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LEADERSHIP STYLES AND EMPLOYEES' PERFORMANCE IN THE FLOUR MILL INDUSTRY IN NIGERIA.

Okieruovo Lugard Erhieyovwe, Dr. Anthony E. Iyekekpolor & Dr. Ekienabor Ehijiele
Okieruovo.lugard@iuokada.edu.ng
Department of Business Administration, College of Business and Management Studies, Igbinedion University Okada, Edo State, Nigeria

ABSTRACT

The study examined the impact of leadership styles on employees' performance in the flour mill Industry in Nigeria. The study employed the survey design and the stratified sampling technique to select 351 staff across management, senior and junior cadre. A well-structured questionnaire, which was adjudged valid and reliable, was used for the collection of data from the respondents. The data obtained through the administration of the questionnaire was analyzed using the Pearson Correlation Analysis. The result of the correlation analysis showed that there is no relationship between autocratic leadership style and employees' performance in the flour mill industry in Nigeria. It implies that autocratic leadership approach does not significantly impact employees' performance, and it was also discovered that there is no statistically significant relationship between democratic leadership style and employees' performance in the flour mill industry in Nigeria. This findings suggested that the democratic approach to leadership does not have a meaningful impact on employees' performance in the flour mill industry in Nigeria. It was therefore concluded that intricate interplay among these leadership styles underscores the necessity for a balanced approach. Organizations that strategically combine elements from various leadership styles can cultivate a more adaptable culture that meets diverse employees' needs and drives performance. Embracing a multi-faceted leadership strategy enables organizations to leverage the strengths of each style, fostering an environment conducive to both stability and innovation. Based on this, the following recommendations were proffered that training programs should be developed to equip leaders with skills in multiple leadership styles; leaders should leverage on the diverse strength of their team members, encouraging collaboration on tasks, project, and strategic initiatives to achieve collective goals; organizations should establish channels for employees to provide feedback on leadership effectiveness and their experiences and leaders should prioritize clear communication of goals and expectations.

Introduction

The primary aim of all businesses is to make profit, as well as expand the scope of the business in relation to the founding protocols. To effectively and successfully manage the affairs of an organization, leadership is a determinant factor. The success or failure of an organization depends largely on the style of leadership being adopted in the organization. Under the right leadership style, employees are ready to go the extra mile in contributing their best to the growth and sustainability of the organization, whereas under the wrong leadership style, they lack the zeal and motivation to contribute the best of their quota to the organization, and invariably, a low output is experienced (Higgs, 2003).

Leadership skill to a great extent is the bedrock of any business or organization. Therefore, only people who can manage other people of different races, who are highly creative and innovative, can successfully savage dire situations in case of emergencies, are worthy to be called leaders. In this vain, being a leader is personal, because it emerges from individual's personal qualities and actions. However, to successfully lead an organization which is result-oriented, the behaviors of the employees must also be put into consideration. Absolute scrutiny of personnel's traits will enable the leaders to make informed decisions on the type of leadership style to be adopted, so as to yield the desired results that will enhance the growth and sustainability of the organization.

(Chin, 2015) asserted that the definition of leadership is changing, and that newer leaders must arise or redefine their stance on leadership. That leadership is thought of as a hierarchy is not new, but a changing world might not be rigid about the need for leadership to be taught the previous ways that leadership has been taught.

Leadership is a crucial aspect in determining the overall success of an organization. A manager's leadership style can have a profound impact on employee performance and satisfaction, as it shapes the work environment and the interactions within it. The leadership style adopted by a manager can either foster a positive and productive work culture or create an environment of low morale and poor performance. Given this, it is essential for managers to have an understanding of the various leadership styles and their impact on employees. Additionally, it is important for organization to recognize the important of effective leadership and invest in the development of their leaders. Effective leadership requires a unique blend of skills and styles that are tailored to the specific needs of the organization and its employees. By doing so, organization can create a work environment that fosters employee engagement, motivation and satisfaction, leading to improved performance and overall organizational success (Cole, 2004).

Statement of the Problem

Despite the various leadership styles available for managers to implement in their organizations, the impact of leadership on employee performance remains a concern for many local businesses. The current business environment is highly competitive, and organizations are constantly seeking ways to improve the performance of their employees to remain relevant. The situation becomes even direr, especially as the world moves into a post-COVID era. A World Bank report shows that businesses outside the United States have an average growth rate of uncertainty at about 21% (Apedo-Amah, et al. 2020). Effective management of employees also ensures that a business remains competitive globally (Chouhan & Srivastava, 2014). As (Kurdi, 2020) shows, it is only when employees are satisfied that customers would be satisfied, eventually leading a business to have an encouraging rate of customer retention and performance.

