

Effects of Leadership Styles on Employee's Performance in United Nations Development Office, Abuja, Nigeria

Ndulue Ifeyinwa Theresa

Department of Business Administration,
University of Abuja, Nigeria

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Abstract

The issue of the appropriate leadership style to adopt in United Nations Development Programme (UNDP), Abuja has lingered as far as the inception of the organization in Nigeria. Most employees of the organization have ascribed their dwindling commitment to work, productivity and morale to the autocratic style of leadership in the organization. The study examined the effects of leadership style on employee's performance in United Nations Development Programme, Abuja, Nigeria. The following hypotheses were formulated in null form, they are Leadership style has no significant effect on employee's commitment to work in United Nations Development Programme (UNDP), Abuja. Leadership style has no significant effect on employees' productivity in United Nations Development Programme (UNDP), Abuja. Leadership style has no significant effect on employee's morale in United Nations Development Programme (UNDP), Abuja. The survey research design was used in the study. Data was collected from primary source with the use of questionnaire. The duration of study was between 2013 to 2022. Ordinary Least Square was adopted and findings revealed that there is a significant relationship between Leadership style and employee's performance in United Nations Development Programme (UNDP), Abuja.

Keywords: *Authoritative, Charismatic, Leadership style, Performance, Relational*

Corresponding Author: **Ndulue Ifeyinwa Theresa**

Background to the Study

In this ever-changing and competitive global market, human resource can become the competitive advantage of the organisation, if managed effectively (Santos, 2017). This is evident from literature that leaders have significant influence on subordinates. The significance of leadership style increases in the service sector, as it could have a direct impact on employees' performance (Wang, Shieh & Tang 2020). Uncertainty in global market has made organizations more aware and prone to adopt change on a continuous basis. The complexity of the business operations requires that there must be an effective participation from every level of the organization. In addition to land, labor, and capital, human resource is also an important asset of organization. It plays a key role in the smooth running of the organisation and achieving its goals.

Business leaders have a substantial impact on the performance of their employees, but their responsibilities can make it hard to effectively drive high-quality performance. In developed countries like USA, England, China and so on managers are responsible for ensuring team success, creating a positive atmosphere, and solving complex problems, among others (Shin & Zhou, 2020). These varied responsibilities can quickly become unbalanced, and a sudden shift in the market could take leaders' attention away from their teams. This can then lead to a drop in productivity.

A study of leadership styles (that is: autocratic leadership style, democratic leadership style, laissez- faire leadership style, charismatic leadership style, transformational leadership style and transactional leadership style) found that each has a unique impact on employee performance. These findings indicate that there is no single best style of leadership. Rather, leaders need to assess their goals and determine which style – or combination of styles – is right for the current situation (Shin & Zhou, 2020). More so, leadership entails that subordinates should be able to trust their leaders, and this is because trust in leadership is a critical factor in employee performance, regardless of what style leaders adopt. A 2017 study found a strong correlation between trust and employee behaviours that stimulate performance, including the willingness to stay with the organization long term (Stogdill, 2017). Therefore, it becomes important that the management of United Nations Development Office (UNDP), Abuja develop a leadership style that will motivate employees to put in their best, so as to create a good working environment. So, it is on this backdrop that the researcher examined the effects of leadership style on employees' performance in United Nations Development Office, Abuja.

Statement of the Problem

The leadership style in an organization could pose threat or opportunities to that organization (Levine & Crom, 2018), The issue of the appropriate leadership style to adopt in United Nations Development Office (UNDP), Abuja has lingered as far as the inception of the organization in Nigeria. Most employees of the organization have ascribed their dwindling commitment to work, output and morale to the autocratic style of leadership in the organization. The management of the organization on the other hand has argued that in a dynamic and unpredictable environment, adopting either participatory or laissez-faire style

of leadership would slow down decision making process and hence affect the organization's overall performance. This is why the organization's environment is highly structured to the point of being rigid, such that employees are not even given a voice in the organization's matters.

Although most employees have spoken against the autocratic style of leadership in the organization, most of the top leaders have remained resistant to change because they are so used to doing things one way. It is on this premise that this research is designed to investigate the effects of leadership style on employees' performance in United Nations Development Office (UNDP), Abuja. In Nigeria, studies on leadership style are few and most studies seem to focus on organisations and employees in the political landscape, rather than on all employees and organisations. Consequently, there is little research efforts on leadership style for all employees in United Nations Development Office (UNDP) in Abuja, Nigeria. It is this gap that this study intends to fill.

