

Effect of Leadership Styles on Employee Performance in Bayelsa Specialist Hospital, Yenagoa, Nigeria

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Abstract

This study examined the effect of leadership styles on employee performance of Bayelsa Specialist Hospital in Yenagoa, Bayelsa, Nigeria. Leadership is a fundamental part of any organisation and is extremely influential in determining the cost-effectiveness, development, growth, stability and imminent success of an organisation particularly when dealing with employees whose performance levels can to a great extent be affected positively or negatively by the style of leadership an organization employs. This study utilized a descriptive research design. A sample size of 276 employees of the Bayelsa specialist hospital were chosen at random using practical sampling methods. The instrument used for data collection in this study was a structured questionnaire. Data was analysed using multiple regression analysis via the statistical package for social sciences (SPSS). Findings from the study revealed that Leadership styles have a significant effect on employee performance at ($R=.986$, $R^2=.972$ at $p=0.000$). The statistical findings show that the independent variable (leadership styles) measured using transformational and transactional leadership styles accounts for 97.2% of variations in the dependent variable (employee performance) which was measured using efficiency. The study recommends that appropriate leadership training programs should be provided to enhance leadership skills and promote effective leadership styles within the hospital. This would help foster a positive work environment that encourages open communication, teamwork and employee engagement. Hence, an organisation in a bid to attain success in sustaining a competitive advantage over its competitors as well as boost employee morale and performance levels must be cautious of the kind of leadership style it applies to adequately motivate its workforce

Keywords: Leadership; Leadership styles; Transformational Leadership; Transactional Leadership; Organization; Employee performance; Efficiency.

1.0 Introduction

The direction, culture and performance of an organization are shaped by the type of leadership instituted. Different leadership styles, such as transformational, transactional, laissez-faire and democratic leadership

can have varying effects on employee engagement, motivation and overall performance. The success of any organization depends on several factors and one of the major factors is leadership. Leadership is one of the major management functions and tools used in the attainment of organizational goals and objectives (Akpan, 2023), and it can induce effective change in an organization (Eze, 2023).

Leadership plays a crucial role in promoting employee performance (Udin, 2023). Effective leadership increases team motivation and has a significant impact on organisational culture dynamics (Zhang, van Eerde, Gevers & Zhu, 2020), play a crucial role in motivating and inspiring employees to achieve their best potential (Aiflayyeh & Alghamdi, 2023). The idea of leadership as a process of influencing employee is to maximize the efforts, they are putting into undertaking assigned task to achieve set objectives (Suhartono, Sulastiningsih, Chasanah, Widiastuti & Purwanto, 2023).

Leadership style is critical for improving employee performance, and inappropriate leadership styles harm both employees and the overall performance they put into organisation. Many organizations are faced with problems related to high labour turnover, unethical practices, poor financial performance, which may be as a result of lack of effective leadership (Al Khaled & Fenn, 2020). Poor leadership is likely to be the cause of unethical practises, a high turnover rate, and employee disengagement (Alshehhi, Jano & Kudus, 2023).

A key measure of an organization's ability to achieve its goals efficiently is hinged on employee performance. It encompasses factors such as innovation and creativity, job knowledge and task completion and the development of communication skills resulting to overall efficiency. Successful organizations are characterized by a high level of employee performance and they achieved a competitive advantage in the utilization of available resources to obtain desired outputs (Olayisade & Awolusi, 2021). Organisational success is a reflection of employee performance leading to increased profit, growth, development, and organisational expansion (Akpa, Olalekan & Adedoyin, 2021).

Employees are very critical for the survival of most organizations (Phina, Patrick & Nwabuike, 2022). Organizations cannot achieve meaningful results without the appropriate contributions of employees (Ulabor & Bosedede, 2019). The accomplishment of the organization's aims and objectives depends on the performance of its employees. Workers are a valuable resource for the company that can have a beneficial or bad impact on it. An employee at his work place is a very important asset of the organization (Zamanan, 2021). There cannot be meaningful organizational performance without reliable and sustainable employee performance (Ozigi & Onyeukwu, 2022).

