

## Effective Leadership Styles on Employee Performance

**Philomena Ify IGBOKWE, Moruf Ayodele BELLO, Bolanle Waliu SHIYANBADE**

ORCID ID: 0009-0009-0812-8731

ORCID ID: 0000-0003-1506-8860

ORCID ID: 0000-0002-4770-5484

### Abstract

Leadership is an infinite and tremendously complex term that cannot be captured comprehensively. Different leadership styles exist to correspond with various organisational conditions, and each of those styles only functions well where the leader has a vision of what has to be accomplished, is able to communicate such to the others, and develops strategies for achieving the goal. There is no known best leadership style, a style that can be said to be effective would have to combine other styles depending on the situation that has to be addressed. The best or most effective leadership style is one that produces desirable results for individual workers and the organisation. Leadership style determines how well employees perform, but there are other elements outside leadership style that may be contributory to employees' performance. Managers, people in position of authority must comprehend the issues and develop strategies to motivate, retain and inspire people to put in more effort and go the extra mile, if it is to preserve growth and accomplish more goals.

**Keywords:** Leadership, Styles, Performance, Organisation, Goals.

### Introduction

Leadership simply defined, is the capacity of someone to lead others. It is an essential management talent that involves the potential to motivate a group of people toward a common objective. Being an influential activity, leadership is an essential part of human existence. The main drivers of organisations are human beings, thus leadership is a valuable resource for all organisations when it is exhibited by an individual or individuals with a broad scope of talent and qualities. Leaders of today, play different roles through different styles adopted, and their use of leadership techniques determines the success of any society, community, organisation and oneself. Therefore, human growth and efforts that result in achieving goals are not conceivable without management. It entails a process of interaction between leaders and followers where the leader tries to persuade followers to achieve a shared goal, hence, it focuses on the development of followers, their needs and building their capacity (Klein, Cooke & Wallis, 2018). The most fundamental action that must be taken to achieve thus is to maintain personnel and provide the employees with psychological fulfillment.

Over the years, the term 'leadership' has been used by different scholars and has many different meanings; it is an infinite and tremendously complex term that cannot be captured comprehensively, it has been described in terms of characteristics, actions, impact, patterns of interaction, roles and relationships, as well as the occupation of an administrative position/managerial position. Over time, key dimensions of leadership have caught the attention of practitioners in the field of management science. Leadership involves inducement, persuasion, and motivation of subordinates to enable them to contribute willingly to the organisational goals based on the employee's maximum capacity and capabilities. In organisations, it is a managerial action whose goal is to guide the workers under one direct chain of command toward achieving their assigned tasks. A person in an elected, appointed, or in other specified position of influence in a social system is said to act in various ways collectively referred to as "leading". Therefore, acting in a leadership capacity is seen as appropriate, whether formally or informally, and people who respect the leader look up to the person for direction.

To ensure the best possible use of human resources within organisation leaders must take

the required steps and build relationships with people. One of these steps is to adopt the appropriate leadership style. Leadership is considered as universal because it is used in all spheres of society, including workplaces like schools and colleges, hospitals, farms and factories, retail stores and different industries, entertainment, religious organisations, military groups as well as government. Leaders of non-governmental organisations frequently face extraordinary challenges, both personally and professionally, they devote a lot of time and resources to helping the most vulnerable and disenfranchised individuals in the society while contending with unstable political and economic conditions.

Leadership and employee motivation are the main factors that determine how effectively a business operates. Employee success and performance have a direct cause-and-effect relationship with leadership. Therefore, leaders in public and private settings should adopt leadership styles that boost employees' motivation, productivity, and satisfaction. Values, culture, openness to change, and employee motivation are all determined by leaders. Through its effects on worker morals, productivity, decision-making speed, and metrics, a leadership style has an impact on the organisation. Leaders influence institutional strategies, including how they are carried out and how well they work. Leaders can be found at all levels of an organisation, not just management. Different organisations require strong leadership styles that boost worker productivity. Thus, successful leaders explore all of their options, conduct thorough analysis of the situation, and make well-informed decisions. An effective leader creates a lasting influence by using the leadership style that is best suited to the circumstance. Employee performance comprises carrying out-assigned tasks, meeting deadlines, demonstrating staff proficiency, and being successful and efficient at work. Leadership style has a significant impact on employee commitment and dedication. Problems at hand, such as poor creativity, low productivity, inability to fulfill performance goals were projected to arise from lack of strategic interventions and dedication of various leadership styles to the unique situations.