Research Questions

The following research questions guided the study:

- i. To what extent does leadership style influence employee's commitment to work in United Nations Development Office (UNDP), Abuja?
- ii. To what degree does leadership style impact on employees' output in United Nations Development Office (UNDP), Abuja?
- iii. To what extent does leadership style affect employee's morale in United Nations Development Office (UNDP), Abuja?

Objectives of the Study

The main objective of this study is to examine the effects of leadership style on employee's performance in United Nations Development Office, Abuja, Nigeria.

The specific objectives are to:

- i. Examine the influence of leadership style on employee's commitment to work in United Nations Development Office (UNDP), Abuja.
- ii. Examine the impact of leadership style on employees' output in United Nations Development Office (UNDP), Abuja.
- iii. Examine the effect of leadership style on employee's morale in United Nations Development Office (UNDP), Abuja.

Statement of Hypotheses

The following null hypotheses guided the study:

- H_{01} Leadership style has no significant effect on employee's commitment to work in United Nations Development Office (UNDP), Abuja.
- H_{02} : Leadership style has no significant effect on employees' output in United Nations Development Office (UNDP), Abuja.
- H_{03} : Leadership style has no significant effect on employee's morale in United Nations Development Office (UNDP), Abuja.

The scope of this study is stated in line with the objectives of the study. As such, the study focused on the effects of leadership style on employees' performance in United Nations Development Office, Abuja. The period of study covered was 10 years (2012-2021). It was chosen because the period is long enough to draw conclusions on the effects of leadership style on employees' performance in United Nations Development Office, Abuja. The target respondents were the staff of United Nations Development Office, (UNDP) Abuja, that is: the senior management team, those in the operation unit, the Office unit and the security unit, as well as those in the hospital/clinic unit. The study focused on autocratic leadership style, democratic leadership style, laissez-faire leadership style and charismatic leadership style as the proxies of the independent variable (i.e. leadership style) and employee's commitment to work, employees' productivity, as well as employees' morale as the proxies for the dependent variable (i.e. employees' performance).

Conceptual Framework

Leadership Style

Bishan (2019) defines leadership style as the typical pattern of behaviour that a leader uses to influence his or her employees to achieve organisational goals. Leadership style is the recurring pattern of behaviours exhibited by a leader (Brand, Heyl & Maritz, 2020). Leadership style is the manner in which a leader provides direction, implements plans and motivates people, and their approach to each of the functions (Aboshaiqah, Alkhaibary & Alkhaibary, 2014). There are several kinds of leadership style ranging from autocratic leadership style to democratic leadership style, then to charismatic, laissez-faire and then to transformational and finally to transactional leadership styles. Each leadership style comes with its own unique or characteristic feature that makes its followers to follow and achieve results. Authoritarian leadership style comes with some merits, such as: mistakes in the implementation of plans can be reduced, using authoritarian leadership style creates consistent results time spent on making crucial decisions can be reduced, chain of command can be clearly emphasized (Awamleh & Gardner, 2017).

Democratic leadership style or participative leadership styles are rooted in democratic theory. The essence is to involve team members in the decision-making process. Team members thus feel included, engaged and motivated to contribute. The leader will normally have the last word in the decision-making processes. However, if there are disagreements within a group, it can be a time-consuming process to reach a consensus (Darling & Leffel, 2020). Participative leadership has these advantages: it encourages use of employee creativity, it increases employee motivation and job satisfaction; a participative leadership style helps in the creation of a strong team and high level of productivity can be achieved (Butler, 2019).

Darling and Leffel (2020), describes laissez-faire leadership as one that focuses on delegating initiative to team members. This can be a successful strategy if team members are competent, take responsibility and prefer engaging in individual work. However, disagreements among the members may split and divide a group, leading to poor motivation and low morale. In delegative leadership experienced employees can take advantage of their competence and

experience, innovation and creativity are highly valued. Delegative leadership creates a positive work environment, but it creates difficulty in adapting to change and its command responsibility is not properly defined, and it ensures transparency and uprightness (Ehrlich, Meindl & Viellieu, 2020) article by IMD.'