The business terrain in Nigeria is not ignorant of these phenomena, albeit global ones, that for Nigeria firms to be competitive globally, there needs to be a shift in paradigm. However, it is not known whether these businesses are conscious of the tools necessary to improve the performance of employees and invariably organisation through effective leadership.

Objectives of the Study

The research was guided by the following specific objectives:

1. To examine the relationship between autocratic leadership style and employees' performance.
2. To evaluate the relationship between democratic leadership style and employees' performance.

Research Questions

The following questions were put forward in this research study:

1. To what extent does autocratic leadership style relate with employees' performance?
2. How does democratic leadership style relate with employees' performance?

Research Hypotheses

i. H_10: There is no significant relationship between autocratic leadership style and employees' performance.
ii. H_20: There is no statistically significant relationship between democratic leadership style and employees' performance.

Significant of the Study

The important of this study is seen in the benefits that can come in various ways. This study would contribute to the existing literature on leadership by providing new insights and evidence on the relationship between leadership styles and employee performance. It would also identify the most effective leadership styles in a work environment, as well as the factors that influence their effectiveness. Findings from this study can help organizations to understand the effect of different leadership styles on their employees' performance. This knowledge can be used to develop effective leadership strategies and policies that enhance employee motivation, job satisfaction, and overall productivity (Osazefua, 2019).

Limitations of the Study

The study is limited to the impact of leadership style on employees' performance in the flour mill industry in Nigeria. An important limitation of this study is that findings from this study might not be representative of the experiences of employees in manufacturing companies, let alone generalizing this for the entire population due to factors like local work culture and specific conditions that might introduce bias into the result of the study, thereby limiting the generalization of the study.

Scope of the Study

The research scope covers the impact of leadership style: autocratic and democratic leadership styles on the performance of employees in the flour mill industry in Nigeria.

Conceptual Review

This section reviewed the concept of leadership and complex business environment, leaders need to be able to adapt and adopt a gamut of leadership styles required to effectively manage their followers based on the prevailing situation and organizational needs and objectives. There are several types of leadership style available within an organizational context. Each style has its pro and cons and no single style is better than the other. Leaders should be prepared to use more than one leadership style in their quest to influence their followers to achieve an objective/goal, individual preference as well as team dynamics, (Rosari, 2019).

Concept of Leadership Styles

Although leadership is a process of influencing individuals or groups to achieve a common goal, the concept of leadership has been debated among scholars. Different scholars have developed their concept of leadership. This is because leadership itself is ubiquitous and is approached from a variety of disciplines not restricted to anthropology, business, sociology, public administration, theology and virtually most humanities (Rosari, 2019).

(Rosari, 2019), had argued that over 100 definitions of leadership had been proffered by leading scholars who have studied leadership.

Leadership is mostly felt by the followers in the sense that their entire behaviour is tied to the management skills of the leader. This view is put forward by (Winston & Patterson, 2006) who see a leader as a person or a group of people who selects, equips, trains, and influences one or more followers. For leadership to be effective or even the act to be termed as leadership, the followers would utilise their energies and skills to the advancement of the establishment's goal. The leader, in this case, should be able to communicate the goals of the organisation in a way that resonates with the followers. Thus, one skill of a leader is the ability to communicate clearly. This is a trait that most influential politicians have used to become timeless leaders.

According to (Davis, 2003), leadership is about movement. That is the ability of the leader to be proactive and dynamic. Davis stressed the importance of problem-solving, creativity and innovation in successful leadership. Leadership in this context should be about taking the organisation in a new direction, initiating new direction, initiating new programmes, building organisational structures, and improving quality rather than simply carrying out established policies.

The importance of this definition is that it provides a more contemporary and dynamic perspective on leadership, which is particularly relevant for post-secondary administrators and university leaders who are tasked with shaping the future of their institutions. By focusing on the importance and change, this definition from Davis highlights the need for leaders to be proactive, creative, and innovate in their approach to leadership.