### Literature Review

Over the past decades, key dimensions of leadership have caught the attention of practitioners in different fields of life. As a result the concept has been extensively researched by academics from different fields of study. Ordinarily, when leaders and followers engage, the leader's main objective is to persuade or influence the followers to work toward a common goal. Though leadership as a subject matter has been studied extensively by academic and scholars but still lacks a universally acceptable definition. It also has so many interpretations. Many have come to accept that it should be defined or described in terms of the traits, behaviours, trends, influence, interactions, and occupancy of an administrative position.

Armstrong (2003) defined leadership as the capacity to induce others to act differently to complete the work assigned to them with the aid of the group. For Conger (1992), a leader is "someone who sets the direction for a working group of people, gains their commitment to that direction, and then inspires them to attain that direction's goal". This definition is not so different from Hill (2008), leadership is the process of inspiring, influencing, and guiding others in the organisation to contribute positively to the achievement of organisational objectives. Levine and Crom (1994) asserted that effective leadership is about the act of listening to people, supporting and encouraging them and involving them decision-making and problem solving processes. It involves forming teams and enhancing members' decision-making skills. This brings us to the concept of leadership styles. Each leader leads distinctively, this is known as leadership style.

According to Memon (2014), a leader's way of giving instructions, inspiring followers, and carrying out plans is referred to as their leadership style. Leadership styles are viewed as methods used by leaders to guide departments, groups, or organisations. Cuadrado *et al* (2007) described leadership style as a consistent set of behaviours, patterns, proposing two dimensions in leader's behaviour, structure initiation which includes task-oriented leaders and consideration which includes relation-oriented leaders. The fact remains that,

there is no one best leadership style, a combination of approaches depending on the situation determines the leadership style to adopt.

#### **Leadership Styles**

There are diverse leadership styles with vivid characteristics that each has an impact on how well employees perform. Leadership styles are classified based on how each affects the subordinate. The following are some leadership styles.

#### **Autocratic Leadership Style**

Autocratic/authoritarian leadership style is task-oriented. An autocratic leader prefers to centralize power and derives it from a position, control over rewards and force, due to their emphasis on completing tasks. The known head is the only one who has the power to decide on policies, methods of accomplishing objectives, targets, assignments and relationships, and the administration of rewards and punishments. Here, the leader is the centre of attention and exerts power with little or no regard for the followers. In most cases, the leader typically exercises power with no confidence on the followers. Due to this behaviour, the system's adherents dread and distrust the leader. This type of leadership style is effective in situations requiring hasty judgments, tough, complex, on the spot decisions or problematic/crisis situations.

#### **Democratic Leadership Style**

Arising from the definition of 'Democracy': Rule by the people, especially as a form of government, either directly or through elected representatives, it is a belief in political freedom and equality. Though democratic leadership theory has traditionally focused primarily on governments, being effective, efficient and upholding ethical behaviour, for the purpose of this article, it relates to organisation. Democratic leaders assume that employees have a responsibility to the organisation. This duty necessitates morals, restraint, intelligence and diligence. The essential tenet is that everyone has the right to participate in and voice their opinions regarding choices made by governments or other organisations that affect them.

A democratic leader is one who delegates responsibility to others, promote participation, rely on the expertise of subordinates to complete

tasks and depend on their capacity to exert influence. The leader does not have all the solutions to the complexity of the organisation. The idea is that team members and leaders can share leadership. Members participate in the leadership duties and the manager leader becomes more integrated into the team. Democracy avails the members a bigger voice in decision-making, formulation of policy, and putting systems and procedures in place. This system of leadership results in higher output and job satisfaction.