Employee Performance

Henry (2019), employees' performance deals with the knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help employees meet expectation. According to Henry (2019), it is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the definition given by business dictionary (2010), that Performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed (Business Dictionary, 2010). However, performance is associated with quantity of output, quality of output, timeliness of output, presence or attendance on the job, efficiency of the work completed, and effectiveness of work completed (Ibrahim, 2014). It is the standard to which someone does something such as a job or examination (Macmillan English Dictionary for Advanced Learners 2007). Employees performance if it is recognized by others within the organization is often rewarded by financial and other benefits.

Performance is a major although not the only prerequisite for future career development and success in the labour market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (Ispas & Babaita, 2012). According to Kothari (2014), employees' performance is measured in terms of productivity, job satisfaction, turnover and absenteeism." Employee performance is about the timely, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer.

Furthermore, the outcome aspect of employee performance refers to the consequence or result of the individual's behaviour. The above-described behaviours may result in outcomes such as numbers of engines assembled, pupils' reading proficiency, sales figures, or number of successful heart operations. In many situations, the behavioural and outcome aspects are related empirically, but they do not overlap completely.

Empirical Review

Molyko (2019), examined the effects of leadership style on employee's performance: the case of Kajepi Print Ltd, Cameroun. The questionnaire was used as instrument and 112 copies of questionnaire were used to check the respondent's opinion. Descriptive analysis, correlation and multiple regression tests were applied for data analysis. Findings revealed that there is a positive relationship between democratic leadership style and employee's performance in Kajepi Print Ltd, Cameroun.

Ekpenyong (2020) investigated the impact of leadership style on employee's performance in a business organization: a case study of guarantee trust bank plc, Abuja. The main research objective was to examine the effect of leadership style (Transformational, Transactional,

Autocratic, and Laissez-faire leadership style) on employees' performance. A descriptive survey was used in which 60 questionnaires were collected from 100 questionnaires distributed. Data were analyzed using descriptive and inferential statistical procedures. Regression analysis and Pearson correlation were used to measure the correlation and the hypothesis of the research. The research findings show that the transformational leadership style is the most popular leadership style at GTB Abuja, followed by the Transactional Leadership style posited by the respondents. Autocratic and laissez-faire was the least used leadership style by the managers of GTB Abuja.

Muhammad and Peter (2016), investigated the impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. The sample of the study consisted of 224 full-time employees in the banking sector of Pakistan. Findings of this study reveal that there exists a significant relationship between transformational leadership and employee performance outcomes. However, laissez-faire leadership style showed a negative relationship with employee performance outcomes in terms of effectiveness, and employee satisfaction.

Celestine (2015) examined effects of leadership styles on employee performance at boA Kenya limited. A cross section descriptive survey research strategy was adopted in which 80 usable structured questionnaires were collected from 300 questionnaires distributed. Descriptive and inferential statistical techniques were used for data analysis. In inferential statistics, Pearson's correlation and regression analysis were used to assess both relationships and effects as per the hypotheses of the study. The findings show that laissez-faire style has a positive significant impact on employee's performance. Also, transformational leadership style is the most exhibited style at the bank followed by the transactional leadership style and laissez-faire.

Nokwanda, Nishika and Anis (2016), investigated the impact of leadership style on employee commitment to work in the forensic science laboratory of the South African police service in Amanzimtoti. A cross-sectional survey research design, a structured instrument developed by the researcher to reflect such options as strongly agree, agree, undecided, disagree and strongly disagree popularly referred to as five (5) points Likert scale was used to obtain information from the respondents. The population of the study comprised of 125 employees of the forensic science laboratory of the South African police service in Amanzimtoti. A sample size of 78 employees was drawn from the population using purposive sampling of which 62 copies of questionnaires were duly completed and returned showing 96% response rate. Chi square tool of analysis was used to analyze the data and findings showed that there is positive relationship between leadership style and employee commitment to work.

Santos (2017) examined the Impact of Leadership style on employee commitment to work in Selected Deposit Money Banks, Port-Elizabeth, South Africa. The population of the study comprises 217 staff of the selected Deposit Money Banks. The sample size for the study consists of 217 employees drawn from the population of the study. The sample consists of the entire population. The instrument for data collection was a structured questionnaire.