Autocratic Leadership Style

Autocratic leadership is a style of leadership in which the leader holds absolute power and makes all decisions without seeking input or feedback from subordinates. In an autocratic leadership style, the leader makes decisions based on their own beliefs, ideas, and judgments, and may not take into account the opinions or perspectives of others (Maqsood, 2013). Multiple studies have shown that this leadership style can be effective in situations where quick and decisive action is needed (Rosing, 2022; Yuki, 2010). The autocratic leadership style is synonymous with the authoritarian leadership style.

Democratic Leadership Style

Democratic leadership, or participative leadership style is a leadership style where leaders involve team members in the decision-making process, seeking their input and considering their perspectives before making decisions (Puni et al., 2016). This style of leadership encourages collaboration, open communication, and empowerment within the organisation, According to (Iqbal et al. 2015), leaders who practice this style of leadership function more as facilitators rather than one who issues order.

The democratic leadership style proves highly effective in fostering positive morale among team members and maintaining a consistent and steady level of work (Fiaz, 2017). (Caillier, 2020) showed that democratic leaders tend to be rated higher than other leaders. Democratic leaders also tend to motivate employees to improve their performance (Basit, 2017). Allafchi (2017) believes that a democratic leadership style of management will lead to increase communication of employees that will end up improving the relationship between the employees and the customers.

Democratic leadership style is almost directly opposite of the autocratic leadership style. The participative leadership style focuses on collaboration between the leader and the followers; information is shared with the followers who participate in decision making, however, the lender retains the prerogative on the use and adoption of inputs from followers. Participative leadership encourages innovation and creativity by giving every member of the organization/team the ability to provide input into decision making which results in easy adoption and utilization of decisions taken (Dalluay and Jalagat, 2016; Ispas, 2012; Iqbal, 2015; Mulki, 2015). This leadership style is most suited to organizations that thrive on innovation and creativity; these organizations consist of teams comprising of members with unique perspectives and skillsets (e.g. construction project team). While this leadership style encourages creativity, improved decision making and team cohesion, it is not appropriate when working with large teams or where urgent decisions need to be made.

Employees Performance

Several scholars and studies have often discussed the correlation between leadership style and employee's performance; most of the studies show that leadership style has a significant correlation with employees' performance, although the significances may be a positive or a negative correlation with employee's performance depending on the leadership style adopted by leaders (Fu-Jin, 2010).

The study adopted a multiple case study in reviewing related literature with the hope of finding new insight and discovery from the perspectives of the target study group, which includes the leaders and employees. Academic and professional relevant literature is very vital in providing a basis for carrying out this study (Fu-Jin, 2010) explain that when executives of an organization

use their leadership style to show care, concern, and respect for the employees, their performance will improve. They will perform better in any given task because their job satisfaction is positively affected by good leadership style. Many studies suggested that an effective leadership style enhances employee performance, especially when faced with new challenges (McGrath & MacMillan, 2010).

Having an understanding of the impact of leadership on employees' performance is very vital because many scholars see leadership as one of the key forces for improving employees' performance. Effective leadership is viewed as a potent cause of management development and sustained competitive advantage for firm improvement performance (Boyd & Wright, 2012).

Theoretical Review

Multiple theories have been proposed for leadership. However, there are well-known classical theories of leadership that have been used to explain and justify the style of leadership that any organisation adopts. In this section, the trait, contingency, situational and behavioural theories of leadership were reviewed.

Trait Theory

Trait theory is a popular leadership theory that proposes that certain personal qualities, attributes, and characteristics are essential for effective leadership. Trait theory suggests that individuals who possess these traits can be identified and developed into leaders.

Behaviour Theory

Behaviour theory is another important leadership theory that focuses on the observable behaviours of leaders. Behaviour theory suggests that effective leadership is based on the specific behaviours exhibited by the leader, rather than innate personal qualities or traits.

Contingency Theory

Contingency theory is a leadership theory that emphasises the importance of considering the specific situational factors that impact leadership performance. This theory proposes that there is no one-size-fits-all approach to leadership and that the most effective leadership style depends on the specific situation and context.

The works of research that led to the formulation of contingency theory can be linked to investigations at the Ohio State University and the University of Michigan's Survey Research Center in the 1950s. Robert Blake and Jane Mouton developed the managerial grid that diagrammed the basic dimensions of effective leaders (Cho, 2018). Around 1964, Fiedler suggested that leadership effectiveness is determined by the match between the leader's style and the situational context. According to Fiedler, the most effective leadership style depends on three situational factors: leader-member relations, task structure, and position power (Fiedler, 2015).

