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Assessing the Impact of Leadership's Style on the Performance of NASCON Allied Industries Plc., Lagos, Nigeria

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ABSTRACT

The research investigated the influence of leadership's style on the overall performance of NASCON Allied Industries Plc., Lagos, Nigeria. It therefore employed a structured questionnaire as the data collection instrument. This was with the sample size of 239, while the employed descriptive statistics involved simple percentages, and tables, as the utilized inferential statistics were Pearson Moment Correlation Matrix and regression analysis. The results of the research authenticated: (i) a considerable link between the type of leadership's style in used by NASCON Allied Industries Plc. and the firm's performance; and (ii) a great influence of the employed leadership style on the firm's performance in the organization. The study revealed that leadership style had a significant impact on organization's performance. Hence, it was recommended that the organization should often adopt the best leadership's style that fits its structure and policies as well as the Management By Objectives (MBO)'s principle to achieve both the organization's and the employees' goals.

Keywords

Democratic Leadership, Leadership Styles, Organizational Performance, and Workplace Success

JEL Classification

L 21; L 25; M 12; M 16; M 55

1. Introduction

Leadership is crucial to excellent work performance in any establishment as it does not only coordinate the utilization of the organization's human resources, but it also ensures the creative relationship among other resources (Daniel & Josse, 2017). To a large extent, leadership ability is the foundation of any business or organization. As a result, only those who can manage people of different races, who are highly creative and innovative, and who can as well successfully savage dire circumstances in the event of an emergency, deserve to be called leaders. In this sense, leadership is personal, as it emerges from an individual's personal qualities and actions. Therefore, to successfully lead a result-oriented organization, the actions of the employees must also be taken

into account, as an absolute scrutiny of personnel traits will enable leaders to make informed decisions on the type of leadership style to be adopted in order to yield the desired results capable of enhancing the organization's growth and sustainability (Osakpamwan, 2021). However, a leader's effectiveness is a key determinant factor on whether an organization, group, or even a country succeeds or fails, thus, attracting managers' and researchers' close attention from all over the world to the idea of good leadership.

This is due to the fact that employees tend to willingly go extra mile in giving their best for the organization's growth and sustainability under the right leadership style, while they are likely to lack the required enthusiasm and motivation when it comes to making contribution of their best to the workplace under the ill-treating leadership style. Therefore, a low output is consistently experienced for the reason that the primary goal of every place of work is to make a profit, as well as expanding the scope of the business in relations to the founding protocols (Dike & Madubueze, 2019). On the other hand, an organization faces numerous challenges in a competitive environment. As a result, it has become the primary goal to create competitive advantages in how such a workplace develops strategies to improve its operational performance, given that enterprises emphasized financial performance previously; however, information development has currently transformed their competitive basis from tangible financial performance to intangible assets and leadership performance. Thus, necessitating the inclusion of non-financial metrics, such as effective leadership that can be used by the place of work to assess its operational performance and solidify its competitive advantages (Wang, Shieh & Tang, 2018).

In today's business environment, leadership is critical to business organizations, given that it determines an organization's vision, mission, goals, and techniques for efficiently and effectively achieving those goals through the development of strategies, policies, and processes (Ojokuku, Odetayo & Sajuyigbe, 2012). This is in addition to leading and unification of the organizational efforts as well as activities as top-notch leadership is necessary to accomplish the purpose and vision as well as dealing with changes in the external environment (Al - Khajeh, 2018). In relations to Akparep, Jengre and Mogre (2019), the importance of leaders in maintaining high organizational performance cannot be overstated as adequate motivation, a good work environment, compensation, and effective communication between managers and subordinates are all contributing factors to the achievement of this goal, while work plan is also critical.

According to Bhargavi and Yaseen (2016), with technological advancements in the business environment, it is critical that organizations utilize leadership styles that allow them to survive in a dynamic setting, given that without leadership, there is a high tendency that mistakes will be made and there is bound to be less opportunity for achievement. Therefore, a leader's job is essential to an organization's survival and development. Nonetheless, in their studies on leadership and organizational performance, Al Khajeh (2018), and Bhargavi & Yaseen (2016) contend that the function of leadership is crucial to an organization's ability to perform at a high level. It is argued that organizations exist to improve performance in order to prolong their existence as well as to ensure survival. So, to satisfy the demands of highly competitive marketplaces, organizations must continually improve performance through proper leadership style as it is the leaders'

responsibility to persuade, guide, and motivate people to carry out certain duties, as well as inspire subordinates.