Regression analysis was used to analyze the data. Findings revealed that there was positive significant relationship democratic leadership style and employee commitment to work in selected Deposit Money Banks, Port-Elizabeth, South Africa.

Emolero, Cuadrado, Navas and Morales (2017), examined the effects of democratic leadership style on employee output in selected manufacturing firms in the Littoral Region of Cameroon. This research is a survey which makes use of a sample of 62 employees drawn from a population of 146 employees of ten selected manufacturing firms within the Cameroon Littoral Region. The major source of data used for the study was primary data and the instrument used for data collection was questionnaire. Correlation analysis was used to analyze the data and findings revealed that democratic leadership style has a positive significant impact on employee output.

Existing Gap for the Study

Many studies have been carried out on leadership style and its effects on employee performance such as: Molyko (2019), Daniel and Josse (2017), Ekpenyong (2020), Muhammad and Peter (2016), Celestine (2015), Nokwanda, Nishika & Anis (2016), Santos (2017), Paracha, Qamar, and Waqas (2017), Hayward and Pearse (2013), Emolero, Cuadrado, Navas and Morales (2017), Fiedler and House (2018), Micali (2018), Rollinson (2019), Shafie, Baghersalimi, and Barghi, (2013), Javidan, & Waldman (2013) without specific attention given to employees morale, commitment and productivity in United Nations Development Office (UNDP). The peculiarity of this study is that it sought to investigate the problems employees face as a result of the poor leadership style in United Nations Development Office (UNDP) and to recommend measures the management can implement in curbing this challenge, which other researchers ignored.

Theoretical Framework

The Trait Theory of Leadership

The trait theory of leadership states that certain natural qualities tend to create good leaders. Having certain qualities does not necessarily mean someone has strong leadership skills (Paracha, Qamar, and Waqas, 2017). However, some leaders may be excellent listeners or communicators, but not every listener or communicator makes an excellent leader. The trait model of leadership is based on the characteristics of many leaders - both successful and unsuccessful - and is used to predict leadership effectiveness. The resulting lists of traits are then compared to those of potential leaders to assess their likelihood of success or failure (Bretz, Milkovich & Read 2019).

Scholars taking the trait approach attempted to identify physiological (appearance, height, and weight), demographic (age, education and socioeconomic background), personality, self-confidence, and aggressiveness), intellective (intelligence, decisiveness, judgment, and knowledge), task-related (achievement drive, initiative, and persistence), and social characteristics (sociability and cooperativeness) with leader emergence and leader effectiveness (Kothari, 2014). The traits approach gives rise to questions: whether leaders are born or made; and whether leadership is an art or science. However, these are not mutually

exclusive alternatives. Leadership may be something of an art; it still requires the application of special skills and techniques. Even if there are certain inborn qualities that make one a good leader, these natural talents need encouragement and development. A person is not born with self-confidence. Self-confidence is developed, honesty and integrity are a matter of personal choice, motivation to lead comes from within the individual, and the knowledge of business can be acquired. While cognitive ability has its origin partly in genes, it still needs to be developed. None of these ingredients are acquired overnight (Moses, 2018).

The Behavioral theory of leadership

The behavioral theory of leadership focuses on how a person's environment, not natural abilities, forms him or her into a leader. One of the key concepts of behavioral theory is conditioning. Conditioning states that a person will be more likely to act or lead in a certain style as a result of environmental responses to behavior (Kothari, 2014). Behavioral leadership theory is a management philosophy that evaluates leaders according to the actions they display in the workplace. Supporters of this theory believe that all you need to do to be an effective leader is to learn a certain set of behaviors. If you are interested in becoming a more efficient leader or in implementing a new leadership style, you can benefit from learning about behavioral leadership theory (Ibrahim, 2018).

Behavioral leadership theory argues that the success of a leader is based on their behavior rather than their natural attributes. Behavioral leadership theory involves observing and evaluating a leader's actions and behaviors when they are responding to a specific situation. This theory believes that leaders are made, not born. Proponents of this theory suggest that anyone can become an effective leader if they can learn and implement certain behaviors.