A lack of effective leadership style has a detrimental effect on employees and the work environment (Akca, 2017). Unhealthy work environment is attributed to ineffective leadership with subordinates and peers, having a direct effect on employee performance. Personal agenda is prioritized by ineffective leaders above the organization's long-term assets and success. Leadership failure results to high level of employee absenteeism, poor performance as a result of a lack of commitment and inability to build a working relationship with leaders causing work dissatisfaction.

Conclusively, this particular study wants to investigate the effect of leadership styles on employee performance, using employees of Bayelsa Specialist Hospital.

Statement of the Problem

The problem stems from the inability of organizations to identify, cultivate and implement leadership styles that is in alignment with their vision to enhance employee performance especially in the health sector (Akca, 2017). Leadership style is an important attribute in shaping work behaviour, motivation and performance of employee, which has a direct effect on organizational objectives. Additionally, the issue is compounded by intricacies of leadership and the ability to select and apply the best leadership style from available leadership styles, making it a challenging task for leaders to steer and select the most appropriate style to bring out the best in employees (Eze, 2023). Being able to know, which leadership styles best suit specific contexts will yield the greatest employee performance in any organization including Bayelsa Specialist Hospital.

Also, there is a lack of comprehensive research on how effective certain styles of leadership such as transformational leadership style and transactional leadership style is in stimulating employee performance in Bayelsa Specialist Hospital. Therefore, this study intends to investigate the effect of leadership styles on employee performance.

Objectives of the Study

The main objective of this study is to investigate the effect of leadership styles on employee performance, using employees of Bayelsa Specialist Hospital. As such the following hypotheses were deduced

Research Hypotheses

The following hypotheses were formulated for the study:

H₀₁: Transformational leadership style has no significant effect on employee performance in Bayelsa Specialist Hospital.

H₀₂: Transactional leadership style has no significant effect on employee performance in Bayelsa Specialist Hospital.

2.0 Literature Review

This section discusses the relevant literature and variables used in the study.

Concept of Leadership

Leadership can be described as a combination of character and duty aimed at saving people and organizations and doing everything right (Torlak, Demir & Budur, 2021). Leadership is the ability to evaluate and anticipate long-term plans and policies and influence constituencies to achieve that strategy (Top, Abdullah & Faraj, 2020). For some, leadership is a natural or natural leader. Others achieve and develop it through hard work and by being proactive and visible (Budur & Demir, 2019; Rashid, Salih & Budur, 2020). Leadership is defined as an individual's ability to influence and inspire others to achieve organizational goals and effectiveness (Udin, 2023). Leadership is the process of influencing and motivating the behaviours of others towards achievement (Gurr & Drysdale, 2020).

Leadership is the act of persuading others to act in a way that furthers one's goals (Northouse, 2018). In essence, leadership is about making things happen or not making things happen. The leader accomplishes this by providing the group with both intrinsic and external effects (Alshehhi, Jano & Kudus, 2023).

Leadership is an influencing technique that enables managers to persuade their employees to do what needs to be done and to do it successfully (Baig, Iqbal, Abrar, Baig, Amjad, Zia-ur-Rehman & Awan, 2021), the process of influencing the activities of an organised group in order to achieve organisational goals. The practise of encouraging others to work toward organisational goals in a positive and proactive manner (Burton, Borland & Kane, 2019). Leadership generally plays a crucial role in increasing organizational innovation and creativity (Chaubey, Sahoo & Khatri, 2019), shaping employees' readiness to change (Metwally, Ruiz-Palomino, Metwally, Gartzia, 2019). Leadership requires extensive knowledge and self-improvement on the part of leaders, as it is not an easy task for one person to bear the weight of an entire company or organization (Poturak, Mekic, Hadziahmetovic & Budur, 2020). Leadership is a two-way process of social influence whereby superiors and subordinates exert influence over one another in order to accomplish organizational objectives (Kalu & Okpokwasili, 2018). Leadership style is a crucial component of organizational management as it directly impacts employee performance and productivity (Aiflayyeh & Alghamdi, 2023).