Consistent with the literature, the function of leadership is vital for achieving organizational effectiveness. To that end, several studies contend that effective leadership plays a mixed role in improving organizational performance (Uchenwamgbe, 2013). While some academics contend that poor employee's attitudes, inefficiency, and generally inadequate leadership are the most significant issues influencing organizational performance in Nigerian businesses and other organizations, others have a different opinion. Other schools of thought contend that organizations in Nigeria are being run using leadership philosophies that are alien to the culture of the average Nigerians. Management professionals across the nation have started a series of studies in an effort to determine the link between effective leadership and organizational performance in response to the need to address this problem. While some researchers discovered a positive relationship between successful leadership practices and organizational performance, others hold a different opinion (Edoka, 2012).

Yet, there seems to be insufficient empirical data to demonstrate the effect of effective leadership styles on the organizational performance in the country. Again, it is still unclear on how effective a leader can be if he must blend the four distinct types of leadership style (transformational; autocratic; transactional; and democratic leadership) to attain high performance in businesses, given our cultural background, educational background, and environmental conditions (Edoka, 2012). However, in light of this scenario, this study would be required for the reason that it attempted to close this gap. It is worthy of noting that a number of organizations nowadays are faced with the challenge of leadership and the style to adopt in guiding their workforces, while over the years, they have been confronted with the bureaucratic leadership. Many leadership ideas within the past century have had diverse effects on the overall success of the organization (Ukaidi, 2016). Therefore, conduct of this study was necessary so as to know leadership characteristics that differentiate leadership as a vigorous and symbolic drive where every worker craves for better changes as and when required. This is consequent to the fact that these characteristics describe the sensitive and appropriate positioning of leaders in the workplace.

Monumental achievement in the organization requires a very good leadership style as this influences the manner in which a workplace is administrated and the extent at which subordinates are engaged in decision-making. Therefore, leaders that are excessively domineering are frequently found in organizations with low levels of efficiency, given that they alone are in charge of making decisions, while an individual's mental and emotional involvement in a group setting is created through decision-making participation, which motivates him or her to contribute to group goals (Uchenwamgbe, 2013).

Today, organizations across the Nigerian economy continue to report high rates of misappropriation, embezzlement, immoral and unethical practices, self-gratifications, high labour turnover, inability to meet basic requirements, and employees' dissatisfaction. These issues have further led to reduced employees' performance, lack of motivation, poor growth and development of the institutions, and the forced relocation of some individuals to neighbouring nations (Akpa,

Asikhia & Okusanya, 2021). For instance, numerous organizations in the Nigerian banking sector have recently documented instances of immoral and unethical banking practices, gratifications, high labour turnover, inability to meet basic requirements, and persistent financial distress syndrome, which have resulted in the merger and acquisition of numerous banks (Ojokuku, Odetayo & Sajuyigbe, 2012). These were not unconnected to the ineffective leadership as many organizations' main goal is to accomplish their stated objectives. Consequently, a successful leader is necessary to effectively manage and inspire the workforce. Unfortunately, some organizations fail to recognize the management style that their managers have chosen. Nonetheless, this has been linked to the failure of both private and public institutions to produce a generation of proven, valiant, and sincere leaders (Abiso, Okuboyejo, Ilori & Adeogun, 2016; Igbaekemen, 2014; Ukaidi, 2016).

In every area of Nigerian society, a leadership vacuum has been observed and confirmed, according to Igbaekemen (2014) and Ukaidi (2016). There is an urgent need for competent and moral leaders in all areas of Nigerian society. A dependable leader is what the world needs right now, according to Abiso, Okuboyejo, Ilori, and Adeogun (2016). A dependable leader must live up to the expectations of the public in all respects. Adopting the proper leadership style enables executive managers to build trusting bonds with their staff members, to earn their respect, and to engage them in their work, while equally inspiring them. Additionally, it also helps to create an environment that is productive. On the other hand, adopting an unpopular or incorrect style may lead to unsatisfied, disengaged, or demotivated workers who ultimately result in high labour turnover. Executive managers who adopt a weird management style that goes against the values of their firms are also unlikely to succeed (Akpa, Asikhia & Okusanya, 2021).