#### **Transformational Leadership Style**

This leadership approach encompasses ethical leadership, leading with compassion and effective leadership. It fosters an environment where each individual is empowered to meet his highest needs and embraces a dynamic learning community. A vision for the organisation that inspires and produces high performance, establishes a belief system of integrity, purpose greater than oneself, diversity of opinion, and inclusivity for all races and genders are all qualities of transformational leaders, who in actual fact act as 'servants' to those they lead. Transformational leaders exhibit the healing power of human comprehension, they have the power to reform organisation.

The word 'transform' means to change the nature, condition or function, to change in nature, disposition, heart, character, etc. transformational leadership styles refer to leadership transformation process involving people, groups and organisations. It requires fundamentally altering employee attitudes, boosting morale, and reorienting the company. Both leaders and followers must strengthen one another's sense of purpose and motivation. When followers adopt this leader's and values, transformational leadership is facilitated, changing follower's attitudes, beliefs and goals. Also, a greater purpose is fostered where the aspirations of leaders and followers are brought together. The pursuit of goals and objectives that reflect ambitions that followers can relate to, affects both leaders and followers.

Transformational leadership style has been linked to better performance, elevated morale-related outcomes like self-efficacy, emotional commitment, intrinsic motivation and leader trust.

Moreso from extant literature it has been revealed that individual, group, and organisational performances are positively correlated. Ojokuku *et al* (2012), transformational leaders work to change and advance. Such a leader will become upset if the organisation does not change and no one objects to his observation. However, under the right circumstance, they develop into their full potential and are capable of saving entire corporations on their own, much like battlefield leaders. On their part, Odetayo *et al* (2012) averred that, individuals with this leadership style are true leaders that continuously motivate their colleagues with a common future vision. While the team frequently picks up on this leader's excitement, "detail people" can help. Because of this, transformational leadership is crucial in many firms. While transformational leaders go above and beyond to oversee activities that add value, transactional leaders (or managers) make sure that ordinary work is completed consistently. A great and uplifting experience can be had to work for a transformational leader. They are passionate and committed in everything they do. They have concern for the group and want them to succeed. Additionally, transformational leaders often overlook the little print in favour of the big picture.

#### **Transactional Leadership Style**

Transactional, as the name implies is more of a management approach than a specific type of leadership. It is primarily concerned with short term tasks, it is not so appropriate for creative work. The premise of this leadership style is that team members sign employment contracts pledging to adhere strictly to their leader's instructions. The leader perceives relationships as a series of transactions, as the name of the leadership style suggest, centred on transactions between leader and followers. Incentives, penalties, reciprocity, trade-offs and other similar transactions which may be physical, emotional or economical are the foundation of this style of leadership. It simply means that the organisation by paying the employee tells him what he needs to accomplish and he responds by doing that for the prosperity of the organisation. The process of a company or organisation rewarding team members for their diligent work and compliance is referred to as a 'transaction'. In which case the

leader may penalize them if they don't deliver the agreed-upon tasks. This style of leadership establishes highly specific rules and a reward system for the most loyal workers. Formal systems of discipline are used frequently and sanctions are an additional alternative. The team captain might allow his members to have an impact on their financial condition. This often happens when individuals put in more effort, which increases output. A transactional leader would use 'management by exception' rather than rewarding exceptional performance.

There are claims that transactional leaders are those who try to motivate followers by appealing to their self-interests. By aiding subordinates in recognizing task responsibilities, setting goals, and fostering confidence in their capacity to attain the targeted performance level, they motivate them to perform at the necessary level. Transaction leadership was formally emphasized by academics as the core component of effective leadership behaviour in businesses before the development of transformational leadership theory. The exchange relationship is the fundamental concept embodied by transactional leadership. This dyadic exchange process leadership conduct has been given the name "transactional leader behaviour". Transactional leaders anticipate their followers to concur with, accept, or carry out their demands to order to get rewards and resources or to order to refrain from misbehaviour. Because of its connection to dependent reward and punishment behaviour.