Transformational Leadership Style

This style of leadership is regarded as the most active because leaders work to develop a vision and establish a culture in which they are actively involved (Breevaart & Zacher, 2019). Transformational leadership is one of the modern concepts in managerial thought, which increased interest in it at the end of the last century and the beginning of the current century (Akpan, 2023). Transformational leaders are proactive in influencing and raising employees' awareness to pursue collective interests and larger organizational goals (Udin, 2023). Transformational leadership is a conversation between leaders and their subordinates that aims to improve the work habits and attitudes of employees so that they are more committed to the organization mission and vision (Gaur, Kapoor & Gupta, 2022). Transformational leadership emerges as fundamental in this context (Marasinghe & Anusha, 2018; Norena-Chavez, Moncada & Zúñiga, 2021). Transformational leadership style theory, leaders can more effectively build a better and clearer future, explain their thoughts to their followers, motivate them, and inspire them to be able to take and overcome challenges without any external pressure (Nguyen, Trinh & Nguyen, 2021).

The transformational leadership style has a long-term approach that focuses on the improvement and development of employees to improve skills and develop their potential (Khan, Busari, Abdullah & Mughal, 2018 cited in Sion, Respati, Triatmanto & Romadlon, 2022). A transformational leader puts the needs of the group before their own and strives to achieve the shared objective. They act in accordance with high ethical standards and demonstrate selflessness in order to earn the respect and trust of their employees and subordinates (Eze, 2023). Transformational leaders seek to pay attention to and satisfy the high-level needs of employees and involve them in achieving organizational goals (Hoch, Bommer, Dulebohn & Wu, 2018; Udin, Dharma, Dananjoyo & Shaikh, 2023). The traits of transformational leadership include academic stimulation, spiritual encouragement, and individual influence. They often

take individual into consideration, establish vision and aim inside, create open culture, trust the staff to reach their goals and give full play for staff's potential (Akpan, 2023).

Transformational leadership has several positive effects on organizations, groups and individuals (Udin, 2023). Transformational leaders lead to increased motivation, satisfaction, and commitment among employees (Eliyana, Ma'arif & Muzakki, 2019), resulting in higher levels of performance and productivity (Hoch, Bommer, Dulebohn & Wu, 2018). The transformational leadership style prevails people's motivations to exceed expectations and lead to higher performances (Akpaprep, Enock & Mogre, 2019; Choi 2021; Wang & Huang 2022). A transformational leadership style that is associated with charisma and vision can focus on changes and transformation (Antonopoulou, Halkiopoulos, Barlou & Beligiannis, 2021). A transformational leader encourages skill and hard work, motivates others to achieve great things, and helps them become leaders themselves. There is a tendency for the followers to work harder and more effectively, which breeds healthy competitiveness (Budur & Poturak, 2021). Transformational leadership creates a meaningful and constructional shift in employees, with the ultimate purpose of turning followers into leaders (Langat, Linge, & Sikalieh, 2019).

The transformational leader plays a pivotal role in developing their members, boosting their hopes, and fostering their confidence to achieve better performance (Alqatawenh, 2018; Top, Abdullah & Faraj, 2020). Leaders who employ the transformational leadership style can inspire their team members or followers to realize their greatest potential. Transformational leaders have the ability to uplift and relate to their workforce, as well as aid in their professional growth and development. (Sion, Respati, Triatmanto & Romadlon (2022). The four main components of transformational leadership are inspirational motivation, intellectual stimulation, individual consideration, and most importantly, idealized influence attributes and behaviours must be adequately utilized by leadership in any organization for it to be effective (Eze, 2023). Where transformational leadership acknowledges individual talents and builds enthusiasm through emotional appeals, values, and belief systems, transactional leadership engenders compliance by appealing to the wants and needs of individuals" (Irfan, Saqib, Haroon & Hamid, 2020)