However, given the preceding and competing challenges, it was vital to examine effective leadership and organizational performance in Nigeria, focusing on the NASCON Allied Industries PLC., Lagos as there has never been any known study on the subject matter that concentrated on the establishment. This was with the specific objectives to: (i) determine the type of leadership style used in NASCON Allied Industries Plc., and (ii) ascertain the extent to which the adopted leadership style impacts on the performance of study area.

2. Literature Review

2.1. Concept of Leadership

Basically, there are a number of leadership's definitions as personalities that have endeavoured to clarify the concept as leadership can be considered as a life blood of any workplace, while its significance cannot be underrated (Amussah, 2020). Scholars, politicians, and others have been fascinated by the global phenomena of leadership for ages (Guttermann, 2023). However, numerous authors have studied this phenomenon, but there is no consensus yet on the description of the term (Bennis, 2007; Vroom & Jago, 2007).

However, here are a few examples of leadership definitions: According to Yukl (2006), leadership is the process of influencing one's followers to comprehend and agree on what has to

be done and how it should be done, as well as the process of assisting collective and individual efforts to attain a common aim or goal. The definition mentions direct and indirect influences but makes no mention of the process's success or achievement of the aim. Further, according to Kumar (2014), "leadership is described as a process through which an individual encourages others to achieve a purpose and manages the organization in a way that increases its cohesiveness and coherence." The application of leadership qualities like values, beliefs, character, knowledge, ethics, and talents, in Kumar's opinion, is how these are accomplished. Furthermore, leadership has been explained by (Amussah, 2020). According to Amussah (2020), leadership is actually a common activity that frequently necessitates accountability, authority, and the devolution of power. He believes that a leader's main objective is to lead, direct, and encourage their followers to achieve both personal and organizational goals and objectives.

Leadership is an important managerial talent that involves the capacity to motivate a group of people toward a common objective. Leadership focuses on the development of followers, their needs, and capacity building (Klein et al., 2013). It is critical for managers in positions of leadership to focus on the growth of employees' value systems, motivational levels, and moralities alongside the development of their skills (Uchenwamgbe, 2013; Ismail et al., 2009). This strategy will essentially assist followers in achieving their goals while working in an organizational setting. According to Khan et al. (2014), followers will be encouraged to be outspoken and adaptable to new and improved practices and environmental changes. Leadership, according to Michael (2010), has a direct cause-effect link with organizations and their success. Leaders establish ideals, culture, tolerance for change, and employee motivation. They influence institutional strategies, as well as their execution and efficacy. It should be emphasized that leaders can be found at all levels of an organization and are not limited to management. Successful leaders do, however, have one trait. They exert influence over others around them in order to maximize the organization's resources, including its most valuable and costly human resources/capital.

This accomplishment can only be attained and likely sustained in businesses that deploy the appropriate leadership style or styles at any given time. Leadership is also a process that incorporates the use of non-coercive influence to form a group's or organization's goals, drive behavior toward the goals, and create the group's culture (Northouse, 2009). Despite the differences in definitions, these concepts have at least three significant ramifications. First of all, specific people engage in the process of leadership (leaders). It is a continuous process within a company. Second, it involves other individuals in the shape of subordinates or workers, who are impacted by the leader as a result of their willingness. Therefore, by enabling the leadership process, the subordinates solidify the leader's authority. Thirdly, the achievement of a goal and objectives is the purpose of leadership.

2.2. Concept of Organizational Performance

In consistence with Capella (2016), organizational performance is the transformation of inputs into outputs having positive effects that are capable of accomplishing the organization's objectives. However, for an organization to record good success, as maintained by Yukl (2006), there are three

key factors need being taken into cognizance as they lead to the organization's desired success. These are: effectiveness and authenticity procedures; human resource and relationships; and modernization and adapting to surroundings.