As recorded by Sofi (2015), the concept of transactional leadership is underpinned by three elements:

- Contingent rewards or reinforcement: The leader uses rewards, promises and praise to motivate followers to achieve performance levels contracted by both parties.
- Active management-by-exception: The leader monitors followers' performance, taking corrective action in anticipation of problems or when irregularities occur.
- Passive management-by-exception: The leader waits passively for mistakes to occur, or for things not to go as planned, before taking corrective action with negative feedback or reprimand.

The transactional leadership style is distinguished by leaders who strive to motivate followers by appealing to their self-interests. By aiding subordinates in recognizing task responsibilities, setting goals, and fostering confidence in their capacity to attain the targeted performance level, they motivate them to perform at the necessary level.

#### **Laissez-Faire Leadership Style**

The laissez-faire style is also known as the permissive leadership style. In this leadership approach, the leader is not actively in the unit's work, rather the manager actively chooses to delegate authority to team members to provide them with the flexibility to do as they deem best according to their ability and capability. The manager avoid interfering while being accessible in case assistance is required. It is assumed that all followers of permissive leadership style are aspiration inventive, responsible, and open to accepting the organisation's objectives. This type of leadership is described as a low-support style because neither the job nor the work is advanced, there is a lot of member frustration, which leads to concern within the group as a whole. When a group exhibits a high level of cooperation, motivation, and self-direction, this style is particularly effective. It is a leadership approach that can be used over-time when the manager has studied the group, altering the leadership environment can increase leadership effectiveness. This style can foster a supportive environment in which both employers and employees, regardless of their positions, would feel like a family. Subordinates are given the most flexibility possible, they are allowed complete freedom to establish their own roles, procedures and judgments.

#### **Importance of Leadership**

Effective leadership has numerous advantages for business of any size and will help the organisation achieve success and stability. It is a crucial component of achieving organisational objectives in any organisational structure. To make this happen, leaders must be able to give their team drive, inspiration and a clear course of action. Organisations frequently expand slowly and may

lose their direction and competitiveness in the absence of strong leadership.

Strong leadership is important for the following reasons:

- **New ideas:** Commitment and enthusiasm of a business leader shape the business atmosphere. Encouragement of people to openly contribute and discuss new ideas in a positive environment makes use of their diverse experience and ideas to improve the business.
- **Employee relations:** Employees are the best asset of an organisation. An open and engaging relationship between a leader and their team members demonstrate that they are valued as an integral part of the organisation, which creates a sense of ownership among team members and develops a closer alignment between individual and team objectives.
- **Inspiration and Motivation:** Commitment and enthusiasm of a business leader shape the common goals of the organisation and provide the inspiration and motivation needed for the people to perform at a high level.
- **A clear vision:** Setting a clear vision, communicating and pursuing it effectively provides employees with an understanding of the organisational direction and allows them to clearly understand their roles and responsibilities.
- **Effective planning:** It is said that "... he who fails to plan, plans to fail". A structured approach can generate a plan of action that will most effectively meet the organisational goals. An inclusive planning process also provides the opportunity for people to identify, contribute to, understand and achieve well-defined objectives.
- **Crisis Management:** During a time of crisis, good leadership in a business environment can help a team remain focused, reminding the members of their achievements and encouraging them to set short-term, achievable goals.

#### **The Qualities of an Effective Leader**

Peter Economy (2005/070), researching the traits of leadership is beneficial because, as humans, we tend to break things down into traits to make complex ideas easier to understand. In this perspective, there are characteristics that all effective leaders share, and identifying them simply requires some research into individuals

who have achieved success among the traits of an effective leader. The following qualities, however, the list is not exhaustive.