Situational Theory

Situational leadership theory is a contingency theory whereby leadership is fluid and varied; the leader adopts a leadership style that best suits the existing situation or circumstance. Different situations and employees may require different leadership styles e.g. a democratic leadership style is best suited when employee input and participation is required (say for example a new leader might need the inputs of his more experienced team in resolving a situation) while an autocratic leadership style might be required in an organization or team with high power distance culture (e.g. a newly promoted general in the army). Leadership effectiveness under the situational leadership theory is dependent on leadership behavior, follower readiness and leader-follower match (Luo & Liu, 2014; Graham & Trendafilova, 2016).

Participative Theory

The participative leadership theory is premised on a leadership style that encourages input, contributions and participation from employees and team members. The theory's roots can be traced back to the early 1930s when the results of an experiment conducted at the Hawthorne Works in Illinois, US, were analyzed by Elton Mayo and others. The experiment was aimed at finding ways to improve factory productivity, although the findings related more to motivation.

Path-Goal Theory

The Path-Goal leadership theory is based on the Vroom expectancy theory in which an individual will act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. The path- goal theory was developed by Martin Evans in his 1970 paper, "The effects of Supervisory Behavior on the Path-Goal Relationship" and was refined by Robert House in his 1971 paper, "A Path-Goal Theory of Leader Effectiveness". According to (House, 1971) & (Malik, 2013), "the theory is based on specifying a leader's style or behavior that best fits the employee and work environment to achieve a goal". Simplistically, this theory can be explained as that leadership style whereby a leader exhibits certain contextual behaviors that align the follower's goals with the organization's goals and direct the followers to choose the best paths to achieve these goals (Malik, 2013).

Empirical Review

(Wang et al. 2019) conducted a study involving a 219 supervisor-subordinate pair in China of a large firm in China. Results show that autocratic leadership affected the relationship between leadership and subordinates and that the effect of autocratic leadership on employee task performance was also negative.

In a study of the effect of leadership styles on the performance of lecturers in teaching in the Indonesian city of Tangerang, (Purwanto, 2019) found that autocratic, transactional and transformational style of leadership was positively significant to the performance of lecturers in teaching.

(Schaubroeck, 2017) did a study on the effect of autocratic leadership style on the performance of employees. The data was collected from a large-scale firm in China that develop high technology and is involved in manufacturing. The survey for the study included 248 employees and 59 supervisors. Results from the study show that autocratic leadership was significantly positive on the performance of employees on the condition that the employee lacks the ability to work on their own and have a higher power distance climate.

(Dastane, 2020) survey of the impact of leadership styles on employee performance engaged 211 employees of multinational corporations in Malaysia. The result of the study showed that there was an insignificant relationship between employee performances by autocratic leadership. On the other hand, democratic, Laissez-Faire and transformational leadership styles were positively significant on the performance of employees. Noteworthy is that gender moderate the effect of leadership styles, especially with Laissez-Faire and transformational styles of leadership, with the effect on males more pronounced in transformational leadership and Laissez-Faire on females.

METHODOLOGY

Theoretical Framework

Contingency Theory

Contingency theory is a leadership theory that emphasises the importance of considering the specific situational factors that impact leadership performance. This theory proposes that there is no one-size-fits-all approach to leadership and that the most effective leadership style depends on the specific situation and context.

Research Design

The research design is a vital element in the research methodology, which refers to the overall strategy employed by the researcher to address research questions or hypotheses.

In this study, the researcher used a survey research design to generate the needed information from the respondents who are employees of the selected organisations. The researcher made use of the questionnaire to solicit for data in the survey.

The questionnaires were deployed via the company's email distribution list to ensure that everyone had an equal chance of being selected and reduced sampling bias.

Population of the Study

According to (Creswell, 2017), the study population is "the larger group of people, objects, or events to which the researcher wants to generalise the results". The study population that the researcher was concerned with were all the flour mill companies in Nigeria with reference to:

1) Golden Penny Flour Mill of Nigeria, Abuja – 560 employees
2) Dangote Flour Mill, Port-Harcourt -- 780 employees
3) Crown Flour Mill, Ikorodu, Lagos. -- 1540 employees

TOTAL = 2880 employees

The study includes employees in the organisations without recourse to gender, ethnicity, or other discriminative selection. Every effort was made to ensure that there was diversity in the study population.

Sampling Procedure

Several methods are available for surveying. However, in this research, the researcher adopted stratified sampling technique.

