

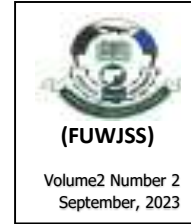
LEADERSHIP STYLE AND EMPLOYEES' PERFORMANCE IN NON-GOVERNMENT ORGANIZATIONS (NGOs) WITHIN GOMBE STATE, NIGERIA

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Abstract

Employees of non-governmental organizations (NGOs) often work in very risky conditions. The varying conditions require their employees to display different skills in dealing with those they serve. In this way, leaders in non-governmental organization need to display their full leadership skills in order to motivate their employees to attain optimal level of performance. Thus, this study investigates the effects of leadership styles on employee performance at some selected NGOs in Gombe State. A survey research design was used where data was sourced through 112 questionnaire using five points Likert scale and was administered to the respondents. The analysis of the participants' responses was done using Statistical Package for Social Sciences (SPSS) version 20 which generated the response rates, variances, standard errors, R-square statistics, correlation, analyses of variance and t-statistics. The study results reveal that autocratic and laissez faire leadership styles have no significance effect on employee performance in non-governmental organization in Gombe State. While democratic leadership style has significance effect on employee performance in non-governmental organization in Gombe State. The study concludes that the democratic style of leadership which gives NGO employees a certain freedom and involves them in decision-making motivates NGO employees to more productivity in Gombe State, Nigeria. The study recommends that heads of non-governmental organizations should encourage more practice of democratic leadership style; as democratic leadership style ensures a well-organized and stable group.

Keywords: Leadership, decision-making, employee performance, NGOs, Gombe

Introduction

Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, Dubrin (2022) emphasizes the need for a manager to find his leadership style. The concept of leadership encompasses a wide range of different interpretations regarding the characteristics of the leader, his behaviour, and his impact on employees and their activities (Peng & Wei, 2020). Leaders are categorized by different criteria and one of them is the style of leadership. Leadership is the ability to influence and motivate a group of people toward achieving a particular vision or set of goals (Goleman, 2021). It is one of the managerial qualities of the organization which interaction with the workers of the organization and has a large impact on the turnover rate of the organization (Pratama, Suwarni & Handayani, 2022). Leadership is the very big toll or the weapon of the organization to accomplish its goals and its necessary objectives and without it; it is impracticable for the organization to attain its main target. Without leadership the implementation of tasks and their achievements are impossible (Wahyudi, 2022).

Different leadership styles may affect organizational effectiveness. Literatures have stated that the key elements for a successful organization are leadership style and competency (Nguyen, Yandi & Mahaputra 2020). Leadership style is the most prevalent factor that influence employees' attitudes and behaviors including organizational commitment. Leaders have adopted various styles when they lead others in the organization (Mufti, Xiaobao, Shah, Sarwar & Zhenqing 2020). Some are using democratic, people or relationship center approach and others prefer autocratic, production center method in order to achieve a similar goal, which is organizational effectiveness. The suitability of leadership styles to be used in an organization is based on the sector of business in which they are operating. An effective leader is someone who knows how to inspire and relate to subordinates, knows how to increase the employees' motivation, and make employees loyal to the organization (Kovach 2020). In today's dynamic global working environment there is growing evidence to suggest that organizations are now recognizing the impact leadership styles has on both employee wellbeing and organizational outcomes (Khuwaja, Ahmed, Abid & Adeel, 2020).

Non-Governmental Organizations (NGOs) are important agents of change and development in Nigeria, especially at the grassroots. NGOs have significantly increased their commitment, both human and financial, to the cause of development, seeking actively to reach a greater number of people and to improve their quality-of-life (Derqui, 2020). In the views of O'Leary

and Smith (2020), NGOs are better equipped for rural needs by virtue of their simplicity, the proximity to the grassroots, their ability to identify felt needs of the people and their efficient and cost effective mode of operation. NGOs, according to Ngo Do and Mai, (2022), owe their existence to the work outputs of their employees within the context of administrative and policy structures provided. To achieve their set goals, there must be material and human resources (workforce) on deck and working effectively and efficiently too (Jain & Jain 2020). Considering the importance of NGOs in complementing government's efforts in rural development, the need to assist rural people to achieve development and the importance of the human resource in harnessing the organizational objectives, there is therefore the need for an empirical insight into the performance of NGO workers in Nigeria, vis-a-vis their socio-economic characteristics, factors that promote job performance, constraints to job performance and the workers' attitudes towards their job (Bialowolski & Weziak-Bialowolska 2021).

