



APPRAISAL OF LEADERSHIP STYLES ON THE ORGANISATIONAL PERFORMANCE OF NATIONAL AGRICULTURAL SEEDS COUNCIL, ABUJA NIGERIA

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ABSTRACT: *The study examined leadership styles on the organisational performance of the national agricultural seeds council, Abuja. The focus of the study is to get rid of the market of fake and adulterated seeds and to see how leadership style could influence organisational performance optimally considering various leadership styles available and which of them could motivate the employees to work enthusiastically in achieving the desired result in National Agricultural Seeds Council, Abuja (NASC). The study adopted survey research design and with a structured questionnaire as the research instrument. The population of the study was 176 respondents. And the whole population was adopted since it was not too large. Out of 176 copies of questionnaire administered, 156 were returned which represented 88.6% of the return rate and was used for analysis. It was analysed using frequency distribution and simple percentages, while the multiple regression and correlation were used to test the hypotheses formulated. The results revealed that there exists a positive relationship between leadership styles and organisational performance. This showed that there is a significant positive effect of leadership style on the performance of the organisation. The study concludes that all leadership styles show a positive relationship to performance. Based on the findings, the study recommended that organisations should rather use a combination of different leadership styles depending on the organisation as no one leadership style is superior to the other.*

KEYWORDS: Leadership, Leadership styles, Organisational performance.



INTRODUCTION

Organisations' overall successes are seen in terms of the actualization of set goals and objectives. Goals are not usually achieved in isolations as resources are brought into limelight. But resources in itself can achieve nothing except there are human factors to bring them into reality. This is premised on the notion that a style of leadership of an organization has a correlation with organizational performance (Rowe et al., 2005). The humans are otherwise called the employees.

How can employees bring out the best in them to brand the organisation in terms of its performance except there are good managers/leaders. Leaders who understand their languages, who speaks to motivate and stimulate their inner strength to bring about the needed result. A leaders' language for Mr 'A' may not be the same for Mr 'B' hence the selection of appropriate leadership style that can suit all the different employees in the workplace becomes inevitable.

The style of leadership adopted is considered by some researchers to be particularly important in achieving organizational goals, and in evoking performance among subordinates (Sadia & Aman, 2018; Klein et al., 2013; Berson et al., 2001; Zacharatos et al., 2000).

Organizations undergo rapid changes daily as a result of diverse factors. Some of these factors are external such as competition, global market trends and technological changes. Some of the changes over time also occur within the organizations themselves. Examples are employee motivation, innovation, organizational culture and human resource strength (Haque et al., 2015; Igbaekemen & Odivwri, 2015; Bass & Riggio, 2006). All these tend to affect the performance of these organizations. One key factor that also has the potential to largely affect an organization's performance is its leadership (Ng'ethe et al., 2012; Jeremy et al., 2012).

Organization looks for managers who can manage effectively and efficiently. But each manager is unique with his or her style depending on the situation and inclined paradigm. Managerial style is the pattern of thinking, feeling and behaviour that a manager uses to deal with people and situation. A manager has several managerial styles such as autocratic, bureaucratic, charismatic, and democratic and laissez faire (Nwachukwu, 1998).

Similarly, organisation differs in its modus operandi hence the styles adopted by leaders should as well be different in order to have desired result. Some organisations believe in the theory 'X' about the workers whereas some are of the theory 'Y'. But whichever way we look at it, since the organisational goal is to achieve a desirable level of performance such as, service delivery (customer satisfaction), delivery of quality and sanitization of the seeds industry of adulterated seeds and inward criteria: integrity, trust, internal effectiveness, growth and development the styles of the leaders are herculean in bringing the desirable to reality. For organisation to make an impact in the world at large, coordination of her workforce is the key, being able to align the employees with the assignment to be performed and doing that with high motivation, commitment and with a focus to achieving the set goal can only be possible with the right blend of leadership styles.

In addition, many organisations could not achieve their goals and objectives due to the leadership styles adopted by the management team without also considering the type of organisation in question or the situation at hand. If the workers in an organisation are not well co-ordinated, the effect of such will be on the leadership and it will reflect in the general output level in terms of low productivity, high cost of operation, nonchalant attitude of employees,



absenteeism and non-achievement of organisational goals. Some of these negativities are reflected in some organisations, which subsequently lead to merging or render such organisation as not capable of justifying their existence. Organisations generally are confronted with problems of looking for leaders who have the expertise and charisma that can facilitate the attainment of organisational goals. But little has been done about knowing the style or a blend of such that best suits the organisation and that can affect the overall performance of the organisation.

