

## **DEMOCRATIC LEADERSHIP AND EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

*The issue of employee performance has been of serious concern to organisations in spite of widespread clamour of handling it. However, there is growing evidence to demonstrate that this problem is not far from the fact that managers only see employees as a means towards goal achievement of an organisation instead of part and parcel of it. A good leadership style with intention of an excellent employee performance will invariably turn the fortunes of an organisation around. The purpose of this work was to determine the impact of democratic leadership on employee performance. It related collaborative decision-making and participation and skill sharing dimensions of democratic leadership style to employee performance based on review of scholarly works on the subject matter. The review shows that collaborative decision-making has impact on employee performance and that participation and skill sharing also has impact on employee performance, hence, should be adopted by leaders. The study also reveals that there is no best leadership style for every situation; hence, leaders should adopt appropriate style for each peculiar situation.*

**Keywords: Democratic Leadership, Employee Performance, Collaborative Decision-Making, Participation and Skill Sharing.**

### **INTRODUCTION**

The problem of poor employee performance has been mainly identified in the area of policy formulation and implementation (Adeleke et al) 2003. However, there is growing evidence to demonstrate that this problem is not far from the fact that managers only see employees as a means towards goal achievement of the organisation and not part and parcel of it.

Good leadership makes business and not-for-profit organisations successful. According to Northouse (2007) without leadership, organisations move too slowly, stagnate, and lose their way. A good leadership style with the intention of an excellent employee performance will invariably turn the fortunes of an organisation around. Hence, organisations that do not involve employees in the process of decision making are bound to have setbacks. Most literatures about organizations stress decision-making and imply that if decision-making is timely, complete and correct, then things will go well. The problem of implementation is really issue about how leaders influence behaviour, change the course of events and overcome resistance (Mawomi et al, 2009).

Leadership is the ability to influence others. A leader is one who is able to co-ordinate the activities of others within a group towards achieving a common goal or objectives. Leadership could be seen from two perspectives - one, it is a status symbol, in which case, the leader stands out from the crowd - two, it is a function, in which case, the leader carries out the duty of co-ordinating task related activities directed towards the achievement of the organisational goals. To a large extent, an achievement of organisational goals depends on the quality of leadership. It has significant impact on the behaviour, attitudes and performances of the employees; hence it is an important aspect of management. A leader must be able to inspire employees to perform their duties willingly, competently and enthusiastically to align with (Koontz et al, 1978) who said that leadership is inflaming people so that they will strive willingly and enthusiastically towards the achievement of group goals. There are various definitions of leadership as put up by different scholars but it is worth saying that leadership, according to (Nwa, 1999) is the process of influencing the actions and attitudes of followers to achieve certain results. Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

Sequel to the above definitions and others, there is a specific component that is central to the majority of them, and this is "influence". The concept of influence as applicable here, connotes the leadership's ability to accomplish more, in association with others, than the strictly formal components organisations would appear to permit (Mawomi et al, 2009).

Over the years, organisations have strived to ascertain the best leadership style that best influences employee's performances. This search has resulted in endless efforts by researchers to ascertain how leaders operate and the resulting effect on employees performances. According to Alghazo et al, (2016), leadership plays a significant role in building a fervent environment and encouraging culture in an organisation. Ngethe et al, (2012) argued that leadership roles and their styles contribute immensely to employees' retention and performance. This notion is based on the fact that the pattern of leadership adopted can either motivate or demotivate the workforce, which in turn may increase or decrease workers productivity and tendency of retention in an organisation. Thus, leadership is perceived to be personal traits reflected in an individual's potentials and actions. It is sometimes associated with the role of managers or experts. This assertion may create some confusion because not all managers are leaders and conversely, not all leaders are managers. However, what is essential is that good leadership is identified by the level of performance of their employees (Bass et al, 2003). On this premise, (Bennis, 2008) reiterated that a leader is someone who identifies the ways, works through the way, and leads others to follow the way. Democratic leadership involves efforts by a leader to encourage and facilitate participation by others in making important decisions (Mogaji, 2000). Democratic leaders, not only guide group members, but also participate actively in the group and acknowledge inputs from group members when making decisions and solving problems. Taking cognizance of the fact that no leader can be a specialist in all fields, decisions made in this ways are more effective and precise. An ample understanding of democratic leadership style and the impact on employee's job, performance is crucial in human capital development and is a key factor in the determination of organisational success.