According to Saffar and Obeidat (2020), employee performance has been described as the degree of achievement of set goals or missions of the workplace or organization. It refers to the range of measurements of transactional efficiency and input and output efficiency. The NGOs are service-oriented organization and performance is measured by the quality of the service especially in terms of timeliness of service delivery (Liu & Lin, 2021) The NGOs will be seen as performing optimally when they attend to work on time when they do not absent themselves from work when files are treated promptly and given the attention that is required so that the funders would achieve the aim for which the various funds are been granted. Non-Government Organizations (NGOs) are required to develop and continue to innovate and excel in terms of practices and strategies for achieving organizational goals. This requires efficient human resource management (HRM), which will motivate the employees to develop and improve their performances, which will contribute to the success of the organizations. NGOs consider employees as the most effective asset in achieving organizational objectives and goals. Employees in the organization have the tendency to enhance the organization productivity by utilizing the organizational capital efficiently and effectively. In order to advantageously utilize this asset, good leadership is considered the most important determinant that increases employee productivity.

This similar situation is happening with the Nigerian 'local' private NGOs established by individuals or organizations. They are unable to compensate the employees and volunteers satisfactorily due to limited resources. In addition, the type of leadership style being practice sometimes does not work well with employee engagement in a country with diverse cultural settings (Khuwaja, Ahmed, Abid & Adeel 2020). Furthermore, due

to inappropriate leadership style and management practices, the NGOs are faced with a high rate of employees and volunteers resigning from their jobs and moving on to other organizations because they feel their effort is not appreciated by the leadership. When the organization loses its skilled and knowledgeable personnel, it affects job performance and productivity which has financial implications for the organization. Considering these challenges, the study investigates and analyzes the different styles of leadership that influence employees' job performance in the NGO setting within the Nigerian context and come out with a viable leadership style that helps address these pitfalls (Aborass, 2021).

Various researchers have argued that it is not enough for a leader to just have basic skills. However, a leader should have exceptional competencies that differentiate the 'outstanding from average performers' (Scanlon & Vellutino, 2021). They suggested that for a leader to be successful, they must have unique competencies to enable them to perform their functions properly. For instance, a leader with cognitive skills like systematic thinking, social and emotional intelligence will have empathy. This study focuses on leadership styles and how styles of leadership influence the performance of employees of non-governmental organizations in Gombe State, Nigeria.

Leading Non-Governmental Organizations in the 21st Century

Leadership style should be dependent on the task and the people being led, the environment and the leader initiative. However, there are several types of leaders exhibiting different leadership characteristics. It is therefore a first step to understand leadership development by exposing the various styles of leadership. Leadership style may be based on autocratic structure, people and production orientation. Empirical research conducted by Levin and white (1953) on leadership style, identified three major leadership styles:

1. Autocratic leader
2. Laissez faire leader
3. Democratic leader.

Autocratic leader

Autocratic leaders are classic "do as I say" types. Typically, these leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders retain for themselves the decision-making rights. They can damage an organization irreparably as they force their 'followers' to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity and innovation are typically

eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time, waiting for the inevitable failure this leadership produces and the removal of the leader that follows (Eddy & Kirby 2020).

Democratic leadership

Hilton, Arkorful and Martins (2021) describe democratic leadership as one where decision-making is decentralized and shared by subordinates. The potential for poor decision-making and weak execution is, however, significant here. The biggest problem with democratic leadership is its underlying assumption that everyone has an equal stake in an outcome as well as shared levels of expertise with regard to decisions. That is rarely the case. While democratic leadership sounds good in theory, it often is bogged down in its own slow process, and workable results usually require an enormous amount of effort.

