



EFFECTS OF LEADERSHIP STYLE ON ORGANIZATIONAL PERFORMANCE: CASE STUDY OF COLLEGE OF EDUCATION, HONG, ADAMAWA STATE

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ABSTRACT

More than half a century the term leadership has been a topic of discussion and research especially in the field of management and organizational development. More often than not, such discussions and or research work focuses on the issue of quality of leadership, ability of leader or leadership effectiveness or leadership styles. The main objective of this study is to examine the effect of leadership style on organizational performance of college of education Hong, Adamawa State. The study adopted survey research design, the total population of the study is 220, while sample size was 138 determined using Tero Yemani formula. The instrument used for collecting data from the respondents is the questionnaire, and the data collected from the respondent was analyzed and tested using regression analysis at 0.05 level of significance. The results revealed that democratic, autocratic, laissez faire and transformational leadership styles has significant effect on organizational performance in the study area ($\beta = 0.843$, $\beta = -0.961$, $\beta = -0.968$, $\beta = 0.380$, $P < 0.05$). The analysis revealed that there is significant relationship between democratic leadership style and organizational performance. Since employees will exercise self-direction if they are committed to the objectives, the leaders share power with employees in the college, also is been noted that employees helps the leaders in framing the rules, regulations and guidelines for the college and the leaders often asked employees for their vision regarding their job and then use their vision in appropriate place. Democratic leadership style has been the best practicing leadership style in College of Education, Hong due to the responses gathered from the responded. The study therefore, recommends that since most of the respondents affirmed that democratic leadership style is the most frequently used leadership style practice in College of Education, Hong. Therefore, there is need for the management to continue practicing democratic leadership in their day-to-day operations, nevertheless other forms of leadership style should also be applicable where and when necessary.

KEYWORDS: Effects, leadership style and organizational performance.

INTRODUCTION

Leadership and its style has been identified as one of the numerous factors that can enhance or impede organisational performance, that is to say that the importance of leadership in achieving optimum organisational performance cannot be overemphasized. The word leadership and leadership styles has been used in various aspects of human endeavour with diverse definitions. According to Ogbeidi (2012), leadership is defined as a body of people who lead and direct the activities of a group towards shared goal. It refers to the ability to lead, direct and organise a group. Leadership as a type of guidance where a person could give to a particular group, he manages relations in a way as to impact another individual's or group's behaviour.

Leaders determine values, culture, tolerance for change, and motivation for employees. They shape organizational approaches, including their efficacy and implementation. It must be emphasized that leaders could be seen at any organizational level

and aren't exclusive to management (Igbaekemen, 2015). A style of leadership is the method that managers use to practice their leadership role, according to Armstrong Sofi, (2015). It is seen as a specific behaviour employed by a leader in a company to empower staff to achieve the organization's set of goals. Leadership style plays a vital role in today's businesses. Leadership style is the manner in which a director or boss wants to behave with his or her staff or colleagues and the manner in which they exercise the leadership role (Xenikou, 2017).

According to Michael (2011) leadership has a direct cause and effect relationship upon organizations and their success. Leaders determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. Leaders can appear at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They influence



those around them in order to reap maximum benefit from the organization's resources, including its most vital and expensive.

In past years, scholars have proposed many different styles of leadership as there is no particular style that can be considered universal and also Oyetunji, (2006) equally said that for more than half a century the term leadership has been a topic of discussion and research especially in the field of management and organizational development. More often than not, such discussions and or research work focuses on the issue of quality of leadership, ability of leader or leadership effectiveness or leadership styles (Adlam, 2003). According to (Adlam, 2003), leadership is a rather complex concept. This is especially true because several approaches have been employed to provide meaning to the term leadership and its effectiveness. Therefore, this study will review relevant literature on the topic in order to find simple conceptual definition of leadership which captures the key elements and relationship so that it could be generally understood. Despite of the numerous styles of leadership, an effective leader inspire, motivates and directs activities to help achieve organizational goals and objectives, yet no single style is universally accept as the best, it is widely known that leadership plays an important role in all organizations, although, progresses have been made by scholars in understanding the traits of leadership. However, there exist the needs to realize that much was not known about these activities, i.e. how to effectively apply the leadership style in organization to enhance performance.