Sample Size

The determination of the appropriate sample size was based on widely accepted guidelines and recommended practices in research methodology. These guidelines consider factors such as the desired level of confidence, the level of precision required, and the variability of the population. Through these considerations, we arrived at a sample size of 351 respondents as necessary for this study, The Taro Yamen's formula was used to arrive at that number, which is given by:

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

Data Collection Instrument

The questionnaire was used to collect primary data. The researcher administered the questionnaire on the sampled respondents via the company's email distribution list to ensure that everyone had an equal chance of being selected and reduced sampling bias.

Model Specification

The specified model in this study serves the purpose of addressing the research questions and testing the hypotheses. This model was designed to explore the relationships between variables and provide insights to address the research questions. Additionally, they enable the evaluation of the empirical support for the hypothesized relationships stated in the hypotheses. By employing this model, this study aims to gain a comprehensive understanding of the phenomenon under study while also assessing the significance of the hypothesized relationships.

Theoretical Framework and Model Equation

The relationship between the independent variables (leadership styles) and the dependent variable (employees' performance) is expressed using Pearson correlation coefficient.

EP = f (ALS, DLS, LLS, TLS)

$EP = \beta_o + \beta_1 ALS + \beta_2 DLS + \beta_3 LLS + \beta_4 TLS + e$

Where:

EP = Employees' Performance
ALS = Autocratic Leadership Style
DLS = Democratic Leadership Style
LLS = Laissez-faire Leadership Style
TLS = Transactional Leadership Style
β_o = Autonomous Variable
e = Error term
β_1, β_2, β_3, β_4 = coefficients of the independent variables, representing the expected change in EP for a unit of change in the respective independent variables.
e = error term, accounting for factors not included in the model.

Method of Data Analysis

To analyse the data, statistical software such as SPSS (Statistical Package for the Social Sciences) was used. SPSS is a widely used software package for statistical analysis that allows for the easy generation of tables and charts to summarise data, as well as the exploration of relationships between variables through correlation analysis.

Data Presentation

The data obtained from the respondents through the administration of the questionnaire is presented as follows:

Table 1: Schedule of Questionnaire Returned
Source: Survey Research 2024

Label	Frequency	Percentage
Questionnaire Administrated	351	100
Questionnaire Returned	344	98
Questionnaire not returned	7	2

Table 1 above shows that 351 (100%) of the questionnaires were administered and 344 questionnaires were returned representing 98% of the total questionnaires administered while 7 questionnaires representing 2% were not returned. The analysis was based on the 344 questionnaires that were returned.

Test of Hypotheses

The Pearson correlation coefficient was employed to test the stated hypotheses. Pearson correlation coefficient is used to ascertain the degree of linear relationship between two or more variables.

Hypothesis One:

H_10: There is no significant relationship between autocratic leadership style and employees' performance in the flour mill industry in Nigeria.

Table 2: Correlation matrix between autocratic leadership style and employees' performance in the flour mill industry in Nigeria

		Autocratic leadership style	Employees' performance
Autocratic leadership style	r	1	

	P		
	N		
Employee performance	r	-0.103	1
	P	0.057	
	N	344	

Source: Field Survey, 2024 (SPSS OUTPUT) version 25
* Correlation is significant at 0.05 level of significant.
r = Pearson correlation, p = p-value

Table 2, which presents the correlation matrix between autocratic leadership style and employee performance. The Pearson correlation coefficient (r) between autocratic leadership style and employee performance is -0.103. This negative value suggests a weak, inverse relationship, meaning that as the level of autocratic leadership increases, employee performance tends to decrease slightly. However, the strength of this relationship is minimal given the low magnitude of the correlation coefficient.

The p-value associated with this correlation is 0.057, which is just above the conventional threshold for significance (p = 0.05). This means that the relationship between autocratic leadership style and employee performance is not statistically significant at the 0.05 level, indicating that the observed correlation could be due to chance. Given this result, we fail to reject the null hypothesis (H10), implying that there is no statistically significant relationship between autocratic leadership style and employee performance in the Flour Mill industry in Nigeria at the 0.05 significance level.

Hypothesis Two
H_20: There is no statistically significant relationship between democratic leadership style and employee performance in Flour Mill industry in Nigeria.