Dahal (2020) proclaimed that democratic leadership influences people in a manner consistent with the basics of democratic principles and processes, such as deliberation, equal participation, inclusiveness, and self-determination. According to Owusu-Agyeman (2021) democratic leaders actively encourage and stimulate group decisions and group discussions. Budur (2020) defined characteristics of democratic leaders as influential, helpful, knowledgeable, a good listener, encouraging, guiding, respecting and situation-centered. Adobor (2020) stated that democratic leadership style centralized more on people and interaction is greater within the group.

Laissez Faire leadership

Laissez-faire leadership style has positive impact on employee performance, which indicates that employee performance would increase when laissez-faire leadership style is applied. Laissez-faire leadership style is considered as moderate leadership style. This technique is being suited when employees understand their responsibilities well and possess strong analytical skills. This approach can be used when leaders are very much confident on team members and in any condition should not blame each other for mistakes. Ayele (2021) proclaimed that laissez-faire leadership style is associated with unproductiveness, ineffectiveness, and dissatisfaction. Fors Brandebo (2020) stated that these leaders avoid active participation in responsibility of goals setting and avoid being involved when leadership direction is needed.

Employee Performance

The Concept of Employee Performance is associated with quantity of output, quality of output, timeliness of output, presence/ attendance on the

job, efficiency of the work completed, and effectiveness of work completed” (Pathirana, Kuruppu & Rodrigo 2022). Employee Performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. Afsar & Umrani (2020) suggested that “the definition of performance does not include the results of an employee’s behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work”. Perceived differently employee performance represents the general belief of the employee about his behavior and contributions in the success of organization.

Employee performance may be taken from the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as “declarative knowledge”, “procedural knowledge” and “motivation” (Demir, et al 2022). Human Resource practices have positive impact on performance of individuals. Sepahvand and Bagherzade (2021) proposed five human resource management practices that affect performance which are setting competitive compensation level, training and development, performance appraisal, recruitment package, and maintaining morale. Neway (2021) have carried out study on eight HR practices including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure and pension or social security in relation with the perceived performance of employees. Therefore, it is concluded that these HR practices have positive and significant associations with the perceived performance of employees.

Empirical Studies on Leadership Styles and Employees’ Performance

A researched was conducted by Widayanti & Putranto (2015) on Analysing the Relationship between Transformational Leadership and Transactional Leadership Style on Employee Performance in PT.TX Bandung in Indonesia. The sample size used by the researcher is 92. The objective of this research is to find the relationship between transactional and transformational leadership to employee performance and the significant relationship between these two variables. This research consists of primary and secondary data. Primary data was collected through Multifactor Leadership Questionnaire (MLQ) based on Slovin Theory method. Secondary data was collected from the office assessment of employee performance. Validity and reliability test were used to measure quality of data. Multiple regression analysis is used to find the relationship because it has more than one independent variable. Data was sent for pass the classic

assumption tests such as multicollinearity test, normality test, heteroscedasticity test and autocorrelation test before multiple regression analysis. The result proved that transactional and transformational leadership has positive relationship and it effects to employee performance either concurrently or partially.

Ojokuku (2012) conducted a research on the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. The sample size used by the researchers is 60. The study contained twenty of random picked banks in Ibadan, Nigeria. A structured questionnaire was used to collect data from the heads of accountants, heads of operations, and branch managers on face-to-face basis. Inferential statistical tool was used and one hypothesis was formulated to analyse data. Regression analysis was used to study the dimensions of significant effect of leadership style on followers and performance. The findings showed that there was positive and negative correlation between performance and leadership style. There was 23 percent variance of performance found in leadership style jointly predict organizational performance. This study concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment.

Dalluay and Jalagat (2016) conducted a research on title Impacts of Leadership Style effectiveness of Managers and Department Heads to Employees' job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. The sample size used is 150. Survey questionnaires were designed to study the effects of manager leadership styles on employees' performance and satisfaction. 150 respondents were selected from corporations in Cavite, Philippines through random sampling with Slovin formula with $n = \frac{N}{1+Ne^2}$. Data were analysed by using weighted mean, percentages, multiple regression and correlation coefficient. Percentages specifically were used to analyse demographic variables (gender, age, length of service and leadership styles). Weighted mean were used to survey questionnaires on leadership styles, and correlation coefficient and multiple regression were used to study the relationship between variables on leadership style, job performance and job satisfaction. The finding concluded that corporations should constantly making the most of leadership style which enhances employees performance and employee job satisfactory level even though there is still rooms for improvements.