Though, several studies on leadership style has shown consistent relationship with various performance indicators across different cultures (Rejas, Ponce, Almonte and Ponce 2006; Pradeep and Prabhu 2011; Paracha, Qamar, Mirza, Hassan and Waqas, 2012; Muterera, 2012). But when compared to other parts of the world, relatively few studies have considered it in Nigeria. Even with the present knowledge of leadership, some organizations administrative phenomenon reflects the contingency of leadership, and style, situation of performance criteria have been left to suffocate on their own. As a result workers performance was affected due to lack of proper direction and application of strategic leadership style in managing daily duties adequate motivation, suitable work environment, compensation, efficient communication between management and subordinates which plays an important in promoting goals. Among all the studies reviewed, none of them focused on the four leadership styles being neither studied nor researched on colleges of Education and this is one Area this study intends to address. Furthermore, there are missing links in understanding the relationship

between leadership and performance which some studies have suggested for inclusion and this research intends to address these gaps by examining the effect of leadership styles surrogates i.e. Democratic (DL); (Autocratic (AL) and Laissez-faire (LL) on the organizational performance of College of Education Hong, Admawa State, Nigeria.

Following research hypotheses were formulated to guide the study;

- H₀₁ Democratic leadership style does not have significant effect on organizational performance in College of Education, Hong
- H₀₂ Autocratic leadership style does not have significant effect on organizational performance in College of Education, Hong
- H₀₃ Laissez faire leadership style does not have significant effect on organizational performance in College of Education, Hong.

LITERATURE REVIEW

Leadership Style

According to the Investopedia, "Leadership is the ability of a company's management to set and achieve challenging goals, take swift and decisive action, outperform the competition, and inspire others to perform well." Leadership is the life blood of any organization and its importance cannot be underestimated. According to Armstrong (2012), a leadership style is the approach used by managers to exercise their leadership function. This is seen to be a particular behavior a leader in an organization employs to motivate employees towards the achievement of a defined objective of the organization (Haque et al., 2015; Igbaekemen & Odivwri, 2015; Ng'ethe et al., 2012). Leadership style plays an important role in the organizations of today. As defined by Mullins (2000), leadership style is the way and manner in which a manager or supervisor chooses to act towards his employees or subordinates and the way the leadership function is being carried out by them (Xenikou, 2017).

Organizational Performance

According to Daft (2000), organisational performance is defined as an organisation's ability to attain its goals by using resources in an efficient and effective manner. Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Accordingly, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization (Kehinde, Jegede & Akinlabi, 2012). Organizational performance is a complex and multidimensional phenomenon in the business literature. Organizational performance



comprises of the results of an organization or the actual outputs of an organization, which can be measured against intended outputs, goals and objectives. The organizational performance involves three areas associated with the organization – financial performance (return on investments, profits etc.), shareholder return (economic value added, total shareholder etc.) and the product/service market performance (market share, sales etc.) (Gavrea, et al., 2011).

Democratic Leadership Style

Democratic leadership, also referred to as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. This style of leadership dwells on performance and people (Bhargavi & Yaseen). Democratic leadership style encourages employees to participate in the decision making process of the organization (Nwokocha & Iheriohanma, 2015). Democratic leadership yields a lot of benefits. Subordinates are encouraged to share their thoughts; it can lead to better ideas and more creative solutions to problems (Sadia & Aman, 2018). Employees also feel more involved and committed to projects, making them more likely to care about the end results. It is perceived that democratic leadership style leads to higher productivity among group members.