The Participative theory of leadership

Participative leadership is not as common in the corporate world. Sometimes called democratic leadership, this leadership theory suggests that employees be directly involved in decision making in their organization. The leader simply facilitates a conversation and then takes all the suggestions and comes up with the best possible action (Kothari, 2014). In this theory, everyone is very involved with decisions for the team and organization, with the leader simply helping direct the charge. There are many advantages to this theory. Employees feel more engaged and motivated when they are directly involved in decisions and outcomes for their company. This theory is not without criticism however—some suggest that this type of style makes leaders appear weak or unnecessary (Fiedler & House, 2018).

It is also a criticism that leaders in this theory don't actually get the best outcomes, because they are too engaged in what people want more than what the company needs. According to Northouse (2013), participative leadership refers to leaders who employ a democratic approach to team engagement. Participative leaders give employees a chance to express their creativity by coming up with suggestions to tackle a situation. This is in stark contrast to authoritative leadership, where all decisions depend on the leader. Under participative leadership, the leader empowers their followers and makes them a part of the decision-making process. As a result, employees feel valued and devote themselves wholeheartedly to the

organization. Participative leaders can motivate their employees and extract better performances from them. This leadership style helps achieve the company's objectives efficiently and effectively.

Theoretical Basis for the Study

This study adopted the participative leadership theory, and this is because the theory suggests that employees be directly involved in decision making in their organization. The leader simply facilitates a conversation and then takes all the suggestions and comes up with the best possible action. In this theory, everyone is very involved with decisions for the team and organization, with the leader simply helping direct the charge.

Methodology

This study has a significant combination of survey, explanatory and exploratory research. Firstly, copies of questionnaire were used as primary data gathering instrument which makes it survey in nature. Secondly, the study sought to provide an explanation for relationship between leadership style and employee performance, making it explanatory. Thirdly, in this study to test the validity and reliability of the research instruments, a pilot test was conducted which makes it exploratory. The study population consists of employees of United Nations Development Office (UNDP), Abuja. There are two hundred and fifty-one (251) employees as at 31st December, 2023 as shown below:

Table 1: Population Frame

Departments/Units	Number
Senior Management Team	3
Operations Unit	50
Office Unit	153
Security Unit	30
Clinic/Hospital Unit	15
Total	251

Source: Survey Data, 2024.

Table 1 shows that: United Nations Development Office (UNDP), Abuja has a total of 251 employees with the Senior Management Team having 3, Operations Unit 50, Office Unit 153, Security Unit 30 and Clinic/Hospital Unit. The table equally shows that the Office Unit has the highest number of employees in United Nations Development Office (UNDP), Abuja while the Senior Management Team has the lowest number of employees in United Nations Development Office (UNDP), Abuja.

The sample size is the number of employees from the entire population who filled and returned accurately copies of questionnaire administered to them, since the entire total population of the organization is not large enough to be reduced by the Taro Yamane formula, the sample size becomes the entire population size, which is two hundred and fifty-one

(n=251). Simple random sampling technique was used to obtain a sample from the population. The study specifically employs balloting without replacement simple random sampling technique to select the respondents because this method offered the respondents within the stratum equal chance or opportunity of being selected.

The questionnaire was structured into two (2) sections, A, and B. Section A captures the socio-economic characteristics of the respondents (bio-data), while section B captured the specific objectives of the study (opinion of employees of united Nations Development Office (UNDP), Abuja, regarding leadership style and how it affects their employee performance at work). A five-point Likert scale that is 5 – Strongly agree, 4 – Agree, 3 - Neither agreed nor disagreed, 2 – Disagree, 1- Strongly disagree that best describes the extent to which the respondents agree with each of the items in the questionnaire was used.

The study analyzed the data using descriptive statistics and inferential statistics. The descriptive statistics adopted in this study include simple percentage and mean and was used for the analysis based on the data collected from the questionnaire distributed. The Inferential Statistics adopted in this study is Pearson moment correlation analysis. Pearson moment correlation analysis is used to show the extent of relationship between two variables or factors. In correlation analysis, each observation consists of two values. One value is for the dependent variable (employee performance) and one value is for the independent variable (leadership style).