Transactional Leadership Style

This type of leadership is noted for its development of the carrot and stick method to accomplish organizational goals (Akpan, 2023). It comprises three elements, namely contingent reward, active management by exception and passive management by exception (Abasilim, Gberville & Osibanjo, 2019). Transactional leadership evolves around the leader-follower interaction, with followers following the leader's directions. Followers are closely monitored as leaders communicate their organizational responsibilities, when to complete them, and how to do so (Eze, 2023). Transactional leadership is a leadership style that focuses on the exchange of rewards and punishments (Abu Nasra & Arar, 2020) between leaders and subordinates. The transactional leader points out the behaviours to be adopted and the objectives to be achieved without influencing or motivating the employees to any great extent in order to achieve the desired goals (Mwesigwa, Tusiime & Ssekiziyivu, 2020). In this leadership style, followers are led by the established reward system as well as the punishment system (Suprapti, Puji Astuti, Sa'adah, Rahmawati, & Yuli Astuti, 2020).

Transactional leadership styles can affect positively or negatively on performance. It depends on employee assessment and agreements upon those assessments (Nshimirimana&Kwizera, 2023). Transactional leadership is focused on staffs basic and external demand, the relationship between leaders and subordinates is based on the contract (Akpan, 2023). Transactional leaders set clear expectations, establish performance goals, and use contingent rewards and punishments (Afsar,Badir, Saeed & Hafeez, 2017) to motivate their subordinates (Klein, 2023). Transactional leadership persuades followers to exhibit the desired organizational performance and they rely on the power-reward relationship's dynamic (Eze, 2023). The transactional leadership involves an exchange, where a leader serves a group of people to get something in return (Hastyar& Osman, 2021). Transactional leadership values rewards (for high performance) and sanctions (for unsatisfactory performance) to deal with employees in attaining organizational goals (Jensen, Andersen, Bro, Bøllingtoft, Eriksen, Holten, Jacobsen, Ladenburg, Nielsen, Salomonsen, Nielsen &Würtz, 2019).

Transactional leaders further establish clear guidelines and procedures for achieving certain goals and maintaining greater productivity within the organization (Lan, Chang, Ma, Zhang & Chuang, 2019). Transactional leaders need to assert their authority while maintaining a supportive attitude in order to manage their employees effectively (Udin, 2023). Transactional leadership emphasises a dichotomy between the leader as a superior and the follower as a dependent, based on a perspective of conformity with the organisation's reality (Mahfouza, 2019). Transactional leadership is thought to be appropriate for the moral standards of workers. It generates the employee's energy and resources and further increases their consciousness about ethical issues (Yukl & Gardner, 2020). Furthermore, transactional leaders do indeed utilize management by exception approach (Gemedda & Lee, 2020) to focus on significant deviations from the desired outcomes of day-to-day activities. The process of exchange between a leader and their team members is known as transactional leadership. In the process, the employees who follow the leader's requests are rewarded (Akpan, 2023).

Transactional leadership occurs when one person takes the initiative in making contact with others for the purpose of exchanging valued things (economic, political, or psychological "things", for example) (Kemunto, Mocheche, Pamela, Raburu&Bosire, 2018). The reward system developed by a leader of a company for employees who put in extra hours of work, is a form of exchange where the leader uses his or her powers to motivate the employees for a return which is the work performed by them (Mohammed, Suleyman & Taylan, 2020). Transactional leaders set specific goals and offer rewards (i.e., contingent rewards), such as recognition or bonuses, in exchange for meeting those goals (Udin, 2023). On the other hand, transactional leaders ensure that there could be consequences for not living up to expectations. They give clear instructions, step in to promote progress, and let their staff members use their problem-solving skills as long as they stay within predefined parameters. They maintain the status quo (Qalati, Zafar, Fan, Sánchez Limón &Khaskheli, 2022) and provide feedback, as well as establish a clear hierarchy within the organization (Kark, Van Dijk &Vashdi, 2018).

Employee Performance

Performance refers to the degree of achievement of the goal as well as the range of measurements of efficiency in workplaces (Alkali Kalli, Baba Abba &GanaBukar, 2023). Performance is a set of results that are achieved and refer to the action of achievement and implementation of the requested work and

performance is a function of motivation and ability (Gibson, Ivancevich & Donnelly, 2017). Performance is the amount of work that people in an organization can complete on their own and in groups, given their given authority and responsibilities. Performance is the work that can be achieved by both individual and group employees in an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission and goals of the organization (Busro, 2017). Performance is measured based on the results attained by the individual (Archibong & Ibrahim, 2021). The accomplishment of the organization's aims and objectives depends on the performance of its employees. Performance is measured based on the results attained by the individual (Archibong & Ibrahim, 2021).

