012) also reaffirms that there is significant relationship between management styles and organisational effectiveness. Voon, Lo, Ngui and Ayob (2011) also examined the influence of leadership styles on employees' job satisfaction in public sector organisations in Malaysia and supports that Two types of leadership styles, namely, transactional and transformational were found to have direct relationships with employees' job satisfaction. The results showed that transformational leadership style has a stronger relationship with job satisfaction. Chan, Chong, Leng and Wong (2014)

revealed in their survey that there is a significant relationship between the leadership styles and employee commitment in the retail industry.

### **Summary**

The main objective of this study was to identify the specific leadership styles exhibited by supervisors or coordinators in Osun State University in enhancing employee performance and to examine how these leadership styles affects the performance of the employees. From the supported material and results of the study it was observed that there is a significant relationship or link between leadership styles and employee performance. This study found that transformational was exhibited by coordinators or supervisors of programmes in Osun State University and that this style had positive effect on employee performance. What this means is that coordinators are very particular about getting results and only motivate employees to give their best in order to increase output. However, it is also observed that there is very little or minimal authoritative style of leadership exhibited and this negatively impacts performance of employees in Osun State University. This probably suggests that management act with strict internal rules to achieve results and the fact that the practice in Osun State University is also not democratic-centered style corroborates this. The leadership practice in Osun State University seems to march the description given by Yulk (2007) who states that application of transformational leadership style can improve performance because; transformational leadership style wants to develop knowledge and employees' potential. Leader with transformational leadership provides opportunity and confidence to his subordinates to carry out

duties in accordance with his mindset to achieve organizational goals.

Also, Butler (1999) states that a transformational leader encourages subordinates to have vision, mission and organization goals, encouraging and motivating to show maximum performance, stimulates subordinates to act critically and to solve problems in new ways and treat employees individually. Suharto (2005) suggests that more frequent transformational leadership behaviors implemented will bring significant positive effect to improve psychological empowerment quality of subordinates. Transformational leader that gives attention to individual will be capable to direct vision and mission of organization, providing motivational support, and creating new ways to work effectively.

### **Conclusion**

To ensure the institution's survival and performance, of staff of Osun State University need to be motivated to go beyond ordinary expectations by appealing to their higher order needs and moral values. This requires transformational leadership. Butler (1999) believes that a transformational leader encourages subordinates to have vision, mission and organization goals, encouraging and motivating to show maximum performance, stimulates subordinates to act critically and to solve problems in new ways and treat employees individually. Again, sharing decision-making with the subordinates generates empowerment and breeds ownership. Exercising reasonable level of democratic leadership style provides a sense of belonging to employees and makes them ready to defend the business objectives and goals. Even though he or she invites contributions from the subordinates before

making a decision, the leader retains the final authority to make decisions (consultative).

### Recommendations

Based on the findings, it is inevitable to provide recommendations. It is found that leadership styles have direct relationship with employee performance. In an organization, performance is either enhanced or stalled. Whereas tasks are important for the day-to-day survival of the organization, developing people and teams are important for the long-range performance of the institution. Thus, it should be extremely important for Osun State University to balance its management style to equally reflect much interest in people in its pursuit to enhance employee performance and have competitive advantage. It is extremely important to balance the ability to get things done (tasks) with keeping the team together (people).

It is also recommended that, regular performance feedback should be encouraged across all departments of the institution since from the analysis it shows that it has one of the strongest significant measures for the overall job performance. As exhibited leadership styles have direct impact on performance, this study can be further enhanced to explore what constitutes the right balance in leadership styles required to exact expected performance delivery from employees.

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