But do management of organisations really appraise which style of leadership yield the best result? If the organisation is lacking behind in meeting its set goals and objectives where do leaders beam their searchlight? Have leaders try to look at the employees as the key to organisational performance? Have leaders try to spend half of what they do in acquiring machinery on betterment of the employees? Have organisations really taken time out to test run other leadership styles? Which of them should be used more frequently than the others? Which leadership style can best bring out the overall performance? If the set target is not met can the organisation look inward? Are the leaders ready to appraise their own methods and styles? These and many more are what this study intends to find out. As the above points raised, has helped National Agricultural Seeds Council, to do better, whereby a change in leadership and leadership style has endeared the employees to the management and thereby resulting into outstanding performance of the organisation (NASC) both home and abroad as evidence in their membership of international organisations like (International Seed Testing Association), (Organisation for Economic Cooperation and Development) Seed scheme, (International Union for the Protection of New Varieties of Plants) among others.

Brief History of National Agricultural Seeds Council (NASC)

The National Agricultural Seeds Council (NASC) was established in December, 2007 as an Agency of the Federal Ministry of Agriculture and Rural Development in line with the provisions of National Agricultural Seeds Act No. 72 of 1992. The NASC is charged with the overall development and regulation of the national seed industry. The vision of NASC is to build a market-driven seed industry for the production and distribution of high quality and improved planting materials that are available, accessible and affordable to all farmers. The mission is to transform the Nigerian Seed System into a leading seed industry in Sub-Saharan Africa worthy of generating foreign exchange, key employer of labour and contributing positively to the country's economy.

The functions of the Council include: Analyse and formulate programmes, policies and actions regarding seed development and the seed industry in general, including research on issues relating to seed testing, registration, release, production, marketing, distribution, certification, quality control, supply and use of seeds in Nigeria, importation and exportation of seeds. To design improved management systems and procedures relating to the administration of seed activity. To advise the Federal Government on the organization, management and financing of seed programmes. Analyse the market and prices of seeds, advise the national research system on the changing pattern of seed demand and farmers' needs. To monitor and evaluate the achievements of the national seed system and recommend improvement, encourage the establishment in Nigeria of seed companies for the purpose of carrying out research, production, processing and marketing of seeds; and to regulate the Seed Industry in Nigeria.