Autocratic Leadership Style

An autocratic leader is often seen as someone that is well aware of his status and has little faith or trust in the subordinates. Autocratic rulers in nature are classic and bossy. Those leaders need their subordinates to function as they dictate (Al Khajeh, 2018). In general, autocratic rulers like them reserve the right to take decisions (Longe, 2014). Longe (2015), indicates that autocratic leadership might be helpful in cases of emergency, where there is a homogeneous workforce included, in which the leader is smart, rational, and has a significant understanding of the followers. Special initiative might be required in these situations to avoid a potential incident. Among many of the weaknesses of autocratic leadership is the unwillingness of the subordinates to cultivate the satisfaction of achievement, rejection of individual development and self-actualization gratification, as well as antagonizing people and wiping the organization of lifelong allegiance and cooperation. Nevertheless, in some cases, an autocratic approach is acceptable. It is important when the organization faces a crisis or if there is an urgent issue that requires an instant response (Bhargavi & Yaseen, 2016). In addition to bullying, there is no common goal and hardly any encouragement. Autocratic leadership usually

reduces engagement, innovation and creativity (Al Khajeh, 2018).

Laissez- Faire Leadership Style

Laissez faire is a French term that means "let it be" and is also referred to as "hands off style" (Nwokocha & Iheriohanma, 2015). It means putting fellow employees throughout the manner they like without compliance to any strict rules or protocols to complete projects and jobs. The laissez-faire leader avoids managing his staff, according to Puni et al. (2014), and therefore depends only on the few available staff that are committed to the job. Laissez faire leaders were argued not to invest in the advancement of staff as they assume that staff should take good care of themselves (Puni et al., 2014). Robbins (2007), explained the laissez-fair style as "Abdicates responsibilities avoid making decisions". Similar Luthans (2005), defined laissez- fair style as "Abdicates responsibilities avoids making decisions". Laissez- Fair is uninvolved in the work of the unit.

EMPIRICAL REVIEW

Tareq (2016), conducted study on the impact of transformational leadership style on organizational performance: evidence from Jordan. International Journal of Human Resource Studies. A total of 249 surveys were distributed with 213 returned and 171 eligible for use. The data was analyzed using multiple regression with a significance level of $p < 0.05$. The results indicate that while transformational leadership and three of its components—inspirational motivation, intellectual stimulation, and individual consideration—did contribute to 81.6 percent of the variance in organizational performance; idealized influence was not a significant factor contributing to this outcome. The study was carried out only on one surrogates of leadership style i.e. transformational leadership style, ignoring other forms of leadership style their significant impact on organizational performance. Also his study was not based on Nigerian context.

Augustine, (2017) carried out study on effects of leadership styles on organisational performance in Ahantaman Rural Bank Limited, the study adopted a total population sampling approach to data collection. Among the leadership styles investigated, transformational leadership style obtained the highest raw score of 350 representing 22 percent of the total population investigated. $P < 0.05$, the finding revealed that the most dominant and preferred leadership style in the Bank was transformational leadership style. This leadership style led to improved and consistent performance of the Bank. His finding was based on banking sector rather than educational institutions, also his study was not conducted based on Nigerian



context. The result may probably differs is same study was carried out using Nigerian context.

Raed, Mubarak, Mohammed, Nasser and Osama (2018) carried out study on the effect of leadership style on organizational performance: organizational commitment as a mediator variable in the manufacturing sector of Yemen using the quantitative method was adopted based on the response of questionnaires in data collection, while the hypothesis was tested based on the EFA and CFA structural equation models and were carried out using SPSS Amos 21.0. $P \leq 0.05$, the results indicated significantly positive effect of leadership on the organizational performance and indicated the significantly the strength of an indirect or a mediating effect of organizational commitment on organizational performance. This study failed to identify what forms of leadership style is more appropriate to apply in organizations in order to achieve high organizational commitment, also their findings are based on manufacturing sector.