Employee performance is employee's productivity on productive behaviour in the workplace (Dashwep & Macha, 2022). It is the expressed ability of an employee on assigned task. Employee performance refers to the level of achievement of the tasks that make up the work of an employee (Al Banin, Eliyana & Latifiyah, 2020). Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output (Ozigi & Onyeukwu, 2022). Employees must work diligently to ensure that the organization goals are realised (Bakar, 2018).

Employees are an important asset of the organization that may affect it either positively or negatively. An employee at his workplace is a very important asset of the organization (Zamanan, 2021). Employee performance refers to the level of achievement of the tasks that make up the work of an employee (Al Banin, Eliyana & Latifiyah, 2020). According to Khan, Yusoff, Hussain and Ismail (2019), employee job performance is directly influenced by human resource practices. Employee performance is achieved by applying flexibility in working hours and work-life balance (Susanto, Nuraini, Gunadi & Endri, 2020; Silitonga, Sujanto, Luddin, & Susita, & Endri, 2020).

Efficiency

Efficiency was the major emphasis of the scientific management era (Inegbedion, Inegbedion, Obadiaru, Asaleye, Adeyemi & Eluyela, 2021). Efficiency enables organizations to optimize their use of resources. By streamlining processes, eliminating waste, and improving productivity, organizations can maximize the output they achieve with the resources available to them. This not only leads to cost savings but also enhances resource utilization, allowing organizations to allocate their time, money, and manpower effectively. Efficiency improvement involves cost reduction in all area of its business which had achieved by saving cost, efforts and energy (Harry & Barinua, 2022).

Efficiency positively impacts the bottom line of organizations. When processes are efficient, organizations can reduce costs, eliminate waste, and optimize resource allocation. This leads to improved financial performance and profitability. Every business entity strives to produce optimum output at the lowest possible cost (Ojeyinka & Akinlo, 2021). By minimizing unnecessary expenditures, organizations can allocate resources towards growth initiatives, invest in strategic projects, and maintain a solid financial foundation.

Efficiency is a measure of the correlation between organizational inputs (energy) and outputs (goods and services supplied) and, in simple terms, the more productive we are, the more output we will

produce with a given amount of inputs or resources (Onyehuluchukwu, 2022). Efficiency enables organizations to scale their operations effectively. As businesses grow and expand, managing increased volumes of work can become challenging. Efficient processes and systems provide a solid foundation for scalability.

A firm is efficient if it can maximise output given the cost of production or minimize cost given the level of output (Ojeyinka&Akinlo, 2021). Efficiency helps organizations maintain a competitive edge in the market. In today's fast-paced business environment, organizations must strive for continuous improvement and operational excellence. By optimizing processes, reducing lead times, and enhancing quality, organizations can outperform competitors, seize market opportunities, and stay ahead in an increasingly competitive landscape.

Efficiency is achievable when resource allocation is optimised; that is, when inputs are judiciously employed to achieve greater outputs (Inegbedion, Inegbedion, Obadiaru, Asaleye, Adeyemi &Eluyela, 2021). Efficiency enables organizations to adapt to changing market conditions and customer preferences. When organizations operate efficiently, they can respond quickly to market trends, customer feedback, and emerging demands. This agility allows them to adjust their strategies, modify their product offerings, and meet evolving customer needs, staying relevant and competitive in dynamic markets.

3.0 Methodology

In order to collect relevant data for this analysis, which used a cross-sectional survey as its research approach, questionnaires were employed as the instrument. because it made it possible for researchers to collect data from participants in order to determine how leadership styles affect worker performance. This method was thought to be appropriate and perfect for the investigation. To achieve the intended population, two probability and non-probability sampling techniques—random and convenience sampling—were used. A sample size of 276 was used for the survey, of which 255 were used. Multiple regression analysis was used to examine the data, and the statistical package for social sciences (SPSS) was used to interpret the results.