- **Honesty:** Good leaders are extremely ethical and believe that honesty, effort, and reliability form the foundation of success. They treat people how they want to be treated. They embody these values so overtly that no employee doubts their integrity. This notion implies that effective leaders share information openly.
- **Accountability:** Effective leaders follow up on all outstanding issues, check in on employees, and monitor the effectiveness of company policies and procedures. They take responsibility for everyone's performance, including their own. When things are going well, they praise, when problems arise, they identify them quickly, seek solutions, and get things back on track.
- **Empathy:** When employees know that leaders are empathetic to their concerns, they will be more likely to work with the leader and share in his vision, rather than foster negative feelings. Creating a legitimate rapport between leaders and employees makes it less likely that personal issues and resentment can creep in and derail the group. Effective leaders praise in public and address problems in private. They guide employees through challenges and are always on the lookout for solutions to foster the long-term success of the organisation. In crisis situation, rather than making things personal when they encounter problems or dishing blame to individuals, effective leaders look for constructive solutions and focus on moving forward.
- **Communication:** When leaders communicate effectively about expectations, issues and advice, employees will be more likely to react and meet those goals. Effective communication helps keep the team working on the right projects with the right attitude.

#### **The factors that Determine Leadership Style**

No two leaders operate in the same manner, each has a distinct style. A leader's leadership style may be influenced by a variety of things. Some of these elements could organically evolve, while others are as a result of the environment in which the leader operates. Utilizing human potential to boost

employee performance, trust, and integrity, as well as the performance of the organisation are all crucial leadership qualities. To adapt to a shifting culture, some leaders might even need to change their leadership style. Chris (2014) suggest the following, though not limited to these criteria.

- **Personality Traits:** A leader's personality may develop into their leadership style. A person who is outgoing and assertive may choose to confront or interact directly with subordinates, either in a group setting or one-on-one, to connect with them. He might decide to lead by example or use written communication, if he is more reticent. The quiet leader on the other hand is usually better at ease meeting with subordinates one-on-one to give personal direction rather than speaking to the group as a whole.
- **Level of Control:** The degree of control a leader wants to maintain affects the leadership style they choose. Some managers feel the need to micromanage because they want to be involved in every fact of daily operations and decision-making processes. Some managers on the other hand, prefer to take a more hands-off approach by delegating responsibilities because they may be more confident in their employees or they may not want to bear the weight of having to make all the decisions those in charge who decide to delegate might have to add another level of management.
- **Organisational structure:** The structure and methods of operation of an organisation may determine the kind of leadership style that managers should use because organisations differ. Some organisations place a strong emphasis on fostering member contributions or ideas, necessitating an open leadership style, where individuals have a big influence in deciding their roles and responsibilities. Other organisations run more like "it is all me" environments, where leaders set the agenda and discourage innovation or deviance.
- **Experience:** A leader who has been a part of the organisation for a long time will probably have a better awareness of the subtleties of the organisation, than a new member, making him more at ease while making choices. The amount of experience a leader has both as a leader and inside a certain organisation might affect his leadership

style. While a more seasoned leader will frequently feel more confident in following his interpretation of laws and regulations, a novice leader may be more motivated to lead 'by the book' to avoid potential blunders.

### **Employee Performance**

Employees are an organisation's most valuable resource. Any organisation's performance is greatly influenced by the performance of its workforce; without the employees, goals and targets may not be reached. The success and survival of organisations are directly related to the performance of the employees. Many factors may affect both the employee and an organisation's performance but one factor that cannot be overlooked is leadership. The type of leadership an organisation is exposed to will ultimately determine the success of the organisation.

Mohammed *et al* (2019), found a substantial connection between leadership style and workers' productivity inside a business. Consequently leadership significantly influences employee performance and overall organisational growth. The leadership style used has an impact on employee performance and affects how well employees can accomplish the aims and objectives of the organisation. Performance is a multifaceted concept and a key factor in determining an organisation's success or failure. It is the result of an employee's actions and talents in a given situation. Any business, no matter the size wants to improve the quality of leadership that is accessible, the job performance of its staff, and the leadership that is available to thrive in this intensively competitive space.