Similarly, Akparep, Jengre, and Mogre, (2019), conducted study on the influence of leadership style on organizational performance at Tuma Kavi Development Association, Tamale, Northern Region of Ghana, using qualitative case study design was employed. Purposive sampling was adopted to sample a total sample size of 11 respondents representing 65% of the total staff population. $P \leq 0.05$, the results of this study also revealed that there is strong relationship between leadership style and organizational performance of TKDA. As the strength of the organization dwells much on democratic style of leadership, it is recommended that management. Their finding succeeded in establishing the relationship between leadership style and organizational performance, but failed to make it clear that other forms of leadership style other than democratic also have their own strength in decision making depending on the situation at hand.

THEORETICAL FRAMEWORK

For a better understanding of our subject matter, we shall adopt the eclectic approach and draw from three theories which include the democratic, the system, and the need theory of individuals. The reason for this is that each theory reinforces the other.

The Democratic Theory

Though this theory has been largely associated with government, it has become in evitable to relate it to organizations for proper conduct and effectiveness. As Besse (1957) puts it, the theory is informed two thousand years ago, participation in the religion which has come to

dominate the World. Two hundred years ago we put this essential element in our political and social structure. We are just beginning to realize that we ought to put participation in business as well. The theory is informed by the works of classical and neo-classical theorists such as Aristotle, Plato, Thomas Hobbes, John Locke, Jean Jacques, Rousseau, Edmund Burke, James Madison, John C. Calhoun to mention a few (Baradat, 1979). The core issue about democracy is the importance it attaches to human personality (Appadorai, 1975). It assumes civic capacity on the part of individuals. This capacity involves intelligence, self-control and conscience. Its essence is the right of every man bound by the decision of a government (organization) to contribute (what ever is in him to contribute) to the making and remaking of those decisions. This right is integral to democracy because it makes possible free discussion and the continuous participation of the people (individuals) in the government (organization). This implies the obligation to respect the other man, to listen to his arguments and to take into account his point of view. It is through participation that individuals (subordinates) contribute ideas towards the solution of problems affecting their organization and jobs. Participation can create an asset in morale so that when necessary orders are given, people will respond more co-operatively because they are participating in the affairs of the organization.

For the purpose of this study, democratic leadership theory was adopted, the reason for chosen this theory is because the theory emphases that a good leader should be intelligence, self-control and conscience. Its essence is the right of every man bound by the decision of organization to contribute (what ever is in him to contribute) to the making and remaking of those decisions. This right is integral to democracy because it makes possible free discussion and the continuous participation of the people (individuals) in the government (organization), and these ideas are in line with the subject matter under study.

RESEARCH METHODOLOGY

Survey research design was used in this study, the area of study of this research has been on the effects of leadership styles on the performance of College of Education Hong in Adamawa State, Nigeria. The population of the study covers (42) Administrative staff, (65) Academic departments, (75) other employees and the total number of staff of college available at the time of study which stand at about (220). Whereas, Yamani (1964) formula was used to draw the sample size for the study, which is calculated as follows:



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

$$N = 220$$

$$n = \frac{220}{1 + 220(0.05)^2}$$

$$n = \frac{220}{1 + 220(0.0025)}$$

$$= \frac{220}{1.6}$$

$$= 137.5$$

Therefore, the sample size for this study is 138.

For the purpose of this research work both primary and secondary data were information and also to enhance information and also to enhance appropriate cross-checking of data collected. Majority, the source of data collected is primary data and this could be done through the questionnaire administration. The data for this study was obtained through the primary and secondary sources. Close ended questionnaire was an instrument designed to

gather primary data that have direct relevance with the research questions to ensure a fair reconciliation of the ideas already contained in the questionnaire. Books, magazines, journals, periodicals, articles, and other paper presentation relevant to the topic were used as secondary data. A pilot study was carried out to determine the reliability of the questionnaires. The pilot study involved the sample of 30 respondents from the target population.