4.0 Data Presentation and Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.972	.971	1.370

a. Predictors: (Constant), Transformational Leadership Style, Transactional Leadership Style

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17461.669	4	4365.417	2326.948	.000 ^b
	Residual	508.403	271	1.876		
	Total	17970.072	275			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Transformational Leadership Style, Transactional Leadership Style.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.824	.476		-16.441	.000
	Transformational Leadership Style	.063	.038	.059	1.663	.003
	Transactional Leadership Style	.144	.045	-.145	-3.187	.002

a. Dependent Variable: Employee Performance

From the regression results in the model summary table, the $R^2 = 0.972$, indicating that only 97.2% of the variations in leadership styles can be used to explain employee performance (efficiency) in Bayelsa Specialist Hospital in Yenogoa. The remaining 2.8% can be explained by other factors not captured in the regression model, which is referred to as error term. The regression model shows the model fit for the study, since the f-statistics is significant at 5% level of significance. The result implies that transformational leadership style and transactional leadership jointly and significantly predict employee performance in Bayelsa Specialist Hospital in Yenogoa.

The coefficient of leadership styles (transactional leadership style) has a positive effect on employee performance (efficiency) in Bayelsa Specialist Hospital in Yenogoa. The transactional leadership = .78-0.14 which shows that employee performance in Bayelsa Specialist Hospital in Yenogoa will increase by 14% for every 78% increase in transactional leadership style. Thus, we reject the null hypotheses and accept the alternate hypothesis and conclude that transactional leadership style has a positive and significant impact on the efficiency of employee performance in Bayelsa Specialist Hospital in Yenogoa.

Furthermore, the coefficient of leadership styles (transformational leadership style) has a positive and significant impact on employee performance (efficiency) in Bayelsa Specialist Hospital in Yenogoa. Transformational leadership style (TLS) = .78-0.63. The (TLS) indicates that employee performance in

Bayelsa Specialist Hospital in Yenagoa will increase by 63% for every 78% increase in transformational leadership style. Thus, we accept the alternate hypotheses and conclude that transformational leadership style has a positive and significant impact on the efficiency of employee performance in Bayelsa Specialist Hospital in Yenagoa.

5.0 Discussion of Findings

From the regression table, the result of the analysis indicated that there is a positive significant impact of leadership styles on employee performance (efficiency) in Bayelsa Specialist Hospital. This means that leadership styles (transformational leadership style and transactional leadership style) positively and significantly affect employee performance (efficiency) in Bayelsa Specialist Hospital in Yenagoa. The findings are in agreement with the study of Eze(2023), who argued that a transformational leader prioritizes the interests of the group over their own and works toward the common goal of the organization. They act in accordance with high ethical standards and demonstrate selflessness in order to earn the respect and trust of their employees and subordinates. Furthermore, the work of Mwesigwa, Tusiime and Ssekiziyivu(2020), maintained that the transactional leader points out the behaviours to be adopted and the objectives to be achieved without influencing employees to any great extent in order to achieve the desired goals.

6.0 Conclusion

Using staff members from Bayelsa Specialist Hospital, we investigated the impact of leadership styles on worker performance in this study. According to the study, having a good leadership style is essential for raising employee performance, and having a bad leadership style detracts from both the work that employees do for the organization as a whole and the employees themselves. According to the study, a transformational leader works toward the group's common purpose and puts the interests of the group before their own. To gain the respect and confidence of their subordinates and staff, they exhibit selflessness and act with high ethical standards. The study also asserted that the transactional leader identifies the behaviors and goals to be met without significantly influencing or inspiring the staff members to any great extent in order to achieve the desired goals.

7.0 Recommendations

Based on the conclusions the following recommendations were proffered

1. Provide leadership training programs to enhance leadership skills and promote effective leadership styles within the hospital.
2. Foster a positive work environment that encourages open communication, teamwork, and employee engagement.
3. Align performance metrics and incentives with desired leadership behaviours and employee performance outcomes.
4. Develop mentoring or coaching programs to support leaders in their role and help them improve their leadership effectiveness.

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