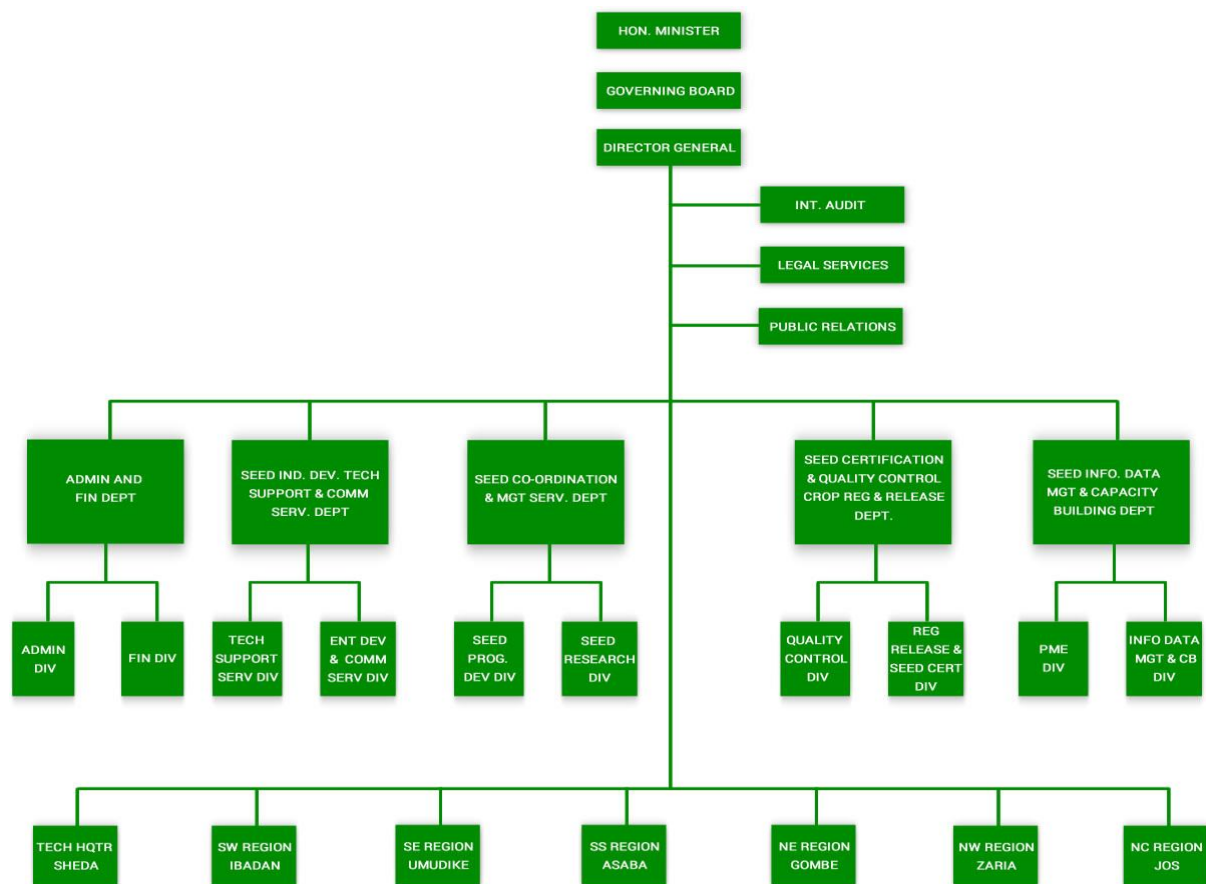


Fig 1: The Organogram of National Agricultural Seed Council (NASC)

Statement of the problem

Organisations are faced with a myriad of problems daily and are operating in a dynamic and ever challenging environment. Leaders need to keep abreast of the situations and adopt an appropriate leadership style to deal with situations. The problem identified is how to achieve organisational success, in this case, is reflected in terms of quality service, sanitization of the industry (getting rid of fake and adulterated seeds), farmers' perception, uncompromised integrity, trust, growth and development as well as having an enthusiasm workforce that will make possible the attainment of organisational goals.

In view of the above, bad leadership is more expensive, especially under the watch of poor leaders, staff morale is bound to decline and workers will feel less committed to the organisational goals and its mission, which will lead to lesser quality, poor delivery of service, compromising integrity, lack of trust, and none compliance to the main goal of an organisation. The resultant effect of Poor leadership style cannot be underestimated which is visible in some of the heads of organisations and parastatals which have resulted in the major cause of decline in qualities of produce from agribusiness, this is what motivated the study. Farm produce is no longer safe for consumption, chemicals are what is given instead of food items, death instead of life, poison instead of nutrient, importation of foreign food instead of ours and above all



Nigeria became a name synonymous to fake and adulterated seeds for planting. Hence, the choice of National Agricultural Seeds Council, the body responsible for redeeming the image of the seeds industry for Nigeria agribusiness. This warrants the investigation of this study. Some other problems are; what leadership styles are adopted by the National Agricultural Seeds Council, Abuja? What are the current leadership styles of the organisations? What effect does this have on the overall performance of the organisation?

Research Questions

- i. To what degree is the relationship between Autocratic style of leadership and organisational performance?
- ii. To what extent does Laissez faire leadership style impact on organisational performance?
- iii. To what extent does Democratic leadership style affect organisational performance?

Objectives of the Study

The main objective is to appraise the effect of leadership styles (Autocratic, Laissez faire, Democratic, Bureaucratic, Charismatic) on organisational performance as well as identify styles adopted by leaders and examine its impact on the overall performance of the organisation. Other objectives are:

- i. To examine the relationship between autocratic leadership style and organisational performance?
- ii. To determine the impact of laissez faire leadership style on organisational performance?
- iii. To ascertain the extent to which democratic leadership style affects organisational performance?

Statement of Hypotheses

The following null hypotheses have been formulated to achieve the objectives stated above.

H₀₁: There is no positive relationship between autocratic leadership style and organisational performance.

H₀₂: Laissez faire leadership style does not significantly impact on organisational performance.

H₀₃: Democratic leadership style does not significantly affect organisational performance



LITERATURE REVIEW AND THEORETICAL FRAMEWORK

The Concept of Leadership

Leadership is the process of influencing others to work willingly toward an organisational goal with confidence. Leadership is generally defined simply as the process of influencing people to direct their efforts towards achievement of some particular goal or goals. It can also be defined as the art of influencing people so that they will strive willingly towards the achievement of group goals. This concept can be enlarged to include not only willingness to work but with zeal and confidence. Leadership “is a term that can be referred to as a variety of things, a person, a position, or a process” (Ibrahim & Daniel, 2019). Mullins (2002) says there are over 400 definitions of leadership. Leadership being such a widely written about subject, has a variety of meanings by many scholars each trying to compare what the writer perceives to be leadership.

Leadership is concerned with how a manager affects a subordinate's behaviour on a broad scale. It entails giving directions that are obviously carried out. It suggests ongoing training activities in which subordinates receive training activities and instructions to enable them to complete a specific task in the current environment. It inevitably entails encouraging employees to make an effort to satisfy organisational expectations. Maintaining discipline and praising good behaviour are key components of leadership. In short, leading is the very last thing a manager does to influence people to follow predetermined guidelines. The scenario in which a leader is to operate as a leader determines the qualities, traits, and abilities necessary in a leader to a greater level (Mohammed et al., 2014).