Table 1: Reliability Tests of the factors

Scale	Cronbach' Alpha	Comments
Democratic leadership style	0.742	Accepted
Autocratic leadership style	0.816	Accepted
Laissez Faire leadership style	0.785	Accepted
Organizational performance	0.882	Accepted

Source: (Researcher's Computation, 2019)

Data analysis is one of the major steps in any research work. The data collected for this study were presented in table form. The researcher however, would use Statistical Package for Social Sciences (SPSS) and frequency table and percentage analysis method in analysing the data obtained. The formula

for calculating percentage is given thus: $\frac{n}{N} \times 100$,

where n = total number of respondents from the given option in the question, while N = total number

of respondents sampled for the study analysis. While hypotheses will be tested using correlation and regression analysis at 0.05 level of significance.

DATA PRESENTATION, ANALYSIS AND FINDINGS

One hundred and thirty eight (138) questionnaires were administered. A questionnaire is the primary data tool that was used in the presentation and analysis of the data collected.

Rate of Return

S/No	Questionnaire distribution	Returned	Unreturned
	138	118	20
%	100	85.5	14.5

(Source: Field Survey, 2020)

Out of 138 questionnaires administered;

Returned $\frac{118}{138} \times 100 = 85.5\%$

Unreturned $\frac{20}{138} \times 100 = 14.5\%$

118 were successfully returned and valid, while 20 were not returned.



Hypotheses Testing

Hypothesis One

H₀₁ Democratic leadership style does not have significant effect on organizational performance in College of Education, Hong

Table below: Model Summary of Model effect of democratic leadership style on organizational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 ^a	.711	.708	1.48272

a. Predictors: (Constant), DLS

b. Dependent Variable: OP

(Source: Field Survey, 2020).

Table above shows there is a linear relationship between the test results scores of the perceived response on the relationship between democratic leadership style and organizational performance. Coefficient shows a positive linear relationship between both test scores ($r = .84$) that is significantly different from zero ($p < 0.05$). This implies that there is significant relationship between democratic leadership style and organizational performance. The model summary in Table above reveals that the values of the coefficient

of determination for models of independent and dependent variable are $R = 0.84$, the R^2 statistic of .711 (71.1%) shows that the model is a good predictor of the dependant variable. This shows that the model explain about 84.3% variations in the dependant variable, while the remaining 15.7% is attributed to variables not captured by the regression model. The model shows that democratic leadership style has positive effect on organizational in College of Education, Hong.

Table below: Analysis of Variance Statistics of Model on the democratic leadership style on the organizational performance

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	626.955	1	626.955	285.181	.000 ^a
	Residual	255.020	116	2.198		
	Total	881.975	117			

a. Predictors: (Constant), DLS

b. Dependent Variable: OP

The result on the ANOVA Table above shows that model one had an F (1, 117) of 285.181 and a p-value = 0.000. This meant that the two variables were both significant (p-value less than 0.05) at 0.05 level of significance in explaining that there is relationships

between democratic leadership style and organizational performance of College of Education, Hong.

Table below: Coefficients of Model Effect of Democratic Leadership Style on Organizational Performance

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	7.954	.721		11.034	.000		
	DLS	.612	.036	.843	16.887	.000	1.000	1.000

a. Dependent Variable: OP



The model in table above show that the coefficients of the effect democratic leadership style on organizational performance is statistically significant ($b = .843$, $t(117) = 11.034$, $p = .000$). This means that

there is significant relationship between democratic leadership style and organizational performance of College of Education, Hong.

Hypothesis Two

H₀₂ Autocratic leadership style does not have significant effect on organizational performance in College of Education, Hong

Table below: Model Summary of Model on the Autocratic Leadership Style on Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.961 ^a	.923	.922	.76647

a. Predictors: (Constant), ALS

b. Dependent Variable: OP

(Source: Field Survey, 2019).