According to Nwa (2000), the correct choice of a leadership model is the one that connects properly with the external environment, and can lead to the achievement of both individual and organisational goals. If the selected model is inappropriate, organisational goals will be distorted causing worries, aggressiveness and dissatisfaction of staff. This write up is a systematic review of related literature on the impact of democratic leadership on employee performance with a view to drawing conclusions, making relevant recommendations and contributing to scholarship based on selected literary works.

**Conceptual Frame work**  
**Independent Variable**

**Dependent Variable**

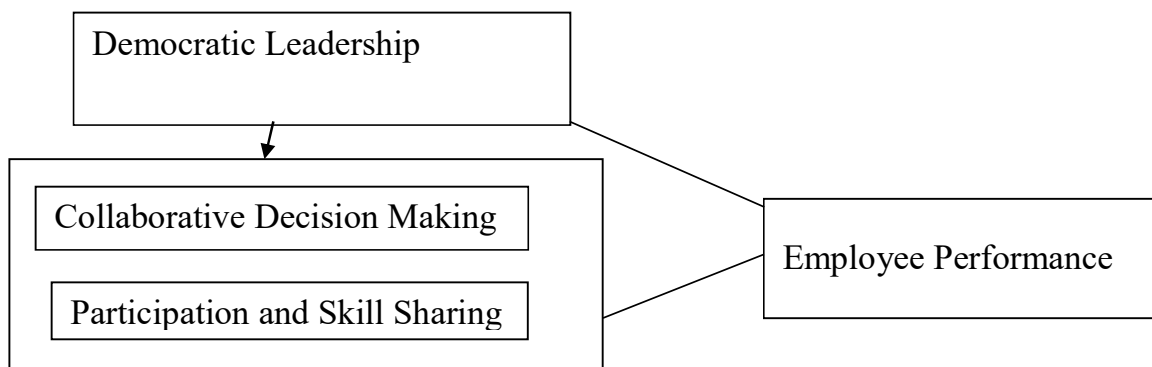


Figure 1.1 Conceptual Framework of Impact of Democratic Leadership on Employee Performance  
**Source:** From Researcher, 2022

**Objectives of the Study**

The purpose of this work was to assess the impact of democratic leadership on employee performance. The specific objectives of the work included the following:

- a. To determine the impact of collaborative decision-making on employee performance
- b. To determine the impact of participation and skill sharing on employee performance.

**CONCEPTUAL REVIEW****Democratic Leadership**

The democratic leader consults with subordinates on proposed actions and decisions and encourages participation from them. According to (Amah et al, 2014) " this type of leader ranges from the person who does not take action without subordinates concurrence to the one who makes decision but consults with subordinates before doing so". Amah said that such leader is described by McGregor as a Theory Y manager who is benevolent, participative and believing in self-control.

Democratic Leadership is related with increased followers' productivity, satisfaction, involvement and commitment (Davenport et al, 1998). Member's satisfaction and nomination for leadership are greater under democratic leadership as posited by (Bass, 1990).

Although the significant drawbacks to democratic leadership are time consuming activities and lengthy debate over policy, but participation plays a key role for increasing the productivity of leadership (Ali et al, 2003). Consequently, the primary characteristics of democratic leadership portray the fact that group members are encouraged to share ideas and opinions but the leader retains the final say over decisions. This makes group members to feel more engaged in the process leading to encouragement and creativity.

It should be noted that participation is a core characteristic of democratic leadership and the ideal of democratic leadership is friendly, helpful and encouraging participation.

Lawal (1993) considered democratic leadership as emphasis on group participation.