Talat, Rehman and Ahmed (2015) assert that leadership is a widespread process, which calls for authority, responsibility, and delegation of power. Leadership is viewed as a social influence process through which one individual exerts influence intentionally over others to structure the behaviours and relationship within a group or organisations. Yusuf-Habeeb and Yusuf (2017) highlighted that leadership is an influence that aims to elicit collaboration and support from individuals in order to achieve specific goals. Leadership is an ever-changing idea that varies with the environment and era of its essence. Leadership is conceived as a process where one or more persons influence a group of persons to move in a certain direction geared towards satisfying the goal of the organisation. The word leadership has been used in various aspects of human endeavour such as politics, business, academics and social works (Messick & Krammer, 2004).

From the above, one can deduce that leadership is the ability to win the heart of the followers by willingly carrying out an assigned task enthusiastically. Leadership is to believe in a leader's dream and work towards the realisation of such a dream. Leadership can also be seen as exacting influence on certain groups of people, motivating them towards the realisation of a common goal.



The Concept of Leadership Style

Leaders who seek for the most successful leadership style may find that joining of styles is effective because no one leadership style is best (Darling & Leffel, 2010). Leadership styles are seen as approaches that leaders use when leading organisations, departments, or groups (Daniel & Chukwuemeka, 2023; Mehmood & Arif, 2011). Memon (2014) defines leadership style as a leader's style of providing direction, motivating people and implementing plans. Leaders who search for the most effective leadership style may find that a combination of styles is effective because no one leadership style is best (Darling & Leffel, 2010). The behaviour and attitude of members of an organisation are significantly influenced by the leadership style of the organisation. Due to its significance in the success or failure of an organisation, the study of leadership has received greater attention in recent years. Scholars and researchers have not always agreed on the best type of leadership to use in organisations, and this has led to the development of a number of ideas that may improve organisational effectiveness and efficiency (Daniel, 2019; Daniel & Habibu, 2022). Leadership style in an organisation is one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organisation (Daniel, 2019; Obiwuru et al., 2011). Because of its universal acceptability, Lewin's leadership style is adopted in this study.

The Concept of Organisational performance

Organisational performance is the 'transformation of inputs into outputs by achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realised output (efficiency) and between output and achieved outcome (effectiveness)' (Chen, 2002, as cited in Karamat, 2013). Daft and Marcic (2009) defined organisational performance as the measure of when and how an organisation determines its own objectives. The way an organisation performs to reach these objectives is a determinant of the important role of managers in their display of leadership behaviours (Bass, 1985).

In National Agricultural seeds council context, and for the purpose of this study, proxies to measure performance include service delivery, improved efficiency in resource utilisation, institutionalisation of a performance-oriented culture in its workforce through the production of quality seeds that has re-engineer the heart of trust in the Nigeria seeds industry and elimination of fake and substandard seeds. Moreover, the revised measure of organisational performance was two ways; outward looking performance criteria in terms of; service delivery (customer satisfaction), delivery of quality and sanitization of the seeds industry of adulterated seeds. Inward criteria comprised cross-cutting government priorities (such as integrity, trust) and internal effectiveness, growth and development which covered performance measures.

In view of the above, it states the view of who confirms the link between high performance and leadership in Nigeria by developing a model of charismatic/transformational leadership where the leader's behaviour is said to give rise to inspiration, awe and empowerment in his subordinates, resulting in exceptionally high effort, exceptionally high commitment and willingness to take risks.