Nasir (2014) did a research on The Relationship of Leadership Styles and Organizational Performance among IPTA Academic Leaders in Klang Valley Area in Malaysia. The study used correlation methods to measure the relationship between leadership styles and organizational performance. Five public universities in Selangor were chosen. 201 academic leaders were

chosen as the sample size. The questionnaire prepared in a form of closed-ended questions. The survey instruments from Kouzes and Posner Leadership Practices inventory-Individual Contribution Self Survey (1997) and Multifactor Leadership Questionnaire (MQL) had been adapted. Likert-Scale was used. All data were analysed by using SPSS version 20.0. The hypothesis testing from normality test with Normal Probability Plots for variables and other visual presentation measures such as histogram and box plot. Pilot test is used to test the consistency of questionnaire. Cronbach's alpha is used to test reliability. The findings concluded that leadership behaviours are interrelated and have high positive impact with organizational performance.

Ismail, (2011) worked on a research titled Interaction between Leaders and Followers as an Antecedent of Job Performance: An Empirical Study in Malaysia. Sample size used by the researchers is 200. This study used a cross-sectional method to integrate the research literature, the in-depth interview, pilot study and the actual survey to collect data. Convenience sampling technique was used. SPSS version 16 is used to analyse validity and reliability of data. Pearson correlation analysis and descriptive statistic is used to access research variables. Standardized coefficient of Stepwise regression analysis was used. The findings confirmed that interaction between leaders and followers does act as full antecedent of job performance.

The above reviewed literature mostly used random sampling and multistage sampling technique. But for this study, stratified sampling technique was be used. Where 112 respondents are determined using Yamane formula. Primary data were captured for the study and gathered through the use of five points Likert open ended questionnaire. In the reviewed literature of this study, the author used chi square, Pearson correlation analyses, Simple regression analysis on four points Likert scale. For this study, the responses for this study is analyze using regression and correlation. Similarly, this research is similar in placement of the variables.

Theoretical Framework

This study will be underpinned by two theories: Style and Behaviour Theory and Process Leadership Theory.

Style and Behaviour

Theory The style theory acknowledges the significance of certain necessary leadership skills that serve as enabler for a leader who performs an act while drawing its parallel with previous capacity of the leader, prior to that particular act while suggesting that each individual has a distinct style of leadership with which he/she feels most contented. Like one that does not

fit all heads, similarly one style cannot be effective in all situations. Yukl (1989) introduced three different leadership styles. The employees serving with democratic leaders displayed high degree of satisfaction, creativity, and motivation; working with great enthusiasm and energy irrespective of the presence or absence of the leader; maintaining better connections with the leader, in terms of productivity whereas, autocratic leaders mainly focused on greater quantity of output. Laissez faire leadership was only considered relevant while leading a team of highly skilled and motivated people who excellent track-record, in the past (Munna, 2021).

Feidler and House (1994) identified two additional leadership styles focusing effectiveness of the leadership. These researchers opined that consideration (concern for people and relationship behaviours) and commencing structure (concern for production and task behaviours) were very vital variables. The consideration is referred to the amount of confidence and rapport, a leader engenders in his subordinates. Whereas, initiating structure, on the other hand, reflects the extent, to which the leader structures, directs and defines his/her own and the subordinates' roles as they have the participatory role toward organizational performance, profit and accomplishment of the mission. Different researchers proposed that three types of leaders, they were; autocratic, democratic and laissez-faire. Without involving subordinates, the autocratic leader makes decisions, laissez-faire leader lets subordinates make the decision and hence takes no real leadership role other than assuming the position and the democratic leader accesses his subordinates then takes his decision (Jaafar, v Zambani & Fathil, 2021). "He further assumed that all leaders could fit into one of these three categories".