Employee performance is a person's contribution to the achievement of organisational goals and objectives. It is the outcome of patterns of behaviour used to achieve goals following certain standards. An employee's performance is the outcome/output on a task that can be witnessed and evaluated. This infers that, employee performance is a behaviour that consists of both an employee's directly perceptible behaviours such that can be outwardly observed and any mental actions or products, such as replies or decisions that produce organisational consequences in the form of goal attainment.

Employee's performance is a crucial activity that offers the objectives and strategies for achieving organisational objectives as well as the degree of success in terms of output.

### **Measurement of Performance**

A generic factor does not provide an appropriate conceptual explanation of performance. Traditional performance measurements frequently operationalize performance as a single, all-encompassing component that is believed to explain all of the variations in results. Campbell *et al* (1993), Delancy (1996), and Singh (2004), listed eight elements that should account for all of the behaviours that are included in work performance as follows:

- Job-specific task proficiency,
- Non-job-specific task proficiency,
- Written and oral communication task proficiency,
- Demonstrating effort,
- Maintaining personal discipline,
- Facilitating peer and team performance,
- Supervision/leadership
- Management/administration.

They advised against using overall performance ratings for evaluating performance and recommended that studies should look at each of the eight performance parameters separately because the "general factor cannot possibly represent the optimum fit". In the same vein, Ahmad and Schroeder (2003) agreed that there is a benefit to employing a single, universal component because the 'generic factor cannot possibly reflect the greatest fit' when evaluating performance. They advised against using overall performance ratings and recommended that research instead should look at the eight qualities of performance independently. On the other hand, some studies are of the view that there is value in using a single universal component, even though individual performance dimensions can be envisioned. Viswesvaran and Schmidt (2001), utilized multi-analytical approaches to explore the correlations between overall performance and its components. The general factor accounts for about 60% of the variance in performance ratings. Additionally, this general element cannot be accounted for, by a rater mistake (i.e. a hate

effect). Thus, a general component should not be ignored by researchers, and a wealth of empirical data suggests that one-dimensional measures of overall performance may play a substantial part in theories of work success. The performance literature makes a distinction between an extra-role performance and a role-based performance. Additionally, other responsibilities are considered corporate citizenship tasks. Smith, Organ and Near (1983), Katz and Kehn (1978), task and context-related performance can be divided into two categories. Task performance is the effectiveness with which employees do the duties that are specifically allocated to them and contribute to the technical framework of the organisation. Conceptual performance refers to voluntary organisational actions that are not mandated by the job and do not immediately support the technical core of the performance. organisational duties that are optional, not necessary for the job, and which do not instantly develop the technical core are referred to as contextual performance. Contextual performance includes behaviours like helping, cooperating with others, and volunteering that is not technically associated with a profession but may be essential for all occupations.

### **Theoretical Insight**

Theories assist us in comprehending underlying processes so that we may make an appropriate decision. Cohesive set of assumptions put forth to explain the link between two or more observable facts, constitutes a theory, Stoner and Feeman (2000). Theories help us to foresee what will happen in specific circumstances.

Leadership has been extensively researched in organisational behaviour. Several theories have been developed that concentrate on the tactics, character qualities, leadership styles, and situational approach to leadership. Due to the constantly expanding interest in the topic of leadership, behavioural scientist and sociologists have examined the potential repercussions of leadership behaviours as well as the factors that are used to forecast the actions of the leader.

**Traits and Behavioural Theory:** One of the first ideas of leadership, the characteristic viewpoint, dates back to the 1940s and holds that outstanding leaders have unique personality

qualities that make them better suited for leadership and set them apart from other individuals or their followers. The most extensive list of qualities was produced by Stogdill's (1948) analysis of leadership literature. As a result of Stogdill's insight that leadership contexts change greatly and place different expectations on leaders, situational and behavioural methods have replaced characteristic theory.