Independent variables

Dependent variable

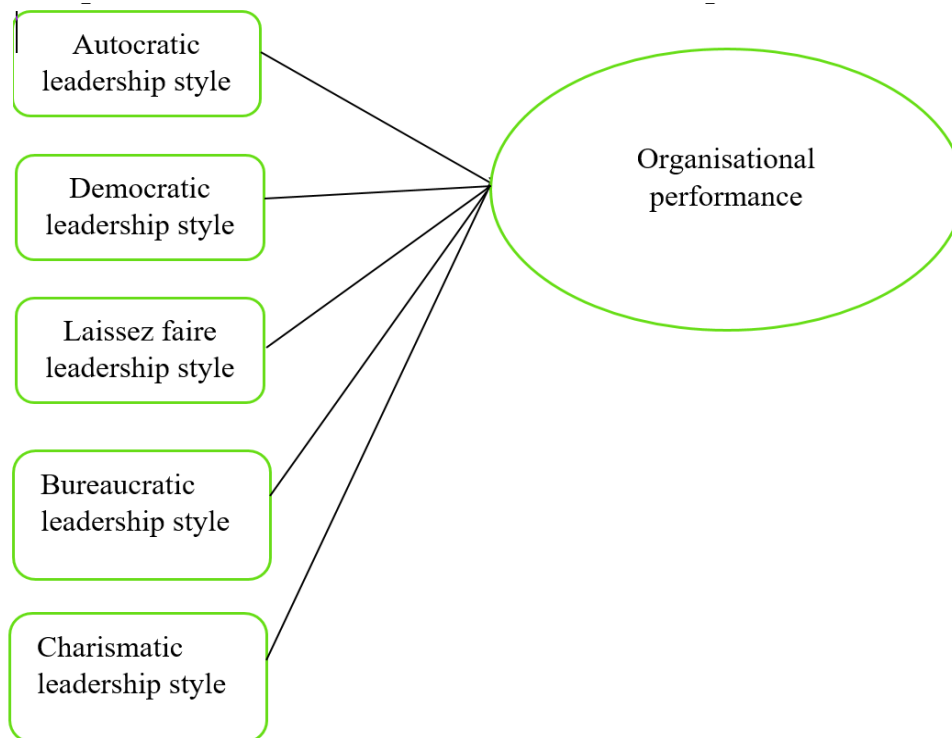


Fig 2: Diagrammatic representation of the variables.

Theoretical Framework

For a better understanding of our subject matter, we shall adopt the eclectic approach and draw from the democratic theory.

Democratic Theory

Although this notion has primarily been used to the government, it must now also be applied to organisations to ensure proper behaviour and effectiveness. According to Besse (1957), involvement in the religion that has come to rule the world was what gave rise to the thesis two thousand years ago. We incorporated this crucial component into our political and social system two hundred years ago. We are only recently realising the importance of engagement in business and government. The works of classical and neo-classical thinkers such as Aristotle, Plato, Thomas Hobbes, John Locke, Jean Jacques, Rousseau, Edmund Burke, James Madison, and John C. Calhoun, to name a few, have influenced the idea (Baradart, 1979).

The fundamental issue of democracy is that it places too much emphasis on human personality (Appadorai, 1975). It presumes that people have civic responsibility. This skill calls for knowledge, restraint, and conscience. Its core is the right of every man bound by an



organisation's decision to participate (to the extent that he is able to participate) in the formulation and revision of that decision because it enables open discourse and ongoing engagement of the people (individuals) in the organisation. This right is essential to democracy. This includes the responsibility to respect the other person, pay attention to his justifications, and consider his point of view. Individuals (subordinates) provide ideas for resolving issues impacting their organisation through participation. Participation can boost morale so that when commands are issued, people will respond more cooperatively since they are involved in the operations of the organisation.

Empirical Review

Ebrahim's (2018) research investigates the impact of leadership styles on organisational performance. Transformational, transactional, autocratic, charismatic, bureaucratic, and democratic leadership styles were highlighted. The study provided in-depth insights into leadership styles; it was discovered that democratic, transformational, bureaucratic, and autocratic leaderships have a positive impact on organisational performance, whereas charismatic and transactional leaderships have a negative impact on organisational performance because they do not provide employees with opportunities and freedom. Use both primary and secondary sources in your research. The primary source was collected using a quantitative approach and a survey instrument based on a survey questionnaire. For fulfilling the research aims, the secondary source was a review of previously established literature. According to the findings, charismatic, bureaucratic, and transactional leadership styles all have a detrimental impact on organisational performance. Leadership styles such as transformational, autocratic, and democratic, on the other hand, have a favourable link with organisational performance. It has been suggested that organisations utilise a leadership style that boosts people's strengths.

Ibrahim and Daniel (2019) investigated the impact of leadership on the organisational performance of Coca-Cola Company in Abuja, Nigeria's Federal Capital City. The study discovered that leadership is related to a company's organisational performance. A manager's leadership style has a direct impact on an employee's organisational performance. The study also discovered that leadership participation and delegation of work improves staff performance and achievement of corporate goals and objectives. As a result, the study finds that the achievement of organisational goals and objectives is totally dependent on the leadership style used by the organisation. It thus suggests that, because leadership is one of the primary tools of achieving organisational goals/objectives, any organisation should ensure that the right leader is in charge of their organisation in order to achieve their set goals and objectives.

Ekpenyong (2020) looks at the impact of leadership style on staff performance at the Guaranty Trust Bank of Abuja, Nigeria (GTB). The study's primary research goal was to investigate the effect of leadership style (Transformational, Transactional, Autocratic, and Laissez-faire leadership style) on employee performance. A descriptive survey was used, with 60 questionnaires collected from a total of 100 distributed. Bass and Avolio's (1994) Multifactor Leadership Questionnaire was used to assess leadership style. The MLQ 360 was used to collect self- and rate-form responses from both the manager and the employees. The data was analysed using descriptive and inferential statistical methods. To assess the correlation with the research hypothesis, regression analysis and Pearson correlation were performed. According to the research findings, transformational leadership is the most popular leadership



style at GTB Abuja, followed by the respondents' preferred Transactional Leadership style. The managers of GTB Abuja used the autocratic and laissez-faire leadership style the least. Both leadership styles (Transformational, Transactional, Autocratic, and Laissez-faire) have a negative effect on employee performance. This study rather showed a negative correlation between the leadership styles, without mentioning the positive side.