Style and Behaviour Theory

The style theory acknowledges the significance of certain necessary leadership skills that serve as enabler for a leader who performs an act while drawing its parallel with previous capacity of the leader, prior to that particular act while suggesting that each individual has a distinct style of leadership with which he/she feels most contented. Like one that does not fit all heads, similarly one style cannot be effective in all situations. Yukl (1989) introduced three different leadership styles. The employees serving with democratic leaders displayed high degree of satisfaction, creativity, and motivation; working with great enthusiasm and energy irrespective of the presence or absence of the leader; maintaining better connections with the leader, in terms of productivity whereas, autocratic leaders mainly focused on greater quantity of output. Laissez faire leadership was only considered relevant while leading a team of highly skilled and motivated people who excellent track-record, in the past Servant leaders were encouraged to be

focused to the anxieties of the followers and the leader should sympathize with them take-care of and nurture them. The leadership was imparted on a person who was by nature a servant. “The servant leader focuses on the needs of the follower and helps them to become more autonomous freer and knowledgeable”. These theories are deep very important and relevant on the relationship between autocratic, democratic and laissez-faire leadership styles and their independent effects on employee performance of NGOs in Gombe, Nigeria

Research Methodology

The population of this study is the 168 hundred (168) senior management and junior management of various NGOs in Gombe State, Nigeria. There are several approaches to determining sample size. These includes using census for small populations, imitating a sample size of similar studies, suing published tables, and applying formulas to calculate a sample size (Adriansyah, Setiawan, & Yuniarinto, 2020). For the purpose of this work, the Yamane formula is used to calculate the sample size as follows:

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

Where:

N= Population size

n= Sample size

e= Margin of error (in this case will be 5%)

Therefore,

n= 168

$$\frac{168}{1 + 168(0.05)^2} = \mathbf{112}$$

The questionnaire used as the research instrument was subjected to face validity. This research instrument (questionnaire) adopted was adequately checked and validated by the supervisor, his contributions and corrections were included into the final draft of the research instrument used.

To establish the reliability of the instrument, the reliability test recommended by Ravinder, and Saraswathi, (2020) was conducted on the items constituting the dependent and independent variables. For the independent variables (training/training, improved workers' welfare and variable pay), the test showed an alpha value of 0.615. Furthermore, the dependent variable (Performance has a value of 0.732. According to Ravinder, and Saraswathi, (2020), a Cronbach Alpha value of 0.6 or higher is generally required to achieve reliability of constructs or variables. Thus,

the items utilized for the instrument can be said to have passed the test of reliability. Primary data was used for the study in order to guide the researcher in making meaningful findings and conclusions. The study obtained the data through administering of questionnaire to staff of the college. Questionnaires were used to collect data for the study from the staff. The questionnaires were distributed to the respondents based on simple random sampling.

The study utilized questionnaire as a method of data collection. The questionnaire was structured to ensure accuracy and speedy response to questions. Questionnaire questions were closed-ended. The researcher administered the questionnaire by taking them to the respondents and collecting them back when the instruments were duly completed. The focus of this section is an analysis besides is interpretation of data obtained, SPSS version 20 was used to analyzed the retrieved questionnaire Subsequently the 127 retrieved questionnaire were inputted into the SPSS software for further analysis.

Table 1: Construct Validity and Reliability

Variables	Codes	Cronbach's Alpha
Autocratic Leadership Style	AUT1	.662
	AUT2	.678
	AUT3	.673
	AUT4	.670
	AUT5	.675
	AUT6	.660
	AUT7	.665
	AUT8	.687
	AUT9	.673
Democratic Leadership Style	DEM1	.684
	DEM2	.681
	DEM3	.693
	DEM4	.673
	DEM5	.678
	DEM6	.672
	DEM7	.666
	DEM8	.671
	DEM9	.680
	DEM10	.669
	DEM11	.656
	DEM12	.661
Laissez-faire Leadership Style	LFL1	.667
	LFL2	.681
	LFL3	.672
	LFL4	.683
	LFL5	.686
	LFL6	.686
	LFL7	.651
	LFL8	.665
	LFL9	.645
	LFL10	.660
Employee Performance	EPM1	.691
	EPM2	.662
	EPM3	.674
	EPM4	.672
	EPM5	.684
	EPM6	.682
	EPM7	.671
	EPM8	.665
	EPM9	.657
	EPM10	.656
	EPM11	.671

Source: Researcher's Computation, (2022)

Therefore, from table 1, with reference to Flynn, Schroeder, and Sakakibara (1994) on the level Cronbach's alpha, signifies that the entire items are reliable. This because the Cronbach's alpha is approximately 0.7.