Table above shows there is a linear relationship between the test results scored on the perceived response on the relationship between autocratic leadership style and organizational performance. Pearson's bivariate correlation coefficient shows a positive linear relationship between both test scores ($r = .961$) that is significantly different from zero ($p < 0.05$). This implies that there is significant relationship between autocratic leadership style and organizational performance of College of Education, Hong. The model summary in Table above reveals

that the values of the coefficient of determination for models independent and dependent variable are $R = 0.961$, the R^2 statistic of 923 (92.3%) shows that the model is a good predictor of the dependant variable. This shows that the model explain about 96.1% variations in the dependant variable, while the remaining 3.1% is attributed to variables not captured by the regression model. The model shows that autocratic leadership style has positive effect on organizational performance of College of Education, Hong.

Table below: Analysis of Variance Statistics of Model on the Autocratic Leadership Style on Organizational Performance

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	813.827	1	813.827	1.385E3	.000 ^a
	Residual	68.147	116	.587		
	Total	881.975	117			

a. Predictors: (Constant), ALS

b. Dependent Variable: OP

The result on the ANOVA Table above shows that model one had an F (1, 117) of 1.385 and a P - value = 0.000. This meant that the two variables were both significant (P - value less than 0.05) at 0.05 level of

significance in explaining that there is a relationship between autocratic leadership style and organizational performance of College of Education, Hong.

Table below: Coefficients of Model on the Effect of Autocratic Leadership Style on Organizational Performance Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	26.747	.197		135.865	.000		
	ALS	-.473	.013	-.961	-37.219	.000	1.000	1.000



		Coefficients ^a				Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients		Tolerance	VIF
		B	Std. Error	Beta	t		
1	(Constant)	26.747	.197		135.865	.000	
	ALS	-.473	.013	-.961	-37.219	.000	1.000

a. Dependent Variable: OP

The model in table above show that the coefficients of effect autocratic leadership style on organizational performance is statistically significant ($b = -.961$,

$t(117) = 135.865$, $p = .000$. This meant that there is significant relationship between autocratic leadership style and organizational performance.

Hypothesis Three

H₀₃ Laissez faire leadership style does not have significant effect on organizational performance in College of Education, Hong.

Table below: Model Summary of Model on the Effect of Laissez faire leadership style on Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.937	.936	.69305

a. Predictors: (Constant), LLS

b. Dependent Variable: OP

(Source: Field Survey, 2019).

Table above shows there is a linear relationship between the test results scored on the perceived response on the relationship between laissez faire leadership style and organizational performance. Pearson's bivariate correlation coefficient shows a positive linear relationship between both test scores ($r = .968$) that is significantly different from zero ($p < 0.05$). This implies that there is significant relationship between laissez faire leadership style and organizational performance of College of Education, Hong. The model summary in table above reveals

that the values of the coefficient of determination for models independent and dependent variable are $R = 0.968$, the R^2 statistic of 0.937 (93.7%) shows that the model is a good predictor of the dependant variable. This shows that the model explain about 96.8% variations in the dependant variable, while the remaining 3.2% is attributed to variables not captured by the regression model. The model shows that laissez faire leadership style has effect on organizational performance of College of Education, Hong.

Table below: Analysis of Variance Statistics of Model Laissez Faire Leadership Style on Organizational Performance

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	826.258	1	826.258	1.720E3	.000 ^a
	Residual	55.717	116	.480		
	Total	881.975	117			

a. Predictors: (Constant), LLS

b. Dependent Variable: OP

The result on the ANOVA table above shows that model one had an F (1, 117) of 1.720 and a P - value = 0.000. This meant that the two variables were both significant (P - value less than 0.05) at 0.05 level of

significance in explaining that there is a relationship between laissez faire leadership style and organizational performance of College of Education, Hong.