Model Specification

$$ECW = \alpha_1 + \beta_1 ALS + \beta_2 DLS + \beta_3 LLS + \beta_4 CLS + u \dots \dots \dots 1$$

$$EO = \alpha_1 + \beta_1 ALS + \beta_2 DLS + \beta_3 LLS + \beta_4 CLS + u \dots \dots \dots 2$$

$$EM = \alpha_1 + \beta_1 ALS + \beta_2 DLS + \beta_3 LLS + \beta_4 CLS + u \dots \dots \dots 3$$

Where:

- ECW = Employee Commitment to Work
- EO = Employee Output
- EM = Employee Morale
- ALS = Autocratic Leadership Style
- DLS = Democratic Leadership Style
- LLS = Laissez-Faire Leadership Style
- CLS = Charismatic Leadership Style

Validity and Reliability of Instrument

The face and content validity of the instrument were done by two Professors and two other senior Lecturers in Business Administration Department. Their observations and comments were used to make corrections before the instrument was administered to the respondents. As regard to the reliability of the instrument, two times pre-study survey was carried out with respondents in a related institution and the outcome was measured using Cronbach' Alpha. The Cronbach' Alpha returns a coefficient value of 0.71. A pilot study was carried out on 30 staff of United Nations Development Office, Abuja (UNDP) to determine the initial response

from the correspondents. The instruments were further subjected to cronbach's alpha, and result shown below:

Table 2: Validity and Reliability of Instrument

S/N	Variables	No. of Items	Cronbach's Alpha
1	Autocratic Leadership Style	6	0.72
2	Democratic Leadership Style	4	0.76
3	Laissez-Faire Leadership Style	2	0.82
4	Charismatic Leadership Style	4	0.75
5	Employees Commitment to Work	3	0.75
6	Employees Output	2	0.77
7	Employees Morale	2	0.73

Source: Researchers' Survey Data SPSS (Version 23)

From the result of Cronbach's Alpha above, it was revealed that the results obtained is above the general rule of thumb which states that a Cronbach's Alpha of 0.70 and above is good, 0.80 and above is better while 0.90 above is best. In conclusion therefore, the questionnaire adopted by the researcher is valid and reliable.

Data Presentation and Analysis

This section contains the presentation of data analysis and findings. The questionnaire administered was structured in line with the hypotheses formulated to examine the effects of leadership style on employee's performance in United Nations Development Office, Abuja, Nigeria.

Data Analysis and Test of Hypotheses

The hypotheses tested were stated in null form, the null hypotheses indicate no significant relationship between independent variable (leadership style) and the dependent variable (Employee Performance). Simple linear regression analysis was used to analyze the hypotheses.

Test of Hypothesis One

Examine the influence of leadership style on employee's commitment to work in United Nations Development Office (UNDP), Abuja.

OLS Result Using SPSS version 23

Table 3: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3463.985	4	865.996	439.830	.000 ^b
Residual	222.489	113	1.969		
Total	3686.475	117			

a. Dependent Variable: DECWscore

b. Predictors: (Constant), IALSscore, ILSscore, ILLSscore, ICLSscore

Source: Computed from field study using SPSS Version 23

Table 4: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.726	.347		2.090	.039
ALSscore	-1.896	.179	1.345	10.611	.000
DLSscore	-.085	.223	-.060	-.380	.705
LLSscore	.391	.121	.304	3.237	.002
CLSscore	-.948	.269	-.644	-3.529	.001

a. Dependent Variable: ECWscore

Source: Computed from field study using SPSS Version 23

Table 5: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.981 ^a	.942	.941	.76080	.131

a. Dependent Variable: DECWscore

b. Predictors: (Constant), IALSscore, ILSscore, ILLSscore, ICLSscore

Source: Computed from field study Using SPSS Statistical Package (Version 23)

From the result of hypothesis one above, it was found that there was a positive significant relationship between autocratic leadership style and employees' commitment at ($B = -1.896, t = 10.6, \text{Sig} = .000, P < .05$). This result indicates that the autocratic leadership style in the organization lowers employee's commitment to work. For democratic leadership style, the result reveals that there is a negative significant relationship between democratic leadership style and employee's commitment at ($B = -.085, t = -.380, \text{Sig} = .705, P < .05$). This result shows

that if democratic leadership style declines in the organization, employees' commitment to work lowers.

The coefficient of determination (R^2) of 0.94 indicates that 94% of variation in employee's commitment to work (ECW) in the organization can be explained by the style of leadership adopted by the organization (autocratic leadership style, democratic leadership style, laissez-faire leadership style and charismatic leadership style).