RESEARCH METHODOLOGY

Research Design

The survey approach was adopted in terms of its design. This is done so as to be able to observe the variables being studied, since there are no attempts to control them. Also, this design is fact finding in nature and involves gathering data directly from the population or the sample as the case may be and at a particular time. Survey design provides a researcher with means for measuring a population characteristic, self-reported, observed behaviour, attitudes and opinions and appropriateness in describing the situation at hand. For that reason, the study adopts the survey design approach to be able to proffer solutions to the issues at hand.

Area of the Study

The National Agricultural Seeds Council (NASC) was established in December, 2007 as an Agency of the Federal Ministry of Agriculture and Rural Development in line with the provisions of National Agricultural Seeds Act No. 72 of 1992. The Headquarters is at Sheda Abuja, with six regional offices in all the Geopolitical zones.

The NASC is charged with the overall development and regulation of the national seed industry.

Population of the Study

The population of the study comprises the management and staff of National Agricultural Seeds Council Headquarters, Abuja. The categories chosen were thought to be involved in leadership management, decision making and operations. This is to ascertain accurate information from the right source.

Table 3.1: Population distribution of NASC staff according to the department

Departments	Frequency	Percentage (%)
Finance / Account	19	10.8
Human resource	23	13.1
Seed Inspectorate	25	14.2
Seed Information	24	13.6
Seed coordination	22	12.5
Seed industry	26	14.8
Seed certification /Quality control	21	11.9
Others	16	9.1
Total	176	100

Source: *Field Survey, 2023.*



Method of Data Collection

The research instruments used in collecting data were questionnaires for the primary source of data, while internet, journals, publications and other relevant literature were used as the source of secondary data. Questionnaire is the most widely used tool in management research Lancaster, (2005). Compared to the interview approach, administering a questionnaire is not only less costly but allows quick decision, and greater coverage geographically in reaching the target respondents. Questionnaire therefore was the main research instrument for this study.

Method of Data Analysis

The study adopted both inferential and descriptive methods to analyse the data. Descriptively, simple percentages and frequency distribution tables were used. Simple percentages were employed to evaluate the varied opinion of respondents, which was tabulated for clarity and easy understanding. Simple percentages was favoured because it serves the purpose of the study which itself heavily depended on primary data. Furthermore, it is easily understood by most people. Inferentially, multiple regression and correlation were considered. Correlation was utilised to determine the relationship between the variables, regression analysis was used to test the hypotheses. Regression analysis is designed to test the effect or impact of independent variables on dependent variables. Ordinary least square multiple regression is employed because of the effectiveness of the technique in testing relationships among theoretically related variables and estimating the effects of one variable on the other. This is in line with the objective of the study. The data analysis was done using a statistical package for social science (SPSS). The data extracted from the questionnaire were coded using a coding system that provided a good fit for the study and the results of the analysis were also presented using the output format of the statistical package. Statistical package was used to analyse the data because of its versatility and effectiveness in the model analysis and accurate computation of complex data to produce robust results in a detailed, comprehensive and presentable format.

PRESENTATION AND ANALYSIS

Test of Hypotheses

H₀₁: There is no positive relationship between Autocratic leadership style and organisational performance

Table 4.1: Result for Hypothesis One

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.802	.801	.59548
a. Predictors: (Constant), ATL				
ANOVA^a				



Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	221.136	1	221.136	623.631	.000 ^b
	Residual	54.608	154	.355		
	Total	275.744	155			
a. Dependent Variable: ORP						
b. Predictors: (Constant), ATL						
Coefficients^a						
Model		Unstandardized Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.304	.097		13.452	.000
	ATL	.828	.033	.896	24.973	.000
a. Dependent Variable: ORP						

Source: SPSS version 20.00, 2023.

Decision Rule 5% level of significance

The f-statistic value of 623.631 is significant at p-value of 0.00 which indicates that there is evidence of the existence of a linear effect of autocratic leadership style on the performance of National Agricultural Seeds Council Headquarters, Abuja.

From the regression result, the autocratic leadership style coefficient (ATL) is positive and significant in enhancing the performance of National Agricultural Seeds Council Headquarters, Abuja. The $ORP = 1.30 + 0.82ATL$ which indicates that performance of National Agricultural Seeds Council Headquarters, Abuja will increase by 82% for every 1% increase in autocratic leadership style adoption in the organisation. The p-value of 0.00 is less than the t-statistic value of 24.97. This implies that there is a significant effect of autocratic leadership style on the performance of National Agricultural Seeds Council Headquarters, Abuja.