Table 3: Correlation matrix between democratic leadership style and employee performance in the flour mill industry in Nigeria

		Democratic leadership style	**Employees' performance**
Democratic leadership style	r	1	
	P		
	N		
Employees' performance	r	0.096	1
	P	0.074	
	N	344	

Source: Field Survey, 2024 (SPSS OUTPUT) version 25
* Correlation is significant at 0.05 level of significant.
r = Pearson correlation, p = p-value

Table 3, which shows the correlation matrix between democratic leadership style and employee performance. The Pearson correlation coefficient (r) between democratic leadership style and employee performance is 0.096, indicating a very weak positive relationship. This suggests that as the use of democratic leadership style increases, employee performance slightly improves, although the strength of the relationship is minimal. The associated p-value for this correlation is 0.074, which is above the 0.05 threshold for statistical significance. This means that the observed correlation is not statistically significant at the 0.05 level, implying that the weak positive relationship between democratic leadership style and employee performance. Therefore, based on the results, we fail to reject the null hypothesis (H_20). This suggests that there is no statistically significant relationship between democratic leadership style and employee performance in the Flour Mill industry in Nigeria.

Relationships

The correlation matrices presented in Tables 2 and 3 offer valuable insights into the relationships between different leadership styles and employee performance within the flour mill industry in Nigeria. Each table provides a Pearson correlation coefficient (r) and an associated p-value, which help assess the strength and significance of these relationships.

The Pearson correlation coefficient between autocratic leadership style and employee performance is -0.103, indicating a weak negative relationship. This suggests that as the level of autocratic leadership increases, employee performance tends to decrease slightly. However, the low magnitude of this coefficient implies that the relationship is minimal and not strong enough to warrant significant concern.

The associated p-value is 0.057, which is slightly above the conventional threshold for statistical significance ($p = 0.05$). This indicates that the observed correlation could be due to chance, leading to the conclusion that there is no statistically significant relationship between autocratic leadership style and employee performance. Consequently, we fail to reject the null hypothesis (H_10). This finding may reflect that an autocratic approach, characterized by top-down decision-making and minimal employee input, does not effectively promote performance in the flour mill industry, possibly stifling innovation and engagement.

In the case of democratic leadership style, the Pearson correlation coefficient is 0.096, indicating a very weak positive relationship. This suggests that a slight increase in the use of democratic leadership practices may correlate with improved employee performance. However, the strength of this relationship is minimal, reflecting that changes in democratic leadership style may not significantly affect performance outcomes.

The p-value associated with this correlation is 0.074, which also exceeds the 0.05 threshold for statistical significance. This means that the positive relationship observed is not statistically significant, leading to the conclusion that there is no meaningful relationship between democratic leadership style and employee performance in this context. Thus, we fail to reject the null hypothesis (H_20). The weak correlation might imply that while employee involvement in decision-making is beneficial, it is not enough to substantially enhance performance in the flour mill sector.

Summary of Findings

The following findings were deduced from the data analysed:

1. There is no relationship between autocratic leadership style and employees' performance in the flour mill industry in Nigeria. It implies that autocratic leadership approach does not significantly impact employees' performance.
2. It was discovered that there is no statistically significant relationship between democratic leadership style and employees' performance in the flour mill industry in Nigeria. The findings suggested that the democratic approach to leadership does not have a meaningful impact on employees' performance in the flour mill industry in Nigeria.

CONCLUSION

The study's findings highlight the varying perceptions of different leadership styles within the flour mill industry in Nigeria and their implications for employees' performance. The findings indicated that while certain leadership styles are perceived positively, such as democratic, its actual impact on employees' performance varies significantly.

However, autocratic leadership style appear to lack a meaningful connection to performance outcomes, indicating a need for leadership approaches that prioritize employees' engagement and motivation to drive better results within the flour mill industry. Overall, adopting a blend of democratic and laissez-faire leadership practices could be more effective in enhancing employees' performance, fostering collaboration, and driving innovation.

RECOMMENDATIONS

1. Given the skepticism surrounding autocratic leadership style, organizations should evaluate their current leadership practices and consider reducing reliance on this style. Instead, they should focus on creating a more inclusive environment where employees' input is valued, ultimately leading to higher morale and better performance outcomes. Organizations should establish channels for employees to provide feedback on leadership effectiveness and their experiences. Regularly soliciting and acting on employee feedback can help leaders adjust their styles to better meet team needs.
2. Invest in training programs for leaders to develop skills in effective leadership styles, particularly in democratic and laissez-faire approaches. Training should focus on the importance of collaboration, communication, and fostering an inclusive workplace environment, equipping leaders with the tools to enhance employees' engagement and performance.

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