Bass (1990) emphasised participation as the major characteristic of democratic leadership. Eleri, (1999) described democratic leadership as one where decision-making is decentralised and shared by subordinates. The biggest problem with democratic leadership is its underlying assumption that everyone has equal stake in an outcome as well as shared levels of expertise with regard to decision, which is rarely the case. On the other hand, while democratic leadership sounds good in theory, it is seldom bogged down in its own slow process; hence workable results usually require an enormous amount of effort (Matzler et al, 2010)

A democratic leader is one who encourages participation in decision-making and democratic leadership relates to higher morale in most leadership situations. Robbins et al (2010) stated that democratic leadership style is how leaders respect and take into account the opinions and suggestions of their subordinates.

Democratic leaders offer guidance to group members, participate in the group, and allow inputs from subordinates (Sharma et al, 2013). According to Park (2015) it is the process used to coordinate all works and duties of members by emphasizing a sense of responsibility and good cooperation. Democratic leadership style is depicted by the leader's efforts to create and develop effective human relationships based on the principles of mutual respect among members of the organisation.

Nwa (1999) stated that a leader with democratic leadership style always seek to take advantage of everyone he leads.

Mogaji (2000) asserts that a democratic leader has three primary functions:

- (a) Distributing responsibility so that all members of the group are responsible
- (b) empowering the membership, and
- (c) helping the group to deliberate.

In analysing these functions, it is relevant to say that no one person could fully perform all of them hence the need for leadership being a behaviour, which many members of the group should perform in turn. Mogaji noted that when not leading, group members would be followers who are (a) responsible for the well-being of the group accountable for their action (b) autonomous, and (c) working with those who are leading. In democratic leadership style, everyone is given the opportunity to participate, ideas are exchanged freely, and discussion is encouraged. While this process tends to focus on group equality and the free flow of ideas, the democratic leader is still there to offer guidance and control. The concept of democratic leadership would be considered using the dimensions discussed below.

### **Collaborative Decision Making**

In group decision-making, otherwise known as collaborate or collective decision-making, individuals collectively make a choice from the alternatives before them. The decision is no longer attributable to any single individual who is a member of the group.

Collaborative decision-making engenders a more balanced approach to decision making by engaging multiple stakeholders identifying a shared goal; educating all parties on the importance of providing access to unstructured play; and addressing training or expertise gaps; understanding different stakeholder perspectives; identifying and addressing stakeholder fears and assumptions; developing strategies to manage fears and mitigate risks; removing restrictions that limit access to unstructured play; and developing a policy/plan/process/practice to move forward and elicit higher performance.

### **Participation and Skill sharing**

A democratic leader believes in the capabilities and skill of his employees. Employees are widely involved in many organisation activities. The leader thinks that the main motivating factor for the employees is allowing their participation and sharing their skills.

Democratic leaders believe that the employees are vested with talents and abilities at work which can be tapped for the success of the organisation.

A democratic leader is of the view that co-operation in the achievement of the goals of an organization is a function of employee's commitment to the organisation and such commitment can only be elicited by an honest and open communication of ideas with them and sharing in their skills to develop positive team spirit. Such a leader encourages his subordinates to function as a unit, and make full use of their talents and abilities. (Okere, 2013)

### **Employee Performance**

Every organisation is assessed by its performance; hence the word "performance" is used extensively in all facets of management. In spite of the frequency of use, its precise meaning is rarely explicitly defined by authors even when the main focus of the article or book is on performance (Mawomi et al, 2009).

The main goal of any organisation is to enhance the job performance of its employees in order to survive the highly competitive business environment. Performance, is a multidimensional construct and an extremely vital parameter that determines organisational success or otherwise

Performance is the attained outcomes of actions with skills of employees who perform in some situation (Robbins, 2010).

According to Butali (2018) the performance of an employee is in his resultant behaviour on a task which can be observed and evaluated. An employee performance is the contribution made by an individual in the accomplishment of organisational goals. It should be noted here that employee performance is simply the result of patterns of action carried out to satisfy an objective according to some standards. This implies that employee performance is a behaviour which consists of directly observable actions of an employee and his mental actions or products such as answers or decisions which result in organisational outcomes in the form of achievement of goals.