The coefficient of determination (r^2) of 0.80 indicates that 80% of variation in performance of National Agricultural Seeds Council Headquarters, Abuja can be explained by autocratic leadership styles. The remaining 20% can be explained by other related factors not noted in the regression.

Hypothesis Two

H₀₂: Laissez faire leadership style does not significantly impact on organisational performance

Table 4.2: Result for Hypothesis Two

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 ^a	.877	.876	.46927
a. Predictors: (Constant), LFL				



ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	241.831	1	241.831	1098.159	.000 ^b
	Residual	33.913	154	.220		
	Total	275.744	155			
a. Dependent Variable: ORP						
b. Predictors: (Constant), LFL						
Coefficients						
Model		Unstandardized Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.970	.083		11.736	.000
	LFL	.826	.025	.936	33.138	.000
a. Dependent Variable: ORP						

Source: SPSS version 20.00, 2023

Decision Rule 5% level of significance

The f-statistic value of 1098.159 is significant at p-value of 0.00 which indicates that there is evidence of the existence of a linear effect of laissez faire leadership style on the performance of National Agricultural Seeds Council Headquarters, Abuja.

From the regression result, laissez faire leadership style coefficient (LFS) is positive and significant in enhancing the performance of National Agricultural Seeds Council Headquarters, Abuja. The $ORP = 0.97 + 0.82 LFS$ which indicates that performance of National Agricultural Seeds Council Headquarters, Abuja will increase by 82% for every 1% increase in laissez faire leadership style adoption in the organisation. The p-value of 0.00 is less than the t-statistic value of 33.13. This implies that there is a positive and significant effect of laissez faire leadership style on the performance of National Agricultural Seeds Council Headquarters, Abuja.

The coefficient of determination (r^2) of 0.87 indicates that 87% of variation in performance of National Agricultural Seeds Council Headquarters, Abuja can be explained by laissez faire leadership styles. The remaining 13% can be explained by other related factors not noted in the regression.



Hypothesis Three

H₀₃: Democratic leadership style does not significantly affect organisational performance

Table 4.3: Result for Hypothesis Three

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.959 ^a	.919	.918	.38148		
a. Predictors: (Constant), DCL						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	253.332	1	253.332	1740.762	.000 ^b
	Residual	22.412	154	.146		
	Total	275.744	155			
a. Dependent Variable: ORP						
b. Predictors: (Constant), DCL						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.764	.070		10.851	.000
	DCL	.822	.020	.959	41.722	.000
a. Dependent Variable: ORP						

Source: SPSS version 20.00, 2023.

Decision Rule 5% level of significance

The f-statistic value of 1740.851 is significant at p-value of 0.00 which indicates that there is evidence of the existence of a linear effect of democratic leadership style on the performance of National Agricultural Seeds Council Headquarters, Abuja.

From the regression result, democratic leadership style coefficient (DCL) is positive and significant in enhancing the performance of National Agricultural Seeds Council Headquarters, Abuja. The $ORP = 0.76 + 0.82DLC$ which indicates that performance of National Agricultural Seeds Council Headquarters, Abuja will increase by 82% for every 1% increase in democratic leadership style adoption in the organisation. The p-value of 0.00 is less than the t-statistic value of 41.72. This implies that there is a positive and significant effect of democratic leadership style on the performance of National Agricultural Seeds Council Headquarters, Abuja.

The coefficient of determination (r^2) of 0.91 indicates that 91% of variation in performance of National Agricultural Seeds Council Headquarters, Abuja can be explained by democratic leadership styles. The remaining 9% can be explained by other related factors not noted in the regression.

**Table 4.4: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
ORP	156	1.00	5.00	3.4103	1.33379
ATL	156	1.00	5.00	2.5449	1.44286
LFL	156	1.00	5.00	2.9551	1.51271
DCL	156	1.00	5.00	3.2179	1.55458
BCL	156	1.00	5.00	2.7436	1.43627
CHL	156	1.00	5.00	2.7692	1.40894
Valid N (listwise)	156				

Source: SPSS output version 20.00, (2023).

Correlation Matrix

Correlations		ORP	ATL	LFL	DCL	BCL	CHL
ORP	Pearson Correlation	1	.896**	.736**	.659**	.628**	.509**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	156	156	156	156	156	156
ATL	Pearson Correlation	.896**	1	.534**	.610**	.661**	.657**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	156	156	156	156	156	156
LFL	Pearson Correlation	.736**	.534**	1	.759**	.663**	.527**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	156	156	156	156	156	156
DCL	Pearson Correlation	.659**	.610**	.759**	1	.547**	.704**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	156	156	156	156	156	156
BCL	Pearson Correlation	.628**	.661**	.663**	.547**	1	.737**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	156	156	156	156	156	156
CHL	Pearson Correlation	.509**	.657**	.527**	.704**	.737**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	156	156	156	156	156	156

** . Correlation is Significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 20.00, (2023).

DISCUSSION OF FINDINGS

The results of the analysis indicate that there is a positive and significant effect of leadership style on the performance of National Agricultural Seeds Council Headquarters, Abuja. This implies that leadership styles (autocratic leadership style, democratic leadership style and laissez faire leadership style) significantly contribute to the performance of National Agricultural Seeds Council Headquarters, Abuja. However, the study is in tandem with (Wang, Chich-Jen, & Mei-Ling, 2010) and (Koech & Namusonge, 2012) who found a positive and



significant effect of leadership style on performance. The study is also in line with the goal setting theory of leadership.