According to behavioural theories of leadership, what sets leaders apart from their followers is their behaviour. The idea that exceptional leaders are formed, not born, places more emphasis on the behaviour of leaders than on mental attributes or internal moods. This theory contends that teaching and observation are two effective ways for people to learn how to lead. Behaviour theories look at the leader's focus on people, task, or both. In 1945, research from the Universities of Michigan and Ohio State identified two primary types of leadership behaviour: employee-centred and production-centred.

**Situational and Contingency Theory:** The combination of the leader's traits and situational factors determines the success of the leader. Outcomes cannot be anticipated by leadership style unless the environmental situational variables are understood because contingency theories are predicated on the idea that environmental situational elements modify the relationship between leadership style and organisational outcomes.

There is no leadership style that is suitable for every circumstance. The desired leadership style of the leader, the skills and actions of the followers, and the circumstances all play a role in success. Fiedler's (1967) coworker theory, House's (1971) Path-goal theory and Heresy and Blanchard's (1969) situational leadership theory are the three models that make up this leadership strategy. Control is dependent on three aspects, including the relationship between the leader and followers, the degree of task structure, and the leader's authority, position, or power. Effective leadership necessitates adapting one's style of leadership to situational factors.

**Transactional Theory:** The foundation of leadership in transactional theories is a system of rewards and penalties for achieving certain goals.



This theory emphasizes the role of supervision, organisation, and group performance. The main emphasis is on interactions between leaders and followers. Whether a reward is given or an employee is disciplined, depends on how well they perform. Leaders agree on what their followers must perform and promise a reward when the goal is attained. By negotiating and exchanging, transactional leaders try to satisfy their follower's immediate wants. Transactional leadership focuses on achieving the agreed upon performance level by both leaders and followers. It encourages interactions between superiors and subordinates. The subordinates are motivated and influenced by this style when a reward is given in exchange for a specific task, through fulfilling their obligations in line with agreements, the subordinate was promised incentives in a transaction. It motivates employees to do their jobs. Performance can be impacted positively or negatively, it is determined by employee evaluation. The employee perceptions of transactional leadership can have a positive or negative impact. It is a positive when employees believe it to be trust worthy, while negative when they believe it to be dishonest or opaque.

**Transformational Theory:** The connections that develop between leaders and followers are the subject of transformational theories. It aims to change you into a visionary. As subordinates struggle to make the idea a reality, it transforms into a common vision. A variety of transformational leadership behaviours, such as attributed charisma, idealized influence, inspirational motivation, intellectual stimulation and customized concern, can be used to observe the transformational process. This approach inspires followers to put the interest of the organisations ahead of their own. It appeals to the moral responsibilities and values of the followers and is based on deeply held personal ideals that cannot be compromised.

Implementation of transformational leadership style can enhance performance because it aims to maximize employee potential and knowledge. A leader who practices transformational leadership gives his employees the chance and trust to carry out their responsibilities in line with his philosophy to accomplish corporate goals. It encourages

subordinates to have a vision, mission, and organisational goals, which motivates them to perform to the best of their abilities, encourage them to think critically and come up with new solutions to problems and treat each employee as an individual. A transformational leader who focuses on the person will be able to steer the organisation's vision and mission while also offering encouragement and inventing novel approaches to productivity. Implementation of transformational leadership practices more frequently will have a considerable positive impact on the psychological empowerment of subordinates.

### **Objective of the Study**

The objective of this work is to discuss the different leadership styles and how they impact on employees' performance.

### **Implications**

This work will benefit society as a whole, because it demonstrates how using different leadership approaches can boost an organisation's workforce. The work is important from a variety of perspectives, it will provide the much needed motivation for employees as a source of guidance on leadership styles. It will also assist in educating management on the necessity and value of having strong leaders. The employees are exposed to their responsibilities and roles toward the leaders as well as other factors that influence workers to respond favorably to a certain management style. It will also avail managers, the opportunity to choose the best approach to leadership style that will enhance the performance of employees for the success and survival of the organisation.