Nwa (2000) defined job performance as an important activity that provides both the goals and methods to achieve organisational objectives and also provide the achievement level in terms of output. Employee performance is an effort of an employee to achieve some specific goals. It should be noted that employee performance does not just happen, but is brought about by some factors. According to Lawal (2003) the factors that enhance workers performance many be considered as the challenging nature of the job; adequate interaction with co-workers; recognition of performance; desire for achievement; possibilities for growth and development; free flow of communication between superior and subordinates; workers participation in managerial decisions; conducive work environment; and better welfare packages for the workers.

Employees' performances are measured by their commitment in terms of their affective, continuance and normative commitment. Organisations must be able to positively affect their emotions create positive awareness and make them feel obligated to the organisation (Cole 1997). It is also measured by the organisational citizenship behaviour of the employees.

According to Dike et al, (2019) organisational citizenship behaviour connotes an individual's behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and promotes the effective functioning of the organisation. It can be conceptualised as a subtle dimension of job performance composed of extra – role behaviour. Organisational citizenship behaviour is vital to productivity because organizations cannot forecast through stated job descriptions the entire spectrum of subordinator behaviour needed in goals achievement. An organisations success therefore, is a function of employee's willingness to perform more than his official job description outline

### **Theoretical Review**

This write up is on democratic leadership and employee performance and it is anchored on the Path Goal Theory of leadership as the most appropriate for this work

#### **Path Goal Theory of leadership**

Robert House (1971) combines Vrooms Expectancy theory of motivation with situational perspective to produce the path-goal theory of leadership. The theory shows the effect of leadership behaviour on expectancies which in turn affect subordinate outcomes. Two key factors of a leader according to path-Goal theory are goal element (increasing the number and kinds of rewards subordinates receive for goal accomplishment) and path element (make paths to these rewards easier by removing obstacles that inhibit goal accomplishment)

In a nutshell, according to Lawal (1993) subordinate outcomes in the path goal theory is dependent on two variables (i) Leaders Behaviour which may be (a) directive leadership who informs subordinates what is expected and provides the required guidance (b) supportive leadership who shows concern for well being of subordinates (c) achievement oriented, who sets challenging goals for subordinates and has confidence on the ability of subordinates (d) participative leadership who holds consultation with subordinates and asks for suggestions before making decision. (ii) Situational Variables which may be (a) subordinate characteristics ability and the personality traits. (b) task characteristics, whether the tasks are ambiguous or not ambiguous, simple or difficult, stressful or not stressful, dull or interesting, safe or dangerous etc.

According to Nwa (1999), the assertion of the path-Goal rests on the fact that leadership style is dependent on situation. Directive leadership style will be appropriate for situations of high task ambiguity. Supportive for situations of stressful, dull or dangerous. Achievement oriented will produce positive results on situations where subordinates have confidence in their ability to attain challenging goals and participative will be appropriate for situation of high complexity.

Lawal, (1993) posited that Path-Goal theory has revealed to practising managers the influence of a leader on the paths between behaviour and goals. The influences of the leader can be exercised by defining positions and task roles; by removing obstacles to performance; by enlisting the assistance of group members in setting goals; by promoting group cohesiveness; by making expectation clear; sharing ideas and opinions in complex situations and doing

other things that meet people expectations. In Amah et al, (2014) the implication of the Path-Goal theory is the emphasis that effective leaders vary their style with situation. It also provides a fairly precise set of contingency factors that offer practical advice on when to use what leadership style. However, one or two contingencies have not been well investigated, and the theory is expanding and might become too complex for practical use. Amah et al, (2014) stated the fact that it is however the most relatively complete and robust contingency leadership theory. Effective leadership requires adapting one's style of leadership to situational factors and control is contingent on three factors namely the relationship between the leader and followers, the degree of the task structure and the leaders authority, position or power.