Table below: Coefficients of Model on the Effect of Laissez Faire Leadership Style on Organizational Performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	23.938	.116		205.907	.000		
	LLS	-.309	.007	-.968	-41.476	.000	1.000	1.000

a. Dependent Variable: OP

The model in table above show that the coefficients of laissez faire leadership style on organizational performance is statistically significant ($b = -0.968$, $t(117) = 205.907$, $p = .000$). This meant that there is significant relationship between laissez faire leadership style and organizational performance of College of Education, Hong.

SUMMARY OF FINDINGS

The following findings were derived from the hypotheses tested above;

- i. Finding revealed that are significant relationship between democratic leadership style and organizational performance in College of Education, Hong since coefficient shows a positive linear relationship between both test scores ($r = .84$) that is significantly different from zero ($p < 0.05$) and the result on the ANOVA table 4.4 shows that model one had an F (1, 117) of 285.181 and a p-value = 0.000. This meant that the two variables were both significant (p-value less than 0.05) at 0.05 level of significance in explaining that there is relationships between democratic leadership style and organizational performance of College of Education, Hong.
- ii. It was also revealed that shows there is a linear relationship between the test results scored on the perceived response on the relationship between autocratic leadership style and organizational performance, because Pearson's bivariate correlation coefficient shows a positive linear relationship between both test scores ($r = .961$) that is significantly different from zero ($p < 0.05$). This implies that there is significant relationship between autocratic leadership style and organizational performance of College of Education, Hong. And the result on the ANOVA Table 4.7 shows that model one had an F (1, 117) of 1.385 and a P - value = 0.000. This meant that the two variables were both significant (P - value less than 0.05) at 0.05 level of significance in explaining that

there is a relationship between autocratic leadership style and organizational performance of College of Education, Hong.

- iii. The model summary in Table 4.9 reveals that the values of the coefficient of determination for models independent and dependent variable are $R = 0.968$, the R^2 statistic of 0.937 (93.7%) shows that the model is a good predictor of the dependant variable. This shows that the model explain about 96.8% variations in the dependant variable, while the remaining 3.2% is attributed to variables not captured by the regression model. The model shows that laissez faire leadership style has effect on organizational performance of College of Education, Hong.

CONCLUSION

This study concludes that there is significant relationship between democratic leadership style and organizational performance. Since employees will exercise self-direction if they are committed to the objectives, the leaders share power with employees in the college, also is been noted that employees helps the leaders in framing the rules, regulations and guidelines for the college and the leaders often asked employees for their vision regarding their job and then use their vision in appropriate place. Democratic leadership style has been the best practicing leadership style in College of Education, Hong due to the responses gathered from the responded.

The study further concludes that autocratic leadership style on the other hand has effect on organizational performance of the college, despite the fact that employees are forced to carry their unfinished college work home. Though, as a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives and unreasonable deadlines are not imposed on them in the College.

Conclusively, the study concludes that laissez faire leadership style has both positive and negative effect on organizational performance of College of Education, Hong. It is a fact that the leaders didn't



give freedom to employees' staff to decide the course of action at all the times. Leaders sometimes delegate the power to employees for implementation of new rules and regulations.

Recommendations

The study recommends the following to assist in alleviation the problems identified in the course of this study as follows;

- i. Since most of the respondents affirmed that democratic leadership style is the most frequently used leadership style practice in College of Education, Hong. Therefore, there is need for the management to continue practicing democratic leadership in their day-to-day operations, nevertheless other forms of leadership style should also be applicable where and when necessary.
- ii. The management is advice not to adopt autocratic leadership style as a way of managing the institution's affairs, because it has many negatively on the welfare of employees and the organizational performance of the institution as a whole. Except, if the situations at hand warrant the use of authoritarian power to achieve the stated goals, without any options, then is advice the management can implement autocratic leadership style.
- iii. Despite the shortcomings associated with laissez faire leadership style, the management should sometimes practice this form of leadership style, employees should be giving freedom to decide the course of action attached to their responsibilities, and this will provides them with sense of belongingness to discharge their duties in more efficient and effective manner.

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