Effectiveness is referred to as something that an organization applies for its workforces and every resource to implement all its key job activities. This is with the aim of cutting down its expenditures (Yukl, 2006). Hall (1996) therefore defined organizational effectiveness as the capability of the place of work to exploit its environment when obtaining scarce or valuable resources for the support of its operations. However, relationships of human resource involve being incorporated, building of trust, commitment to the organization, joint and shared interests together with goals among workforces and teamwork, while innovation and adjustments refer the enhancement of the sales' capacity in the market, yearly customer's progression, realization of new targets, and retention of committed customers (Yukl, Bass, & Taber, 2002).

Organizational performance includes three distinct areas of firm results: performance from a financial standpoint (profit, return on investment, return on sales), performance from a product market perspective (sales, market share), and investors' return (total investor return, economic value added). To fully assess performance, it is essential to present non-financial proportions of performance in relation to financial measures. An organization must achieve its expected aim with greater efficiency and effectiveness than its competitors in order to achieve dominating relative-performance (Abbasi & Zamani-Miandashti, 2013).

According to Erkutlu (2008), no single measure of performance should be used in isolation. Based on previous research, several indicators (financial and non-financial) should be used together to obtain a true measure of how an organization is operating (Bass & Benson, 2003).

2.3. The Link between Leadership Style and Organizational Performance

There has been much discussion about the connection between leadership style and organizational performance. The majority of studies demonstrated a substantial relationship between the two variables. Depending on the variables utilized by researchers, many leadership styles may have a positive or negative relationship with organizational performance (Fu-Jin et al., 2010).

According to McGrath and MacMillan (2000), there is a strong correlation between leadership philosophies and organizational effectiveness as an efficient leadership style helps organizations in achieving their current objectives more effectively by linking job performance to the valued rewards, while ensuring that employees have the needed resources to complete the task at hand. So, an effective leadership style is seen as a potent source of management development and sustained competitive advantage. Sun (2002), therefore compared leadership style to leadership performance in schools and businesses and discovered that leadership style had a considerably and favourable link with organizational performance in both workplaces.

Therefore, in general, leadership performance is synonymous to organizational performance as the success of business management can be attributed to the effective leadership, meaning that the way in which administrative supervisors lead, has a big impact on how well their organizations function (Sun, 2002). According to FuJin et al. (2010), when executives employ their preferred

leadership to show concern for, care for, and respect for their employees, it will raise employees' interest in their work and thus helping them to perform better, and favourably improving their job satisfaction. The findings of Howell and Frost (1989), who are quoted by Fu-Jin et al. (2010) also support the association between leadership style and organizational performance.

2.4. Theoretical Framework

Fielder's contingency theory was the only reviewed and adopted theory for this study. The adoption of the theory was premised on its relevance to the study, given that it teaches on how to establish leadership effectiveness in a certain environment through effective assessment of the situational favourableness in the workplace.

2.4.1. Fielder's Contingency Theory

Austrian psychologist, Professor Fred Fiedler developed Fielder's contingency theory in the 1960s. According to the theory, a leader's success depends on a variety of external factors, such as subordinate, task, and or group characteristics. This theory emphasizes the employment of various leadership styles in accordance to the needs caused by various organizational contexts since the efficacy of a certain pattern of behaviour depends on the demands imposed by the situation. It maintains that the group's performance is dependent on the leader's psychological orientation as well as three contextual factors: the environment in the group, the nature of the work, and the leader's position of authority. The relationship between the leader and the group members determines the leader's impact on the group to achieve the group objectives and the conditions under which the group operates. Task structure orientation examines how well group tasks are designed, handled, and done under the leader's influence, whereas leader's power position examines the leader's power to reward or punish group members based on performance levels (Lwanga, 2015).

However, Fielder's contingency theory can be used to forecast how an organization would function under various leadership philosophies. For example, a democratic or laissez-faire leader in the organization will be concerned about other people's sentiments and group dynamics. These interpersonal ties will serve as the cornerstone of a productive workplace where there will be less anxiety, tension, and conflict and more evidence of creative decision-making. The group leader is less concerned with the affairs of the employees in a high control environment or when the leader adopts an autocratic approach, and the employees are more likely to get bored and unchallenged.