### **Impact of Collaborative Decision-making on Employee Performance**

According to Eleri, (1999) collaborative decision making is at the root of most successful teams in the world. It can be defined as the outcome when a team of individuals reaches a consensus. This consensus should be on the best possible solution, chosen from within a set of few proposed (Mogaji, 2000). Collaborative decision-making may be seen as time consuming but it defends against a lot of pit falls of other decision-making processes such as cognitive bias, trial and error etc, in addition to promoting teamwork. The approach works well and best where work culture supports a high level of engagement.

Nwa, (2000) posited that organisations of all types and sizes stand to benefit from a collaborative approach to decision making that consults all factors from a knowledge repository. In today's competitive marketplace, organisational teams must approach problem-solving in new ways and avoid the pitfalls of uncertainty, disagreement and chaos. The facilitated, driven decision tool is the shortest path to lasting problem resolution and a strong culture of teamwork (Adeleke et al, 2003).

Though it may require a longer time, collaborative decision-making is highly assertive and co-operative with low confrontation. The style supports open discussion, task proficiency, and equal distribution of work among employees, better brainstorming and development of creative problem solving. It allows the employees room to participate in organisational decision-making and activities thereby giving them a sense of belonging, and boosting their morale, which in turn increases their job performance level (Newstrom, 2007)

According to Mawomi et al (2009) there exist a significant relationship between democratic leadership style and employee performance in organization. Leadership therefore has a significant impact on the performance of workers and organisation growth in general. Park, (2015) emphasised on the correlation between leadership and performance of workers. Employee performance is impacted upon by the leadership style applied and it affects the ability of employees in performing towards achieving corporate goals and objectives. A leadership style that motivates employee is critical for achieving good performance as noted by Butali et al (2018).

Lawal (1993) posited that the four path goal theory of leadership style namely directive, supportive, participative and achievement have significant impact on employee's performance in organisations. It should be noted that collaborative decision making leads to employee engagement which in turn leads to superior employee performance in organisations.

Brown et al (1991) states that democratic leadership that supports collaborative decision making is usually considered a benefit for most organisations. Cole (1997) corroborated by saying that the style focuses on management that provides guidance and help to its team and departments, while

accepting and receiving inputs from individual team members. These leaders not only focus on their activities and authority, but are bothered about consultation of employees.

Busro (2018) stated that leadership style is a pattern of behaviour that leaders consistently display when influencing others, Hence democratic style that engenders collaborative decision making should be encouraged in dealing with subordinates to elicit engagement and better performance. According to Robbins et al (2016), top management's actions play a significant role in creating an organisational culture, which functions as a meaning-making and controlling mechanism that shape attitudes and behaviour, which impact work performance and productivity.

Saleem (2020) observed that leadership style has no direct effect on performance. This was corroborated by Lai et al (2020). However, Maamari et al (2018) stated that an appropriate leadership style back up by healthy organisational culture has the ability to improve employee performance.

A study that evaluated workers' views of their senior and top leadership teams that focuses on others ideas or experience with the final plan or decision making in the hand of the top level employee, revealed that collaborative decision making improves the performance in both short term and long term and can be used for any type of work or project (Eleri, 2000).

Bodmin et al (2004) was of the view that when organisations need creative problem solving , conducting meetings for organisational or department, training people for leadership roles and performing the day-to-day organisational tasks, this approach provides confidence to employees, who will perform to help them in meeting deadline and departmental goals and also providing efficient team inputs.

It is noteworthy that each organisation is a unique combination of individuals, tasks and objectives. Park (2015) believes that different organisations and situations call for different leadership styles. In agreement to this, Raelin (2012) posits that, in an emergency when there is little time to converge on an agreement and where a designated authority has significant experience or expertise more than the rest of the team, an autocratic leadership style may be most effective. However, in a highly motivated and aligned team with a homogeneous level of expertise, a democratic style may be most effective. Lai et al (2020) submitted that the style of leadership to be adopted by a leader should be the one that most effectively achieves the objectives of the group while balancing the interest of its members.