The analysis of the hypotheses reveals that there is a positive and significant effect of autocratic, laissez faire and democratic leadership style on the performance of National Agricultural Seeds Council Headquarters, Abuja. This implies that all the leadership styles contribute positively, though in varying degrees to the performance of National Agricultural Seeds Council Headquarters, Abuja. But the most prevalent style in use is the democratic leadership style and adoption of Bureaucratic style since their work is also based on following procedures.

CONCLUSION AND RECOMMENDATIONS

This study examined the effect of leadership styles (Autocratic, Laissez faire and Democratic) on the performance of National Agricultural Seeds Council Headquarters, Abuja. Other objectives are to examine the relationship between autocratic leadership style and organisational performance, determine the impact of laissez faire leadership style on organisational performance, ascertain the extent to which democratic leadership style affects organisational performance. Research questions as well as hypotheses were drawn from the specific objectives of the study.

A research methodology of survey research design was adopted which was modelled in simple linear regression and a point in time data source were employed through the use questionnaire. The regression and correlation methods were used to test the hypotheses where a simple regression model was employed to estimate the effect of leadership style on the performance of National Agricultural Seeds Council Headquarters, Abuja. The researcher reviewed existing literature such as the concept of leadership style and concept of performance, theories and empirical findings were reviewed to form the basis of this study.

The data were obtained from the respondents who are the staff of National Agricultural Seeds Council Headquarters, Abuja and were subjected to a statistical method of simple regression analysis and Correlation using a software option of SPSS version 20.00 statistical package. The findings were that there is positive association between leadership style and performance of National Agricultural Seeds Council Headquarters, Abuja.

Conclusion

The relationship between the leadership and the employees goes a long way toward bringing out the best in the employee, resulting in organizational performance. Every organization's success is based on its personnel, who are the primary resources for making it a reality. Success is determined by a multitude of factors, including the leader's favored style, the followers' capabilities and behaviors, and the issue at hand. Effective leadership necessitates adapting one's leadership style to situational conditions, and control is dependent on three aspects: the relationship between the leader and followers, the degree of task structure, and the leader's authority, position, or power.



Based on the findings the study suggests that leadership styles have a positive significant impact on the organizational performance of the National Agricultural Seeds Council, Abuja, based on the data.

The study also suggests that democratic and autocratic leadership styles have a greater impact on organizational performance than the laissez faire model. The data also suggest that supervisors who are motivated by the desire to improve employee performance should aim to exhibit more democratic leadership style and less of the other leadership styles, but the situation plays a role.

This is in agreement with Chris U. Abeh Ukaidi (2016) with the conclusion that leadership style of the organization greatly influence the performance and organizational output. Organization will function effectively when management employs a proper leadership styled. Therefore, harmony should be created between workers, management and the task environment. He recommends that democratic, participatory and supportive leadership should exist within the organization, leaders should set vibrant high performance organizational culture through interpersonal relation, dialogues and transparency. Leaders should adopt effective communication pattern to produce enthusiasm and foster an atmosphere of confidence within the organization. It should note that the aforementioned as indices and indexes of democratic leadership style which culminated to high performance.

Recommendations

The study therefore recommended the following:

- i. Management of organisations should adopt the democratic leadership style so as to enjoy organisational performance for its positive impact on the employees in the organisation as a whole better than other styles since its success depends upon a number of variables, including the leader's preferred style, the capabilities and behaviours of the followers.
- ii. Organisational management should adopt an autocratic leadership style when appropriate. Effective leadership necessitates adapting one's leadership style to situational conditions, and control is dependent on three aspects: the relationship between the leader and followers, the degree of task structure, and the leader's authority, position, or power.
- iii. Management of organisations should use a blend of different leadership styles as the occasion demands instead of adopting the laissez faire style of leadership. This is to help the level of productivity of the employees.
- iv. Management of organisations should not just be job centred but should try to evaluate situations to ascertain the class or type of worker found in such organisations, are they of theory x or y so as to know which style of leadership best fit the workplace to have the best in terms of organisational performance. Management of organisations should as well be conversant with the employees' behaviour, as well as try to find out what could bring out the best in them to the benefits of the organisation.



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