The leader will constantly consult his or her superiors in making decisions and will disregard the initiative of their subordinates, leaving no possibility for engagement. Leaders lose consideration for their subordinates and place greater focus on sanctions and task completion. This creates a schism between superior and subordinate relationships and is characterized by poor communication, tension, and disputes, all of which have an impact on the group's and the organization's overall performance (Lwanga, 2015).

2.5. Empirical Review

Mwaniki, Muhoho and Njoroge (2020) examined the transformational leadership on the organizational performance in a selected sacco's in Kiambu city on 49 participants. This was with

the use of primary data through questionnaire. The finding of the study then showed a positive impact of transformational leadership on the organizational performance.

Likewise, Hariswaran, Nishad and Vijayakumar (2020) assessed the impact of leadership on the organizational performance in service organizations focusing on the insurance and banking sectors in Chennai city. The study thus utilized a stratified random sampling technique to determine 300 respondents. The result of the study's analysis therefore established a significant impact of leadership on the organizational performance in the study area.

2.6. Development of the Hypotheses for the Study

In the study carried out by Rafaela, Jose and Maria (2013) on leadership styles and organizational effectiveness in some small construction businesses in Puebla, Mexico, a Likert-scale questionnaire was used a sample of 49 respondents. While regression model for the data analysis. The results showed significant and positive relationship between democratic leadership and effectiveness. Thus, formulated the hypothesis as:

H1₁: there is no significant relationship between the type of leadership's style used in NASCON Allied Industries Plc.

Sahin, Sule and Engin (2015) Conducted a study on the effect of leadership on organizational performance on 598 with the use of interview as the instrument of data collection. The results of the study's data indicated that leadership had a medium - level effect on the organizational performance of the organization under the study. ascertain the extent to which the adopted leadership style impact on the performance of NASCON Allied Industries Plc. Hence, formulated the hypothesis as:

H1₂: the adopted leadership style has no significant impact on the performance of NASCON Allied Industries Plc.

3. Data and Methodology

3.1 Research Design

This study was embarked on through the employment of survey technique. This was for the reason that it was a quantitative research which was deemed to be appropriate for the study owing to its ease use. Quantitative research, in reference to Willis (2010), requires bidding for the opinions of the respondents in a structured manner so as to make facts and statistics available for reacting to the research questions.

3.1 Population of the Study

The study covered the total employees of NASCON Allied Industries Plc., Lagos with diverse levels of experience and adding up to 593 as this cut across every section of the workplace with the exception of Heads of the units, and Directors.

Sample Size

Taro Yamane's formula for the sample determination ($n = N/1+Ne^2$) was adopted. Where

n = preferred sample size

N = size of the population

e = concentrated standard margin of error (5% or 0.05)

1(one) = a theoretical constant

So, the sample size was calculated employing the formula above with n = 239

Therefore, the sample size of the study was 239

3.4. Sampling Procedure and Used Instrument for Data Collection

Two Hundred and Thirty- Nine (239) employees of the NASCON Allied Industries Plc., Lagos included the sample for this study, who were engaged at random from the general population, using simple random technique. Random sampling technique was used as it gives the entire staff in the place of work the chance of being chosen for the sample (Kuteyi *et al.*, 2020)

A personal – designed and synchronized questionnaire was the utilized as an instrument to draw the necessary data for this research as this was adapted from the existing studies. The questionnaire was parted into two sections (Section A and Section B). Section A was recognized as "Personal Data of Participants," which was meant for demographic data such as age, marital status, gender, educational degree, and so on. Section B comprising two (2) sub - sections, that is, part One, and part Two. Part one included questions prearranged to gain information on type of leadership style used in the study area; while the part two incorporated questions meant for eliciting facts bothered on ascertaining the extent to which the adopted leadership style impacted on the performance of the organization under the study. The study therefore used four Likert rating scale format for collecting the study's required information.