In collaborative decision-making, each decision-maker must agree upon and understand the importance of the shared goals or common purpose. One of the major effects of employee participation in decision making is improving workplace relationships (Nwa 2000). However, it is difficult to isolate the cause and effect and demonstrate that collaborative decision making can lead to better performance given the whole range of other contextual influences. For example, labour turnover is likely to be influenced by the availability of other jobs, relative pay levels and presence, absence or depth of particular participation schemes. There is also the concern of evaluating the impact and on whose terms. Should assessment be made in relation to workers having a say (ie, the process) or in terms of how things may be changed owing to participation (ie, the outcomes)? If it is the latter, then who gains? It remains the case that it is usually the managers who decide what involvement and/or participation schemes to employ in decision making, at what level, depth and over what issues (Park 2015). It is noted that at times the decision making process is not clear or developed, so even when workers suggest ideas, management are unable to respond adequately and "participation abandonment" is experienced (Busro 2018).

To enhance effective collaborative decision making, managers should be objective enough in engaging the employees whose performance will aid the achievement of the goals and objectives of the organization.

**Impact of Participation and Skill sharing on Employee Performance.**

According to Butali et al (2018) participation has a significant effect on organisational performance. He further stated that affective commitment, continuance commitment and normative commitment moderate the relationship between participation and organisational performance.

In Lawal (1993), participative leadership decentralises authority by taking decision with employees in form of participation. In this context, employees and the leaders work as a social group, sharing skills and experiences and the workers are adequately informed about work conditions and encouraged to make suggestions and ideas. Control, unlike in the autocratic style, is not through authority but mostly using forces within the group. This approach has the advantages of boosting the morale of workers, improving the level of co-operation, performance and productivity (Nwa, 2000).

Employees who are involved in more participation practices have higher levels of perceived organizational support (POS) and organizational commitment, and at the same time the relationship between employee participation and employee outcomes varied significantly by the leadership style that a leader adopts. Participation practices generally fit best with a leader's style of leadership (Park 2015).

It is vital to note that allowing employees to participate and share their skills in organizational tasks and activities will engender their normative commitment to the organization. According to Chukuigwe et al (2022) an employee who spearheaded a new initiative may remain with an employer because he feels he would leave the employer in the lurch "if he left". Participation will make them believe that they are being valued by the organizations and their contributions are regarded and this will increase their level of POS. Employees with strong POS perception are more likely to have higher levels of organisational citizenship behavior, lower levels of tardiness and better customer service (Chukuigwe et al, 2022).

According to Nwa (2000) skill sharing has to do with having the patience to do a task together with someone who is less experienced and explaining in detail everything he needs to know in order to learn to do the task as well as you do it better in the future. Brown et al (1991) claim that it is impossible to achieve competitive advantage only by hiring employees who have high knowledge and skills, but skill and knowledge sharing among employees create sustainable competitive advantage.

Improving organisational performance requires improving employee performance. In fact, employees create competitive advantage for the organisation by skill and knowledge sharing and improve their performance as well as the organisational performance. According to Davenport et al (1998) knowledge sharing improves organisational performance through increasing employee performance. Knowledge transfer between knowledge owners and people who need knowledge (which is a type of skill sharing) will improve employee performance (Matzler et al, 2011). Therefore it is very important to pay attention to skill and knowledge sharing and create an appropriate environment and adopt appropriate leadership style to engender employee participation and skill sharing as a pre-requisite for employee performance.

One of the key objectives of participation and skill sharing is to improve employee performance and human capital development (Butali et al, 2018). However the relationship between employee knowledge and their performance has not been explained clearly. In fact, skill and Knowledge sharing improves employee performance either by affecting factors such as knowledge, skills and abilities or by increasing motivation of skilled workers. Also skill sharing can be defined as one of the key factors that influence employee performance. (Ali et al, 2013).

Brown et al (1994) stated that sharing responsibility and consultation are very helpful in the organisation. In democratic leadership, the super-ordinates and subordinates discuss all major issues and try their best to rectify the issues. This allows the employees to work as a family and also motivated to perform their work excellently, and be committed to departmental and organizational goals.

Democratic leadership involves the leader including one or more employees in decision-making process.