### **Summary, Conclusion and Recommendations**

Organisations are established for specific objectives, people also join organisations to satisfy their needs and therefore contribute to organisational performance to achieve the objectives of the organisation. It is the responsibility of leaders to build organisations that will function effectively, because the extent to which leaders succeeds depends considerably in subordinates willingness to cooperate with them, among other things will depend on the degree of

congruency between the leadership style adopted by the leader and the expectations and desires of the subordinates. A leadership style may be influenced by a variety of things, some of these elements could organically evolve, while others are a result of the environment in which the leader operates.

Utilizing human potential to boost employee performance, trust, and integrity, as well as the performance of the organisation, is a crucial leadership quality. Any organisation's performance is greatly influenced by the performance of its workforce. Employees are an organisation's most valuable resource, without them, ambitions might not be reached. An organisation's survival and success are directly related to the performance of its employees. The type of leadership an organisation has access to will be one of the most important determinants of its final success, though numerous factors may affect both an employee's and an organisation's performance. Leadership significantly influences employee performance and overall organisational growth. The leadership style used has an impact on employee performance and affect how well employees can accomplish the aims and objectives of the organisation.

Leadership is a valuable resource for all organisations when it is exhibited by an individual or individuals with a broad scope of talent and qualities. Today's leaders play different roles through different styles adopted, and their use of leadership techniques determines the success of any society, community, or organisation. It is therefore recommended that leaders should avail themselves the opportunity to interact with different leadership styles and techniques in order to function effectively in their capacities as leaders. It is also recommended that the right environment should be made available where a process of interaction between leaders and followers will be made possible. The most fundamental action that must be taken to achieve this is to maintain personnel and provide the employees with psychological fulfillment.

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#### NOTES ON CONTRIBUTORS

**Philomena Ify IGBOKWE**, She is a Ph.D holder, a Senior Lecturer and a Faculty member in the Department of Public Administration, Obafemi Awolowo University, Ile-Ife, Nigeria. Her areas of

specialization are Public Policy and Decision Making; Governance; Human Resource Management; Local Government and Sport Administration. She has published in both Local and International reputable Journal outlets.

[ifynickigbokweio@oauife.edu.ng](mailto:ifynickigbokweio@oauife.edu.ng)

**Moruf Ayodele BELLO**, PhD is currently a Senior Lecturer in the Department of Public Administration, Obafemi Awolowo University, Ile-Ife, Nigeria. He obtained B.Sc. and M.Sc. in Political Science and PhD in Public Administration, all from Obafemi Awolowo University, Ile-Ife, Nigeria. He specializes in the following areas of Public Administration: Public Policy and Decision Making; Governance; Human Resource Management; Local Government and Traditional Administration. He has published in both Local and International reputable Journal outlets. He is happily married with Godly children.

[ayobello@oauife.edu.ng](mailto:ayobello@oauife.edu.ng) ORCID ID: 0000-0003-1506-8860

**Bolanle Waliu SHIYANBADE** completed his PhD on the Local Governance and Social Service Delivery in Nigeria and Republic of Guinea at the Obafemi Awolowo University, Ile-Ife, Nigeria. He works as a Senior lecturer in the Department of Public Administration and a Faculty member in the same University. His research interests include the politics of diversity, Governance, Corruption, Local Government Administration, Intergovernmental Fiscal Relations and Social Service Delivery. Recently he has explored issues of grassroots governance, social work and structures of Governance especially in relation to Local Council Areas in Nigeria. Shiyانبade has been a contributor towards many edited books and article publications. Much of his works are concerned with amplifying marginalised voices within the context of local government administration/management with the respect to the Constitutional provision in Nigeria. He is currently undertaking research with United Nations Sustainable Development Goals Fund, with the aim of Internally Displaced Persons (IDP) in Nigeria.

[bwshiyانبade@oauife.edu.ng](mailto:bwshiyانبade@oauife.edu.ng) ORCID ID: 0000-0002-4770-5484