3.5. Reliability and the Validity of Used Instrument

In an effort to be sure of the validation of the research instrument, a human resource management's professional who majors in questionnaire design was engaged to find out the face and construct validity as each negatively articulated item was reversely scored before the data analysis. At that juncture, indistinct items were revealed and rearrangement of some items were done, while the test-retest reliability technique was used to ratify the validity of the instrument in three weeks, bringing a correlation coefficient of 79 procedure and collection of data method with the except where respondents demanded additional time, while copies of the questionnaire were distributed directly to respondents, while responses were pull together promptly.

Table 1: Cronbach Alpha's Correlation Coefficient

S/N	Items	Scale	C.A
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1	10	Type of used leadership's style	0.807
2	10	Adopted leadership style	0.771
3	10	Organizational performance	0.845

Source: Authors' Formulation, 2023

The above table 1 reflected the result of Cronbach Alpha of correlation co-efficient of the study, showing every item in the distributed questions revealed to be above 0.7. Therefore, signifying that the instruments engaged were significant considerably. This was coherent with the Saunders (2006)'s view that any figure more than 0.7 is satisfactory enough to be apt as a research instrument.

3.6. Data Analysis Method

The study used descriptive and inferential statistics together as simple percentages and Frequency tables were incorporated in the adopted descriptive statistics, while Pearson Moment Correlation Matrix and regression analysis were applied to draw the inferences of the research. Pearson Moment Correlation Matrix was used to test the first hypothesis, and regression analysis was applied to test the second hypothesis of the study as the simple percentage and table were utilize to illustrate the demographic characteristics of the respondents.

4. Empirical Results

An overall of Two Hundred and Thirty - Nine (239) copies of the questionnaire were distributed to the respondents at the NASCON Allied Industries Plc., Lagos for this study, but 208 copies representing 87 percent were acceptably answered, fully filled out, and utilized for the analysis.

Table 2. Descriptive Analysis of Leadership Style and Firms Performance

Construct variables		Statistic	Bootstrap ^a			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
Democratic leadership style	Mean	4.1087	.0004	.0639	3.9643	4.2314
	Std. Deviation	1.05376	.00105	.05925	.91810	1.15618
Autocratic leadership style	Mean	4.0130	-.0026	.0699	3.8730	4.1410
	Std. Deviation	1.09974	-.00089	.06816	.95627	1.22918
Laisse Faire leadership	Mean	4.0217	-.0020	.0723	3.8599	4.1531

style	Std. Deviation	1.10752	-.00023	.06426	.97606	1.24550
Transformational leadership style	Mean	4.0304	.0009	.0749	3.8826	4.1835
	Std. Deviation	1.19092	-.00430	.05801	1.06944	1.30241
Transactional leadership style	Mean	4.2870	.0023	.0610	4.1730	4.4140
	Std. Deviation	.94166	-.00997	.06648	.78205	1.06069
Valid N (listwise)	N	208	0	0	208	208

Source: Authors' Computation, 2023

The table 1 showed the mean ranking on the construct variables of leadership style and firm performance for each level of constructs. Since each construct was scaled to score agreed value (5) and disagree (1) on a five-point like scale, with (5) signifying the maximum score of leadership style over firm's performance. The mean was equal to the proportion of respondents who agreed. The statistic column indicated the actual mean rankings produced by distribution, using the dataset formed by the bootstrapping algorithms. The parametric mean ($\mu = 4.1087$) was found between the pendulum of a bootstrap confidence interval for the mean of $3.9643 < \mu < 4.2314$ and the standard error ($s.e = 0.0639$), claiming that the job productivity was increased as a result of the leadership's style.

Also, the construct equally displayed that firm's performance was high as the leadership style achieved the minimum sample mean of ($\mu = 4.0130$) found between the pendulum of a bootstrap confidence interval for the mean of $3.8730 < \mu < 4.1410$ and the standard error mean = 0.0699. Based on this result, the five statements' mean ranking perceptions of the respondent's claim were above the cut-off point of 3.00. This implied that the survey participants anticipated the possibility of a high level of firm's performance, given that all necessary support came from the supervisor's leadership's style in that respect.

4.1 Test of Hypotheses of the Study

4.1.1. Hypothesis One

H₀₁: there is no significant relationship between the type of leadership's styles used in NASCON Allied Industries Plc.