To Robbins (1993), democratic leadership style tends to favour, mainly, decision-making by the group members. Furthermore, evidences from other existing literatures show that a democratic styled leader gives instructions after consulting with subordinates on proposed actions and decisions and encourages participation from them. This confirms the possibility that each leader can win the co-operation of his group and can motivate them effectively and positively. The decisions of the democratic leader are not unilateral as with the autocratic because, they arise from consultation with the group members and participation by them. However, the leader maintains the final decision-making authority. The use of this style is not a sign of weakness; rather it is a sign of strength that employees respect (Bennett et al 1991).

It could be said that the use of this style works best when the leader has part of the information and the employees have other parts. Hence, a leader is not expected to know everything, this is why organisation employs knowledgeable and skilled employees. The use of this style is of mutual benefit, especially, as it allows the employees to become part of the team and allows the leader to make better decisions based on participation and skill sharing.

Park (2015) found out that employee participation has positive impact in three general ways. The first is valuing employee contributions. This might lead to improved employee attitudes and behaviours, loyalty, commitment and cooperative relations. The second impact relates to improved performance, including productivity and individual performance, lower absenteeism and (in a few cases) new business arising from employee ideas for improvement and efficiency. The final impact relates to improved managerial systems. This incorporates the managerial benefits from tapping into employee ideas; the informative and educational role of involvement along with improved employee relations.

Mogaji (1999) posited that involving all parties in the development of goal setting can foster a greater sense of commitment and engagement, build trust, contribute towards greater coordination and enhance performance when decisions are made (Mogaji 2000).

In practice, direction participation can be seen as depending contingently on other factors. For lower level employees, involvement in organisations with more flexibly specialized processes, which rely on employee skills and discretion, is associated with more influence over decisions than in organizations where there are routinised and standardized processes that are capable of being tightly controlled from above ( Northouse 2001). However, under certain conditions, employees are more committed to decisions, and better decisions are made if they are involved. Employees that are allowed to make their own daily operating decisions can alter the way their jobs are performed, perform better and create a more efficient workplace (Mogaji 2000).

However, it is expected of the leader to monitor employee performance and step in to assist employees that are falling short of goals before is significantly affected.

To enhance employee participation, it is expected of such employees to acquire the necessary skills and experience that is required for the job. A critical aspect of participation is the availability of the requisite knowledge and skill on the subject matter, as a poor skill will only amount in making decisions that are not applicable to the operations of the business (Eleri 2000)

By and large, as stated earlier, employee participation and skill sharing will engender perceived organizational support, organizational commitment and employee engagement that will enhance their performance and better organizational outcomes.

## **CONCLUSION**

Organizations desire employees with ability to perform optimally, hence the quest for factors that will engender such level of performance. One of such is the option of appropriate leadership styles that may lead to high employee's performance. The essence of this work was to examine the impact of democratic leadership on employee's performance. It considered collaborative decision making

and participation and skill sharing as the dimensions of democratic leadership and relates them to employee's performance by reviewing various scholarly works in that area. The review shows that collaborative decision making has impact on employee's performance and that participation and skill sharing dimension of democratic leadership also has impact on employee's performance. However, there is no specific leadership style that is appropriate for every situation. Hence, leaders should adopt styles that best fit every situation to elicit better performance from the employees.

### **RECOMMENDATIONS**

The following recommendations are made based on the review and conclusions of this work:

1. Leaders and managers in organizations should mostly adopt the collaborative decision-making approach to elicit better performance from the employees.
2. The participation and skill sharing approach should be encouraged as a way of sharing and transferring knowledge to enhance employee's performance.
3. Leaders should acquire skills that will enable them apply appropriate leadership style to each peculiar situation.

### **CONTRIBUTION TO SCHOLARSHIP**

This work on the impact of democratic leadership on employee's performance has contributed to scholarship by presenting integrated ideas and opinions useful to reviewers, organisations, students etc. in grasping the concepts of democratic leadership and employee performance. It also highlighted the desirable priorities of collaborative decision-making and participation and skill sharing aspects of democratic leadership and their impacts on employee performance.

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