Table 2: Respondents Demographics

Gender		
Male	Female	Total
55.4	44.6%	100%
Years of Experience		
Below 5 Years	Above 5 Years	Total
54.4%	45.6%	100%
Cadre of Staff		
Junior Staff	Senior Staff	Total
44.6%	55.4%	100%

Source: Researcher's Computation, (2022)

Table 4.2 revealed that 55.4% of the respondents are male while the remaining 44.6% of the respondents are female. Similarly, 54.4% of the respondents have the working experience of less than five years while the remaining 45.6% of the respondents have working experience of more than five years. Finally, the table shows that 44.6% of the respondents are junior staff while the remaining 55.4% of the respondents are senior staff

Correlation (r)

Correlation analysis was conducted during this study to explore the strength and direction of the linear relationship between the variables. Specifically, this analysis determined the relationship between the entire variables. In determining the strength to the relationship, Pallant (2001) noted that a correlation of 0 signifies no relationship, a correlation of 1.0 signifies a perfect positive correlation and a value of -1.0 signifies a perfect negative correlation. In interpreting the values between 0 and 1, the following guideline was suggested by Cohen (1998): $r=0.10$ to 0.29 or $r=-0.10$ to be -0.29 small; $r=0.3$ to 0.49 or $r=-0.30$ to -0.49 medium; $r=0.50$ to 1.0 or $r=-0.50$ to -1.0 large. The result of the Pearson correlation is presented in Table 4.3

Table 3: Correlations

Inter-Item Correlation Matrix				
Variables	Autocratic leadership style	Democratic leadership style	Laissez-faire leadership style	Employee performance

Autocratic leadership style	1.000			
Democratic leadership style	-.202	1.000		
Laissez-faire leadership style	.012	.035	1.000	
Employee performance	-.068	.168	.050	1.000

Source: Researcher's Computation, (2022)

With reference to Cohen (1998), table 4.3 indicates a very negative relationship between autocratic leadership style and employee performance with $r = -0.068$. However, the table indicates a small relationship between democratic leadership style and employee performance with $r=0.168$. Finally, the table shows a small relationship between laissez-faire leadership style and employee performance with $r=0.050$,

Normality

One of the approaches to assess the normality assumptions is through histogram residual plots. This refers to the shape of data distribution for an individual 195 continuous variables and its correspondence to normal distribution. To meet the assumptions, the distribution of the plot needs to appear normally distributed. The ultimate objective of the research is to make inferences, then, screening for normality is an important step in almost all multivariate analysis (Tabachnick & Fidell, 2007). Figure 1 of the normal histogram pictorially depicting that the normality assumption was achieved since all the bars on the histogram were closed to a normal curve. The p-plot in figure 2 shows that all the points lie along a 45° diagonal line from the bottom left to top right, hence demonstrating that normality assumptions have not been violated.