Table 3. Pearson Moment Correlation Matrix Showing the Types of Leadership's Style in Use in NASCON Allied Industries Plc.

Control Variable for Adoption		Employee Performance	Democratic Leadership	Autocratic Leadership	Laissez Faire	Transform. Leadership	Transactional Leadership
Employee Performance	Correlation	1.000					
	Sig. (2-tailed)	.					

	Df	0					
Democratic Leadership	Correlation	.829	1.000				
	Sig. (2-tailed)	.002	.				
	Df	208	0				
Autocratic Leadership	Correlation	.350	.703	1.000			
	Sig. (2-tailed)	.063	.003	.			
	Df	208	208	0			
Laissez Faire	Correlation	-.700	.449	.551	1.000		
	Sig. (2-tailed)	.000	.001	.009	.		
	Df	208	208	208	0		
Transform. Leadership	Correlation	.543	-.357	.863	.763	1.000	
	Sig. (2-tailed)	.001	.007	.019	.001	.	
	Df	208	208	208	208	0	
Transactional Leadership	Correlation	.904	.635	.258	.759	-.609	1.00
	Sig. (2-tailed)	.000	.006	.317	.000	.009	.
	Df	208	208	208	208	208	0

Source: Authors' Computation, 2023

The results of Pearson Moment Correlation of all leadership's styles used in NASCON Allied Industries Plc were shown in table 3. All correlation coefficients ($R_{\text{Democratic}}=0.829$, $R_{\text{Transformational}}=0.543$, and $R_{\text{Transactional}}=0.904$) are tested positive in relations to the firm's performance. They are all significant at a 5% level, except for Autocratic Leadership ($R=0.35$), which was insignificant. This suggested a direct positive relationship between democratic roles, transformational and transactional leaderships' roles, and firm's performance. Only Laissez Faire ($R=0.700$) had an inverse relationship with the firm's performance at a 5% significance level. All independent variables were treated symmetrically and, as a result, became a good measure of leadership's styles used in predicting the performance of NASCON Allied Industries Plc.

Meanwhile, increased activities of democratic leadership, transformational leadership, and transactional leadership would increase the firm's performance at a 5% level of significance. Based on the individual statistical significance of the explanatory variables as indicated by the p-values in the model, all leadership's styles used passed their test of significance at 5% levels with their respective p-values $=0.00 < 0.05$, except the autocratic leadership style. However, this significance test in the relationship clearly revealed the importance of supervisory roles as a major influence on leadership's styles adopted to promote employees' performance. Therefore, the null hypothesis was rejected, and the alternative hypothesis was accepted by positing that there was significant relationship between the used leadership's style and firm's performance at a 5% level.

4.1.2. Hypothesis Two

H₀₂: The adopted leadership style has no significant impact on the performance of NASCON Allied Industries Plc.

Table 4: Regression Parameter Estimates of the differences in the effect

Parameters	B	Std. Error	T	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Intercept	-0.729	.074	-9.851	.000	7.248	16.210
Transactional Leadership	.611	.058	10.534	.001	-.238	13.915
Transformational Leadership	.479	.077	6.22	.020	.246	10.087
Laisses Faire	-.333	.051	6.53	.005	.775	9.321
Autocratic Leadership	.002	.035	.054	.958	-.077	.073
Democratic Leadership	.506	.018	28.114	.045	-.034	.045

Dependent Variable: firm Performance

Source: Authors' Computation, 2023

The study's objective here was to show the significance of each parameter-coefficients in the degree of effect of leadership's roles adopted to promote firm's performance. Table 3 indicated a significant difference at a 5% level and that only autocratic leadership was insignificant at a 95% confidence level. Thus, the direction of impact of laissez faire ($\beta = -0.333$) was negative, which meant that the laissez faire had a repressive effect on firm's performance at a 5% level of significance. However, the vector error correction (intercept, $c = -0.729$), which was statistically significant and had a negative sign, confirmed a necessary condition for all the variables to be co-integrated. That is, if peradventure affective supervisory roles = 0, i.e., leadership's styles adoption were collectively ignored, firm's performance would reduce significantly by 72.9%, which was very unwise for the management of the NASCON Allied Industries Plc to ignore these variables from the model since the long-term effect of the leadership's roles on the level of performance of the firm at 5% level was significant ($t = -9.851 < -1.64$; $p = 0.000 < 0.05$). Therefore, the adopted leadership's style had a significant impact on the performance of NASCON Allied Industries Plc