Test of Hypothesis Two

Leadership style has no significant effect on employees' Output in United Nations Development Office (UNDP), Abuja.

OLS Result Using SPSS version 23

Table 6: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3240.986	4	810.247	2799.195	.000 ^b
Residual	32.709	113	.289		
Total	3273.695	117			

a. Dependent Variable: DEOScore

b. Predictors: (Constant), IALSscore, IDLSscore, ILLSscore, ICLSscore

Source: Computed from field study using SPSS Version 23

Table 7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.011	.133		-.083	.934
ALSscore	-.243	.069	.183	3.551	.001
DLSscore	.142	.086	.106	1.660	.100
LLSscore	.461	.046	.380	9.952	.000
CLSscore	.471	.103	.340	4.576	.000

a. Dependent Variable: DEPScore

Source: Computed from field study using SPSS Version 23

From the result of hypothesis two above, it was found that there is a positive significant relationship between autocratic leadership style and employees' output at ($B = -0.243$, $t =$

3.551, Sig = .001, P <.05). This result indicates that the more autocratic leadership style thrives in the organization, the lower the employee's output. For democratic leadership style, the result reveals that there is also a positive significant relationship between democratic leadership style and employee's output at (B = .142, t = 1.660, Sig = .100, P <.05). This result shows that as democratic leadership style thrives more in the organization, there will be an increase in employee's output. This indicates that if charismatic leadership style increases, then there will be an increase in the employee's output.

Also, the coefficient of determination (R^2) of 0.97 indicates that 97% of variation in employees' output (EO) can be explained by the kind of leadership style (autocratic leadership style, democratic leadership style, laissez-faire leadership style and charismatic leadership style).

Table 8: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.995 ^a	.970	.970	.53801	2.585

a. Predictors: (Constant), IALSscore, IDLSscore, ILLSscore, ICLSscore

b. Dependent Variable: DEOScore

Source: Computed from field study using SPSS Version 23

Test of Hypothesis Three

Leadership style has no significant effect on employee's morale in United Nations Development Office (UNDP), Abuja.

OLS Result Using SPSS version 23

Table 9: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3511.849	4	877.962	264.722	.000 ^b
Residual	374.769	113	3.317		
Total	3886.619	117			

a. Dependent Variable: DEMscore

b. Predictors: (Constant), IALSscore, IDLSscore, ILLSscore, ICLSscore

Source: Computed from field study using SPSS Version 23

Table 10: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.156	.451		2.565	.012
ALSscore	-2.735	.232	1.889	11.791	.000
DLSscore	.169	.290	.116	.584	.561
LLSscore	-.141	.157	-.107	-.898	.371
CLSscore	-1.160	.349	-.768	-3.328	.001

a. Dependent Variable: DEMscore

Source: Computed by the author using SPSS Version 23

From the result of hypothesis three above, it was found that there is a positive significant relationship between leadership style and employees morale at (B = -2.735, t = 11.791, Sig = .000, P <.05). This result indicates that the more autocratic leadership is allowed to thrive, the lower the morale of the employees. For democratic leadership style, the result reveals that there is a positive significant relationship between democratic leadership style and employee's morale at (B = .169, t = -.584, Sig = .561, P <.05). This result shows that the more the democratic leadership style thrives, the higher the employee's morale to work.

Also, the coefficient of determination (R^2) of 0.90 indicates that 90% of variation in employee's morale (EM) in the organization can be explained by the kind or type of leadership style that the organization adopts (autocratic leadership style, democratic leadership style, laissez-faire leadership style and charismatic leadership style).

Table 11: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.951 ^a	.904	.900	1.82114	.357

a. Dependent Variable: DEMscore

b. Predictors: (Constant), IALSscore, IDLSscore, ILLSscore, ICLSscore

Source: Computed from field study using SPSS Version 23

Discussion of Findings

The results of the analysis indicate that there is a significant relationship between staff promotion and employee performance in United Nations Development Office (UNDP), Abuja.

Research Question One: To what extent does leadership style influence employee's commitment to work in United Nations Development Office (UNDP), Abuja?