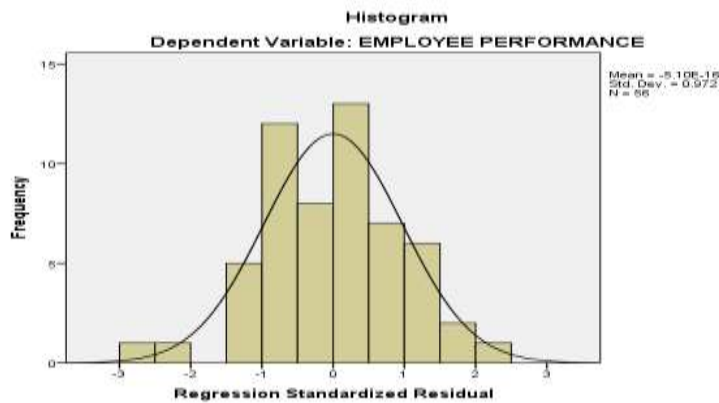


Figure 1: Residuals Histogram

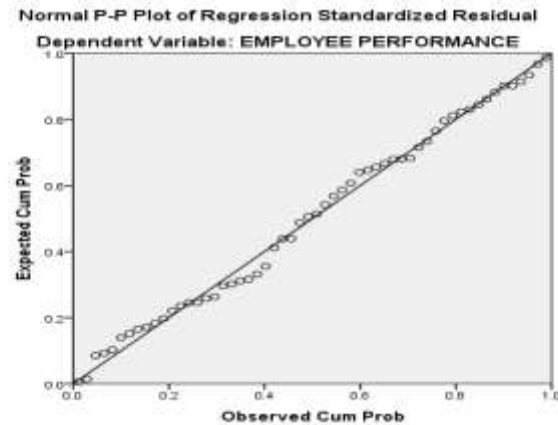


Figure 2: Residuals P-Plot

Linearity

To check for linearity, this study used the residual scatter plot. If the assumptions are satisfied, the residuals should scatter around 0 or most of the scores should concentrate in the centre at the 0 point (Flury & Riedwyl, 1998). Figure .3 displays the scatter plot between leadership style and employee performance. The plot shows that the residual scores were little bit scattered, thus, suggesting that the linearity assumption was merely met. Similarly, it appears that the other variables also demonstrate that the linearity assumption was violated.

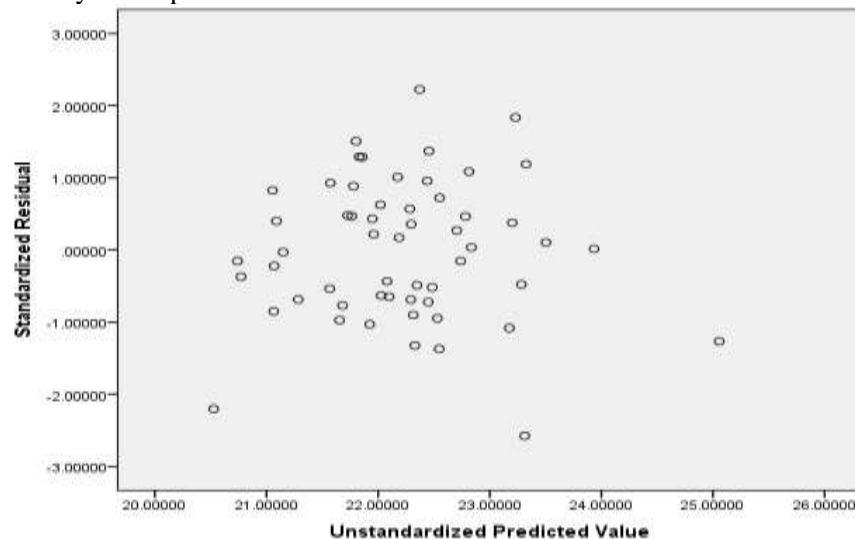


Figure 4.3: residuals scatter plot

Analysis of Variance (ANOVA)

Table 4 Autocratic Leadership Style and Employees Performance ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.591	1	5.591	.248	.621 ^b
	Residual	1219.837	54	22.590		
	Total	1225.429	55			

Source: Researcher's Computation, (2022)

Table 2 indicates the regression model is insignificant with the p value of 0.621. Therefore, the table states that autocratic leadership style has no significance effect on employee performance in non-governmental organization in Gombe state, Nigeria.

Table 5: Democratic Leadership Style and Employee Performance ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.738	1	34.738	1.575	.215 ^b
	Residual	1190.690	54	22.050		
	Total	1225.429	55			

Source: Researcher's Computation, (2022)

Table 4.5 indicates the regression model is significant with the p value of 0.215. Therefore, the table states that democratic leadership style has significance effect on employee performance in non-governmental organization in Gombe state, Nigeria.