4.2. Findings of the Study

This study focused on NASCON Allied Industries Plc., Lagos, Nigeria, to examine the impact of leadership style on the organizational performance in the Nigerian manufacturing industry. According to the findings of the study, there was a significant link between organizational performance and leadership's style. As a result, it was possible to make an inference that leadership's style affected organizational performance in the organization favourably. This result was in agreement with the findings of Hariswaran, Nishad and Vijayakumar (2020)'s study that established a significant impact of leadership style on the organizational performance in the organization under the study.

Also, the study discovered the practice of both transformational and democratic leadership styles in the workplace in which workers were given a sense of belonging, carried out greater responsibility with less supervision, and followers were assisted in achieving their visions and needs, while also improving organizational efficiency. This finding was supported by the outcome of the study carried out by Mwaniki, Muhoho and Njoroge (2020) showing a positive impact of transformational leadership on the organizational performance in the studied establishment.

5. Conclusion and Recommendations

5.1. Conclusion

The most crucial component of a leadership style and leadership development in the current global environment is to inspire, motivate, empower, and guide the followers' /group members while being sympathetic to the accomplishment of the organizational objectives. To do this, a leader must be visionary, capable of big-picture thinking, flexible, and change-initiating. This is because it is important for managers to adopt a leadership style that contributes to the wellbeing of the workers while also giving them opportunities and letting them participate in decision-making. It is up to the managers to choose the appropriate leadership style given that it has a substantial impact on organizational success. As a result, it could be concluded that leadership's style has a significant impact on the firm's performance in the NASCON allied industries, Lagos, Nigeria.

5.2. Recommendations

Following the findings of this study, it was therefore suggested that:

i. managers of NASCON Allied Industries Plc., Lagos should always adopt the best leadership style that fits the structure and policies of their organization, as well as the Management By Objectives (MBO)'s principle, which makes it easier to achieve both the organization's goals as well as the goals of the employees. Given that employees frequently join places of work with the idea that they would fulfill their personal objectives, while also making a positive contribution to the success of their workplace. So, in order to maintain the current free flow of information among the employer, superior officers, and other employees, it is expected that NASCON Allied Industries Plc. should often acknowledge the needs of its workforces, employing appropriate motivational tools like staff promotions, based on competence and skills, while also providing suitable working environments.

ii. instead of trying to be everything to everyone, the management team members or managers at all levels in the organization should let their staff members take the initiative in some of the areas where they can demonstrate superior competence. This would strengthen leadership's responsibility and autonomy to exercise personal discretion at certain levels, assuring good performance and productivity at the same time.

5.3. Limitation of the Study and Future Research

This study encountered some challenges as some respondents expressed dread of being victimized, thus occasioned reluctance on their parts in probing into necessary issues bothered on their leadership styles. Also, majority of the respondents were extremely occupied with responsibilities to proffer required answers in filling the distributed questionnaires as it was administered in the course of their working hours.

However, the findings of this study are suggestive, hence, further research is encouraged,

especially its replication in other organizational contexts and environments, as this supports the impact of leadership style on organizational performance.

5.4. Implication of the Study

The study's findings make it abundantly clear that a leader's capacity to appreciate the significance that particular organizational styles and behaviors have on a particular employee may help to facilitate an environment that fosters effective communication between the employee and managers, which may enhance workplace productivity, raise job satisfaction, and lower turnover rates. Additionally, leaders may be inspired to exhibit behaviors that inspire a shared vision, promote efficiency, and help others to improve workplace performance in order to achieve organizational goals by understanding the significance that leadership styles have on employees in the workplace.

The study's findings may also help develop a useful framework for analyzing leadership styles in the Nigerian context and further our knowledge of how different leadership philosophies can affect organizational performance. Additionally, the outcomes may open up additional untapped opportunities for Nigerian business leaders and organizations in terms of the leadership climate and consulting techniques.

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