From the analysis, the study found out that there is a significant relationship between leadership style and employee's commitment to work in United Nations Development Office (UNDP), Abuja and this finding is in conformity with the findings of Nokwanda, Nishika & Anis (2016), and Santos (2017), who found a statistical positive significant relationship between leadership style and employee's commitment to work but was not in line with the findings of Paracha, Qamar, & Waqas (2017), and Hayward & Pearse (2013), who found a statistical negative significant relationship between leadership style and employee's commitment to work.

The finding is also in conformity with the participatory theory of leadership. In this theory, everyone is very involved with decisions for the team and organization, with the leader simply helping direct the charge. There are many advantages to this theory. Employees feel more engaged and motivated when they are directly involved in decisions and outcomes for their company. This theory is not without criticism however—some suggest that this type of style makes leaders appear weak or unnecessary (Fiedler & House, 2018).

Research Question Two: To what extent does leadership style influence employees' output in United Nations Development Office (UNDP), Abuja?

From the analysis, the study found out that there is a positive significant relationship between leadership style and employees' output in United Nations Development Office (UNDP), Abuja and this finding is in conformity with the findings of Emolero, Cuadrado, Navas & Morales (2017), and Fiedler & House (2018), who found a statistical positive significant relationship between leadership style and employee's output but was not in line with the findings of Shafie, Baghersalimi & Barghi (2013), and Rollinson (2017) who found a statistical negative significant relationship between leadership style and employee's output. The finding is also in conformity with the relationship theory of leadership or transformational theory of leadership. Transformational leaders motivate and inspire through their enthusiasm and passion, thereby helping other employees to improve in output. They are a model for their teams, and they hold themselves to the same standard they expect of others.

Research Question Three: To what extent does leadership style influence employee's morale in United Nations Development Office (UNDP), Abuja?

From the analysis, the study found out that there is a positive significant relationship between leadership style and employee's morale in United Nations Development Office (UNDP), Abuja and this finding is in conformity with the findings of Javidan, & Waldman (2013) and Butler (2017), who found a statistical positive significant relationship between leadership style and employee's morale but was not in line with the findings of Raja and Palanichamy (2012) and Rasool (2015) who found a statistical negative significant relationship between leadership style and employee's morale. The finding of this study is in line with the Behavioral leadership theory. The behavioral theory of leadership focuses on how a person's environment, not natural abilities, forms him or her into a leader. One of the key concepts of

behavioral theory is conditioning. Conditioning states that a person will be more likely to act or lead in a certain style as a result of environmental responses to behavior (Kothari, 2014).

Summary

This study examined the effects of leadership style on employee's performance in United Nations Development Office (UNDP), Abuja. This study discussed the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope and limitations of the study. It further assessed the conceptual framework, the theoretical framework as well as the empirical review where previous studies relevant to this study were reviewed in line with the study variables.

Conclusions

The study concludes that:

When autocratic leadership style is allowed to thrive in the organization, the employees' performance dwindles. It is important to note that neglect of employees in organization's decisions lowers employee's performance.

Shafie, Baghersalimi & Barghi (2013), agrees with this conclusion because it equally found a positive significant relationship between autocratic leadership style and employee's performance. When democratic leadership style is allowed to thrive in the organization, employees' performance increases. Just like Paracha, Qamar, & Waqas (2017), found a positive significant relationship between democratic leadership style and employee's performance. Employee's participation in the organization's affair gives them a sense of belonging. When laissez-faire leadership style and charismatic leadership style flourish in the organization, employees' performance dwindles and increases respectively. Thus, the leadership style the organization adopts affects the employees' performance.

Recommendations

The study recommends the following based on the findings and in line with the objectives of the study:

- i. The management of United Nations Development Office (UNDP), Abuja should adopt a democratic leadership style that gives room for periodical meetings, workshops, trainings where employees would be given the opportunity to express their mind and contribute to decision making in other to increase the employee's sense of belonging and commitment to work.
- ii. United Nations Development Office (UNDP), Abuja should engage a leadership style that gives employees a chance to express their creativity by coming up with suggestions to tackle a situation and a leadership style that equally allows for fair hearing as well as a leadership style that encourages equal participation. With this, employee's productivity would increase appropriately.
- iii. The management of United Nations Development Office (UNDP), Abuja should play down every medium that silences the voice of employees and open mediums where employees' voices would be heard and considered. This would surely increase employee's morale and facilitates them to do their work effectively and efficiently.

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