Table 6: Laissez-faire Leadership Style and Employee Performance ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.040	1	3.040	.134	.715 ^b
	Residual	1222.389	54	22.637		
	Total	1225.429	55			

Source: Researcher's Computation, (2022)

Table 4.6 indicates the regression model is insignificant with the p value of 0.715. Therefore, the table states that laissez-faire leadership style has no significance effect on employee performance in non-governmental organization in Gombe state, Nigeria.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	df1	df2	Durbin-Watson
1	.178 ^a	.032	-.024	3	52	1.646

Durbin-Watson

Durbin-Watson can be used to test the independence of error terms (Norusis, 1995). The general rule of thumb is that if the Durbin-Watson value is between 1.50 and 2.50, the assumption of independence on the error terms is not violated (Norusis, 1999). Table 7 shows a Durbin-Watson value of 1.646 in this study met the general rule of thumb, and ensures that the assumption of independence of error terms is not violated and the residuals are uncorrelated. Therefore, the evaluation on assumptions of linearity, homoscedasticity, normality, independence on the error terms, and multicollinearity revealed no significant violation of assumption. Therefore, multiple regression analysis is considered suitable in testing the research hypotheses.

Table 8: Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Autocratic leadership style	.959	1.043
Democratic leadership style	.958	1.044
Laissez-faire leadership style	.998	1.002

Source: Researcher's Computation, (2022)

Another approach is to look at the variance inflated factor (VIF) and tolerance value. It is generally believed that any VIF exceeds 10 and that a tolerance value less than 0.1 indicates a potential problem of multicollinearity (Hair et al., 2010). Table 4.8 shows the Tolerance and VIF values for the independent variables. The results in Table 6 show that multicollinearity does not exist among the independent variables because the tolerance values are greater than 0.1, and the VIF values are less than 10. The results indicate that the study does not have any multicollinearity problem. The moderator regression was subject to criticism because the interaction term leads to a multicollinearity problem (Aiken & West, 1991; Cohen & Cohen, 1983; Frazier et al., 2004; West, Aiken & Krull, 1996). As

a result of the centered mean, VIF and tolerance values were within the acceptable required range. Thus, multicollinearity is not a problem for this study.

Table 9: Summary of Hypothesis Testing

Hypothesis	Statement of Hypothesis	P Value	Remarks
H1	Autocratic leadership style have positive and significant effect on NGOs employees' performance..	0.621	Not supported
H2	Democratic leadership style have positive and significant effect on NGOs employees' performance..	0.215	Supported
H3	Laissez-faire leadership style have positive and significant effect on NGOs employees' performance.	0.715	Not supported

Source: Researcher's Computation, (2022)

The study finds out that autocratic leadership style has no significance effect on employee performance in non-governmental organization in Gombe state. This contradict the findings of Velu, Manxhari, Demiri and Jahaj (2017) which indicated that democratic, autocratic and transformational leadership styles positively impacted the level of employee performance. Furthermore, the finding of this study revealed that democratic leadership style has significance effect on employee performance in non-governmental organization in Gombe state. This is in line with the findings of Ojokuku (2012) who concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to banks especially in this global competitive environment. Finally, the study finds out that laissez-faire leadership style has no significance effect on employee performance in non-governmental organization in Gombe state. This is in line with the findings of Shafieh, Baghersalimi and Barghi (2013) who concluded that given that the correlation coefficient between these two variables is -0/460, it can be concluded that this relationship is significantly negative. The more managers use laissez-faire style in their leadership, the more employees' performance is reduced. However, Velu, Manxhari, Demiri and Jahaj (2017) base on their findings revealed that charismatic, bureaucratic, laissez-faire and transactional leadership style has a negative impact on the level of employee performance but statistically it is not significant

Conclusion and Recommendations

Organizations need to have highly capable leaders to lead their employees in daily operation and accomplish the organizational goals. It should be known that employees are the most important asset in the organization, and employees' performance highly depends on leadership style. The study's results revealed that among the three predictors, democratic leadership style significantly predicated employees' performance. However, autocratic and laissez-faire leadership styles insignificantly affect employees' performance. Therefore, NGOs leaders are encouraged to adopt democratic leadership style and involve team members in the decision making process since it is confirmed that performance of employees is the best under democratic style of leadership. NGOs leaders should encourage innovation, team work and creativity that lead to employees' participation, increased productivity and subsequently increased performance. Heads of non-governmental Organizations should encourage more practice of democratic leadership style. Democratic leadership style matches with a well-organized and stable group.

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